

COLIN BAENZIGER  ASSOCIATES

EXECUTIVE RECRUITING



**PROPOSAL TO PROVIDE EXECUTIVE SEARCH SERVICES
FOR CITY MANAGER AND POLICE CHIEF FOR COCOA, FL**

Volume II: Appendices

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PROPOSAL TO BE THE CITY'S EXECUTIVE RECRUITING FIRM

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Appendix A

*Searches by
Colin Baenziger & Associate' Staff*

Governmental Search Assignments

Current Searches

City Manager, Brighton, CO (population 41,254)

City Manager, Cape Coral, FL (population 194,570)

City Manager, Doraville, GA (population 10,526)

City Manager, Montverde, FL (population 1,675)

City Manager, Winchester, VA (population 28,108)

City Attorney, Lawton, OK (population 94,653)

Finance Director, Gainesville, FL (population 133,857)

Public Works Administrator, Renton, WA (population 100,953)

General Manager, Des Moines (IA) Water Works (serves a population of over 500,000)

Customer Service Manager, Sewer & Water Board of New Orleans, LA

Searches Completed in 2020

City Manager, Crescent City, FL (population 1,542)

Executive Director, Emerald Coast Utilities Authority, Pensacola, FL

Governmental Search Assignments (continued)

Completed Searches Prior to 2020

City/Town/Village Manager/Administrator

City Manager, Albany, GA (population 75,600) in 2011
City Manager, Ankeny, IA (population 45,600) in 2013
City Manager, Ashland, KY (population 21,000) in 2013
City Manager, Auburn, AL (population 58,582) in 2017
City Manager, Aventura, FL (population 37,724) in 2017 and 2018
Village Manager, Bal Harbour, FL (population 3,300) in 2013
City Manager, Bartow, FL (population 16,000) in 2007 in 2017
Town Manager, Bay Harbor Islands, FL (population 5,200) in 2003 and 2007
City Manager, Bellevue, WA (population 122,400) in 2014
Town Manager, Buckeye, AZ (population 32,000) in 2006
City Manager, Burien, WA (population 55,188) in 2017
City Manager, Cape Canaveral, FL (population 10,200) in 2010
City Manager, Cape Coral, FL (population 154,300) in 2012
City Manager, Carnation, WA (population 1,873) in 2017
City Manager, Casselberry, FL (population 25,000), in 2005
City Manager, Chamblee, GA (population 17,000) in 2011
City Manager, Clewiston, FL (population 7,270) in 2019
City Manager, Cocoa Beach, FL (population 11,200) in 2012, 2015 and 2016
City Administrator, Connell, WA (population 4,200) in 2014
City Manager, Cooper City, FL (population 32,000) in 2008
City Manager, Coral Gables, FL (population 43,000) in 2009
City Manager, Cottonwood Heights, UT (population 34,000) in 2004
City Manager, Covington, VA (population 5,802) in 2016
Town Manager, Cutler Bay, FL (population 35,000) in 2006
City Manager, Dania Beach, FL (population 28,000) in 2009
City Manager, Danville, VA (population 43,000) in 2016
City Manager, Deerfield Beach, FL (population 78,000) in 2019
City Manager, Delray Beach, FL (population 64,100) in 2014
City Manager, Deltona, FL (population 83,000) in 2006 and 2008
City Manager, Destin, FL (population 12,000) in 2003 and 2011
City Administrator, Dickinson, ND (population 22,300) in 2018
City Manager, Doral, FL (population 24,000), in 2004
City Manager, Doraville, GA (population 10,896) in 2013 and 2017
Town Manager, Dundee, FL (population 3,000) in 2006 and 2009
City Manager, Ellensburg, WA (population 18,350) in 2014
City Manager, Elmira, NY (population 29,200) in 2014
Village Manager, Estero, FL (population 26,600) in 2015
City Manager, Fairborn, OH (population 33,200) in 2017
City Manager, Fayetteville, NC (population 208,000) in 2012
City Manager, Fernandina Beach, FL (population 11,000) in 2006 and 2015
City Manager, Fife, WA (population 8,700) in 2010 in 2017

Governmental Search Assignments (continued)

City/Town/Village Manager/Administrator (continued)

City Manager, Fort Myers, FL (population 68,190) in 2016
Town Manager, Fort Myers Beach, FL (population 6,900) in 2006 and 2008
City Manager, Fort Pierce, FL (population 41,900) in 2012
City Manager, Fort Smith, AR (population 87,650) in 2016
City Manager, Fruitland Park, FL (population 4,100) in 2013
Village Manager, Islamorada, Village of Islands, FL (population 7,500) in 1999 and 2005
City Manager, Gainesville, FL (population 133,857) in 2016 and 2019
City Manager, Greensboro, NC (population 259,000) in 2009
City Manager, Groveland, FL (population 12,493) in 2018
City Manager, Hallandale Beach, FL (population 39,000) in 2010 and 2012
City Manager, Holly Hill, FL (population 13,000) in 2008 (partial search)
City Manager, Homestead, FL (population 62,000) in 2010
City Manager, Indianola, IA (population 15,108) in 2015
City Manager, Jacksonville Beach, FL (population 23,387) in 2018
Town Manager, Juno Beach, FL (population 3,600) in 2005
Village Manager, Key Biscayne, FL (population 11,000) in 2007 and 2011
City Manager, Key West, FL (population 24,600) in 2012
Town Manager, Lake Park, FL (population 9,100) in 2001 and 2003
Town Manager, Lantana, FL (population 9,600) in 2000
City Administrator, Lake Forest Park, WA (population 13,059) in 2018
City Manager, Lake Worth, FL (population 37,000) in 2003 and 2007
City Manager, Lauderdale Lakes, FL (population 32,000) in 1998 and 2002
City Manager, Leesburg, FL (population 20,390) in 2013
City Manager, Madeira Beach, FL (population 12,300) in 2011
Town Manager, Mangonia Park, FL (population 1,400) in 2001
City Manager, Marathon, FL (population 11,500 in 2002 and 2004
City Manager, Marco Island, FL (population 15,000) in 2014
City Manager, Medina, WA (population 3,000) in 2013
City Manager, Melbourne, FL (population 72,500) in 2012
City Manager, Miami Gardens, FL (population 101,000) in 2004
City Manager, Mill Creek, WA (18,828) in 2015
City Manager, Miramar, FL (population 122,000) in 2013
City Manager, Monroe, NC (population 33,500) in 2013
Town Manager, Mooresville, NC (population 41,995) in 2019
City Manager, Mount Dora, FL (population 12,000) in 2005
City Manager, Mount Pleasant, MI (population 26,000) in 2014
City Manager, Mountlake Terrace, WA (population 20,700) in 2014 and 2016
City Manager, Naples, FL (population 21,800) in 2018
City Manager, New Smyrna Beach, FL (population 23,000) in 2009
City Manager, Normandy Park, WA (population 6,335) in 2013 and 2015
City Manager, North Miami, FL (population 62,000) in 2010 and 2014
Village Manager, North Palm Beach, FL (population 12,500) in 2004, 2005, 2007 and 2012
City Manager, North Port, FL (population 55,800) in 2011

Governmental Search Assignments (continued)

City/Town/Village Manager/Administrator (continued)

Town Manager, North Topsail Beach, NC (population 734) in 2018
City Manager, Norwich, CT (population 40,500) in 2016
City Manager, Oakland Park, FL (population 42,800) in 2014
City Manager, Ocala, FL (population 52,000) in 2008 and 2015
City Manager, Opa-Locka, FL (population 2,180) in 2019
City Manager, Orange City, FL (population 10,000) in 2010 and 2016
City Manager, Orange Park, FL (population 9,100) in 2010
City Manager, Oviedo, FL (population 33,000) in 2008
City Manager, Palm Bay, FL (current population 101,000) in 2002 and 2015
City Manager, Palm Coast, FL (population 71,000) in 2006
Village Manager, Palmetto Bay, FL (population 24,000) in 2003
City Manager, Panama City Beach, FL (population 12,776) in 2012 and 2019
City Manager, Parkland, FL (population 30,177) in 2017
City Manager, Petersburg, VA (population 32,701) in 2017
Village Manager, Pinecrest, FL (population 19,300) in 2011
City Manager, Pompano Beach, FL (population 101,000) in 2007
City Manager, Port St. Lucie, FL (population 174,100) in 2016
City Manager, Portland, ME (population 65,000) in 2011
City Manager, Prosser, WA (population 5,802) in 2016
City Manager, Riviera Beach, FL (population 37,000) in 2009
City Manager, Roanoke, VA (population 98,465) in 2009 and 2017
City Manager, Sammamish, WA (population 64,548) in 2019
City Manager, Sarasota, FL (population 55,000) in 2012
City Manager, Satellite Beach, FL (population 10,100) in 2013
City Manager, Savannah, GA (population 142,800) in 2016
City Manager, Scottsdale, AZ (population 217,400) in 2013
City Manager, Sebastian, FL (population 24,772) in 2018
City Manager, Seminole, FL (population 17,800) in 2015
City Manager, Sequim, WA (population 6,700) in 2015
Town Manager, Sewall's Point, FL (population 2,000) in 2006
Township Manager, Spring Garden Township, PA (population 12,963) in 2018
Township Manager, Springettsbury Township, PA (population 26,700) in 2014 and 2016
City Manager, St. Pete Beach, FL (population 10,000) in 2014 and 2019
City Manager, Stuart, FL (population 17,000) in 2006 and 2017
City Manager, Sunny Isles Beach, FL (population 17,000) in 2006 and 2011
City Manager, Sunrise, FL (population 84,400) in 2012
City Manager, Sunnyside, WA (population 15,860) in 2013 and 2018
Town Manager, Surfside, FL (population 6,000) in 2014
City Manager, Tacoma, WA (population 200,000) in 2011 and 2017
City Administrator, Tavares, FL (population 11,000) in 2006
City Manager, Titusville, FL (population 43,940) in 2014
City Manager, Treasure Island, FL (population 6,937) in 2017
City Manager, Vero Beach, FL (population 16,751) in 2019

Governmental Search Assignments (continued)

City/Town/Village Manager/Administrator (continued)

City Manager, West Melbourne, FL (population 15,000) in 2009
City Manager, West Park, FL (population 12,000) in 2005 and 2010
City Manager, Weston, FL (population 70,015) in 2019
City Manager, Winchester, VA (population 26,000) in 2014
City Manager, Winter Haven, FL (population 37,900) in 2017
City Manager, Yakima, WA (population 91,000) in 2011 and 2012

County Administrator / Manager - Completed Searches

County Manager, Alachua County, FL (population 251,400) in 2014
County Manager, Baker County, FL (population 27,000) in 2006
County Administrator, Bay County, FL (population 158,000) in 2005
County Manager, Brevard County, FL (population 536,000) in 2009
County Administrator, Broward County, FL (population 1,800,000) in 2006
County Administrator, Clackamas County, OR (population 383,900) in 2013
County Manager, Clay County, FL (population 212,230) in 2005, 2011 and 2019
Chief Administrator, El Paso County, TX (population 827,700) in 2014 and 2016
County Administrator, Emmet County, MI (population 32,900) in 2014
County Manager, Flagler County, FL (population 83,000) in 2007
County Manager, Fulton County, GA, (partial search) in 2015 (population 894,300) in 2015
County Administrator, Hernando County, FL (population 172,800) in 2012
County Administrator, Highlands County, FL (population 98,000) in 2008
County Administrator, James City County, VA (population 69,000) in 2014
County Manager, Lee County, FL (population 600,000) in 2009
County Administrator, Martin County, FL (population 140,000) in 2005
Borough Manager, Matanuska-Susitna Borough, AK (population 85,000) in 2011
County Administrator, Monroe County, FL (population 80,000) in 2004
County Administrator, Nassau County, FL (population 60,000) in 2004
County Administrator, Okaloosa County, FL (population 183,500) in 2013
County Administrator, Okeechobee County, FL (population 39,000) in 2008
County Manager, Osceola County, FL (population 235,000) in 2003 and 2007
County Administrator, Polk County, IA (population 400,000) in 2007 and 2011
County Manager, Seminole County, FL (population 410,000) in 2006
County Administrator, St. Johns County, FL (population 162,000) in 2007
County Administrator, St. Lucie County, FL (population 284,000) in 2014
County Manager, Union County, NC (population 198,600) in 2010
County Administrator, York County, VA (population 66,269) in 2015

Completed Searches – Other Municipal CEO

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

Governmental Search Assignments (continued)

Completed Searches – Other Municipal CEO (continued)

General Manager, Chittenden Solid Waste District, Williston, VT (population 157,461) in 2016
General Manager, Holiday Park Recreation District, FL (population 4,500) in 2007
General Manager, Island Water Association, Sanibel, FL in 2018
Executive Director, Lakewood Ranch Inter-District Authority, Manatee County, FL (population 15,000) in 2011
Executive Director, Northern Palm Beach Improvement District, Palm Beach Gardens, FL (population 200,000) in 2003
Executive Director, South Correctional Entity (SCORE), Des Moines, WA (population served 406,000) in 2018

Community Association CEOs and Assistant CEOs

Chief Operating Officer, Amelia Island Plantation Community Association, FL (population 3,000) in 2016
Executive Director, Lakewood Ranch Inter-District Authority, Manatee County, FL (population 15,000) in 2011 (The Executive Director also managed five community associations.)
Executive Director, Sun City Summerlin Home Owners Association, Las Vegas, NV (population 14,000) in 2015 and 2017
Vice President for Administration, Ocean Reef Communication Association, Key Largo, FL in 2017
Vice President, Public Works & Operations, Ocean Reef Community Association (population 2,000), Key Largo, FL, in 2001

Completed Searches – Assistant/Deputy Managers

Assistant City Manager / Operations, Corpus Christi, TX (population 308,000) in 2013
Assistant City Manager / Utilities, Corpus Christi, TX (population 308,000) in 2014
Deputy City Manager, Danville, VA (43,000) in 2016
Deputy City Administrator, Dickinson, ND (population 22,300) in 2016
Deputy City Manager for Community Building, Durham, NC (population 220,000) in 2009
Assistant Town Manager, Jupiter Island, FL (population 654) in 2010
Assistant Village Manager, Islamorada, Village of Islands, FL (population 7,500) in 1998
Assistant City Manager, Lake Worth, FL (population 37,000) in 2004
Assistant County Administrator, Martin County, FL (population 140,000) in 2006
Deputy City Manager, Sammamish, WA (60,000) in 2016
Assistant City Manager, Tamarac, FL (population 55,500) in 2001
Assistant City Manager, West Palm Beach, FL (population 101,000) in 2004 and 2013

Completed Searches – City or County Attorneys

County Attorney, Clay County, FL (population 196,400) in 2016
City Attorney, Daytona Beach, FL (62,300) in 2016
City Attorney, Fort Lauderdale, FL (population 178,752) in 2018

Governmental Search Assignments (continued)

Completed Searches – City or County Attorneys (continued)

City Attorney, Fort Pierce, FL (population 41,590) in 2016 and 2018
County Attorney, Fulton County, GA (population 996,319) in 2015
Chief Labor Negotiator, Orlando, FL (population 270,934) in 2018
City Attorney, Port St. Lucie, FL (population 185,132) in 2016 and 2019
County Attorney, Prince William County, VA (population 438,580) in 2015
City Attorney, Roanoke, VA (population 96,000) in 2012
Fire District Attorney, St. Lucie County Fire District, FL (population 298,600) in 2017
City Attorney, Vero Beach, FL (population 16,751) in 2019
City Attorney, West Melbourne, FL (population 15,000) in 2008

Completed Searches – Community Development/Growth Management/Planning

Growth Management Director, Collier County, FL (population 357,305) in 2015 and 2017
Community Development Director, Danville, VA (population 43,000) in 2016
Director, Building and Development, Loudoun County, VA (population 336,900) in 2014
Community Development Director, Miami, FL (population 408,000) in 2008
Director of Planning, Building and Development, Roanoke, VA (population 96,000) in 2012
General Manager, North Sarasota Redevelopment District, Sarasota, FL (population 53,000) in 2008
Growth Management Director, St. Lucie County, FL (population 261,000) in 2005
Community Development Director, Tamarac, FL (population 55,500) in 2007
Growth Management Manager, Wellington, FL (population 55,000) in 2009

Completed Searches – Economic Development / Redevelopment

Executive Director, Camden County (GA) Joint Development Authority (pop. 51,400) in 2014
Economic Development Director, Collier County, FL (population 328,000) in 2012
Assistant City Manager for Community Building, Durham, NC (population 220,000) in 2009
Economic Development Director, Concord, NH (population 42,444) in 2017
Economic Development Director, Roanoke, VA (population 96,000) in 2012
Director, Office of Economic & Workforce Development, Durham, NC (pop. 220,000), 2009
Economic Development Director, Loudoun County, VA (population 326,000) in 2010
Economic Development Director, St. Johns County, FL (population 162,000) in 2011

Completed Searches – Engineers

City Engineer, Gulfport, MS (population 90,000) in 2008
Director/Engineering/Public Works /Utilities, Hallandale Beach, FL (population 39,000) 2013
Deputy County Engineer, Martin County, FL (population 140,000) in 2006
Assistant City Engineer, Melbourne, FL (population 75,000) in 2008
City Engineer, Sunny Isles Beach, FL (population 17,000) in 2006
Staff Engineer, Wellington, FL (population 55,000) in 2009

Governmental Search Assignments (continued)

Completed Searches – Facilities Management

Director, Performing Arts & Convention Center, Federal Way, WA (population 92,700) in 2015
Director, Landscaping, Weston, FL (population 65,300) in 2013

Completed Searches – Finance and Budget

Finance Director, Altus, OK (population 19,800) (background check) in 2012
Finance Director, College Park, MD (population 32,256) in 2016
Procurement Director, Collier County, FL (population 357,305) in 2016
Finance Director, Danville, VA (population 43,000) in 2014
Finance Director, Daytona Beach, FL (population 31,860) in 2012
Finance Director, DeLand, FL (population 28,230) in 2016
Finance Director, Escambia County (FL) Housing Authority (population served: 302,700), 2014
Finance Director, Fort Walton Beach, FL (population 20,000) in 2006
Finance Director, Groveland, FL (population 12,493) in 2018
Director, Management & Financial Services, Loudoun County, VA (population 326,000) in 2012
Manager, Office of Management and Budget, Lake Worth, FL (population 37,000) in 2010
Finance Director, Lauderdale Lakes, FL (population 32,000) in 1998
Finance Director, Miami, FL (population 408,000) in 2013
Finance Director, Miramar, FL (population 130,300) in 2016
Treasurer, Miami, FL (population 408,000) in 2013
Finance Director, Oregon City, OR (population 31,860) in 2012
Finance Director, Petersburg, VA (population 32,701) in 2017
Finance Director, Roanoke, VA (population 99,000) in 2014
Director of Finance and Administration, Roanoke Regional Airport, Roanoke, VA, in 2014
Revenue Operations Director, Savannah, GA (population 142,800) in 2017
Budget Director, St. Petersburg, FL (population 248,000) in 2009
Finance Director, St. Petersburg, FL (population 248,000) in 2010
Finance Director, Sunny Isles Beach, FL (population 17,000) in 2010
Finance Director, Surfside, FL (population 5,700) in 2012
Finance Director, Tamarac, FL (population 55,500) in 2005 and 2009
Finance Director, West Palm Beach, FL (population 101,000) in 2007

Completed Searches – Fire/EMS/Dispatch

Fire Chief, Cape Coral, FL (population 154,300) in 2013
Fire Chief, Lauderdale Lakes, FL (population 32,000) in 1999
Executive Director, South Sound 911 (serves a population of 808,000), Tacoma, WA, in 2013
Fire Chief, St. Lucie County Fire District, FL (population 298,600) in 2018
Fire Chief, West Palm Beach, FL (population 101,000) in 2005

Completed Searches – General Services / Administration

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

Governmental Search Assignments (continued)

Completed Searches – Housing/Building

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

Completed Searches – Human Resources

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

Completed Searches – Health and Human Services

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

Completed Searches – Information Technology

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

Completed Searches – Parks/Recreation/Libraries

Parks and Recreation Director, Cape Coral, FL (population 179,804) in 2018
Parks and Recreation Director, Deerfield Beach, FL (population 78,041) in 2017 and 2019
Director, Parks, Recreation, & Conservation, Hillsborough County, FL (pop. 1,292,000) in 2015
Director, Parks and Recreation, Hobbs, NM (population 35,000) in 2014
Libraries and Information Services Director, Newport News, VA (population 183,000) in 2017
District Manager, Holiday Park Recreation District, Palm Bay, FL (population 1,400) in 2007
Library Services Director, St. Johns County, FL (population 162,000) in 2007
Parks and Recreation Director, West Palm Beach, FL (population 101,000) in 2006
Parks and Recreation Director, Weston, FL (population 70,015) in 2019

Governmental Search Assignments (continued)

Completed Searches – Police

Police Chief, Golden Beach, FL (population 355) in 2011 (partial search)
Police Chief, Farmington, NM (population 45,900) in 2014
Police Chief, Lauderhill, FL (population 66,900) in 2011 (partial search)
Police Chief, Melbourne, FL (population 76,000) in 2011 (partial search)
Chief of Police, Mooresville, NC (population 35,300) in 2016
Police Chief, Petersburg, VA (population 32,701) in 2017
Director of Administration – Public Safety, Ocean Reef Community Association, Key Largo, FL
in 2016
Police Chief, Sewall’s Point, FL (population 2,000) in 2007
Police Chief, St. Augustine Beach, FL (population 6,200) in 2012
Police Chief, Sunny Isles Beach, FL (population 17,000) in 2010
Police Chief, Winchester, VA (population 27,216) in 2017

Completed Searches – Public Works

Public Works Director, Aventura, FL (population 37,200) in 2016
Public Works Director, Camden County, GA (population 53,044) in 2019
Solid Waste Director, Camden County, GA (population 53,044) in 2018
Public Works Director, Chandler, AZ (population 250,000) in 2007
General Manager, Chittenden Solid Waste District, Williston, VT (population 157,461) in 2016
Executive Director, Northern Palm Beach Improvement District, Palm Beach Gardens, FL
(population 200,000) in 2003
Vice President, Public Works & Operations, Ocean Reef Community Association (population
2,000), Key Largo, FL, in 2001
Executive Director, Environment and Infrastructure, Pinellas County, FL (pop. 917,000) in 2012
Public Works Director, Sammamish, WA (60,000) in 2016
Director/Capital Projects Manager/City Engineer, Sunny Isles Beach, FL (pop. 17,000) in 2007
Assistant Public Works Director, Sumter County, FL (107,000) in 2015
Assistant Public Works Director, Sunny Isles Beach, FL (population 17,000) in 2008
Public Works Director, Tamarac, FL (population 55,500) in 2003
Solid Waste Director, Tampa, FL (population 335,700) in 2014
Director, Landscaping, Weston, FL (population 65,300) in 2013

Completed Searches – Transportation

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

Governmental Search Assignments (continued)

Completed Searches – Utilities

Water Resources Director, Asheville, NC (population 87,200) in 2015
Utility Director, Danville, VA (population 43,000) in 2015
Power & Light Division Director, Danville, VA (population 43,000) in 2015
Water and Gas Director, Danville, VA (population 43,000) in 2016
Utilities Manager, Deerfield Beach, FL (population 78,041) in 2017
Watershed Management (Water and Wastewater) Director, DeKalb County, GA (population 691,900) in 2011 and 2013
Executive Director, Des Moines (IA) Water Works (serves a population of over 500,000) in 2012
Executive Director, Florida Keys Aqueduct Authority, Key West, FL (pop. 90,000) in 2003
Utilities Director, Lake Worth, FL (population 37,000) in 2009
Waterworks Director, Newport News, VA (population 183,000) in 2017
Executive Director, Onslow Water & Sewer Authority, Jacksonville, NC, (pop. 160,000) in 2009
Utilities Director, Palm Bay, FL (population 101,000) in 2005
Utilities Director, Panama City, FL (population 38,286) in 2017
Executive Director, Environment and Infrastructure, Pinellas County, FL (pop. 917,000) in 2012
Executive Director, Sewerage and Water Board of New Orleans, LA (population 369,000)
Director, South Martin Regional Utilities, FL (population 22,000) in 2013
Water (Wastewater) Resources Director, St. Petersburg, FL (population 248,000) in 2008
General Manager, Tampa Bay Water, FL (population served 2,400,000) in 2008

Completed Searches – Work Force Management

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

Completed Searches – Other

Chief Operating Officer, Amelia Island Plantation Community Association, FL (population 3,000) in 2016
City Clerk, Lauderdale Lakes, FL (population 32,000) in 1998
Clerk to the County Commission, Fulton County, GA (population 1.02 million) in 2018
Director, Registrations and Elections, Fulton County, GA (population 992,000) in 2009
Environmental Resources Director, St. Lucie County, FL (population 261,000) in 2009
Executive Director, Sun City Summerlin Home Owners Association, Las Vegas, NV (population 14,000) in 2015 and 2017
Special Projects Coordinator, Islamorada, Village of Islands, FL (population 7,500) in 1998
Vice President for Administration, Ocean Reef Communication Association, Key Largo, FL in 2017

Appendix B

*Sample Brochure:
City Manager Search
Sebastian, FL*



City Manager Position Available—Apply by March 2, 2018



Welcome to the City of Sebastian, Florida

Tucked away on the east coast of Florida a little south of Cape Canaveral, Sebastian is an attractive waterfront community that boasts a quiet, laidback charm. The area is a paradise surrounded by natural beauty. Just across the Intracoastal Waterway lie some of Florida's most attractive barrier islands, Sebastian Inlet State Park and Pelican Island National Wildlife Refuge.

Surprisingly, given its location, Sebastian has maintained its small-town atmosphere without becoming a typical tourist destination and residents like it that way. The City has a building height limit of 25 feet in some residential and commercial areas, and 35 feet in the others. A few resorts lie nearby with

gorgeous ocean views, but they are not in the City. Daily life here is picturesque, with cool sea breezes, plentiful fishing, outdoor parks, and opportunities for bird watching. The right City Manager will treasure Sebastian's relaxed, comfortable atmosphere, its leisure amenities, and the gorgeous natural landscapes surrounding it. In fact, Forbes Magazine recently recognized the area as the 35th Best Small Place for Business and Careers.

The City's downtown is home to several shopping plazas and numerous excellent restaurant choices that overlook the water. The seafood is especially fresh and plentiful. One of Sebastian's primary attractions is Mel Fisher's Treasure Museum. It is famous for teaching history alongside a collection of artifacts found along the beach and nearby—items that include pieces of eight dating back to the 1500.

The hub of Sebastian is its Riverview Park, an area that offers a stunning view of the Intracoastal Waterway (also referred to as the Indian River Lagoon). Here residents gather for festivals, shows, fairs, and other free entertainment. The Christmas season brings the must see Christmas parade and a Christmas tree to the park, as well as a visit from Santa and Mrs. Claus. In mid-January, the City hosts the Sebastian Fine Arts and Music Festival. In mid-March, comes the Shrimp Fest & Craft Brew Hullabaloo. The Sebastian Lionfish Festival occurs in mid-May. You will not want to miss the 4th of July celebration. In early November, the City hosts the famous Sebastian Clambake. The nature events include Earth Day in April and the Pelican

Island Wildlife Festival in May. On Friday night, you will find Concerts in the Park. Other important activities include honoring veterans on memorial holidays, the Halloween costume contest, the Chamber of Commerce Light up Night the day after Thanksgiving, and the Easter Bunny makes an appearance for the annual Easter egg hunt.

Hunting and fishing are popular—snook, snapper, grouper, redfish, bluefish, and Spanish mackerel are all abundant in the area. Fifteen miles to the west, near Fellsmere, lies the Stick Marsh, a 6,500 acre fresh-water reservoir, synonymous with trophy size giant Bass. An hour and a half southeast is Lake Okeechobee. Hunters will find deer, hogs, turkey and other birds nearby.

Residents enjoy 19 parks which offer sports facilities, hiking trails, dog parks, lakes and ponds, playgrounds, skate parks, golf, and even a yacht club. The aforementioned Riverview Park itself features a small playground area, splash park, and a sidewalk along the lagoon that stretches for miles. The City has its own Golf Course that is a gem and a popular full-service Restaurant/Sports Bar in the Golf Course Clubhouse facility. It is a great place to relax, be entertained, chat, or simply to enjoy the beauty the City has to offer. Nearby Vero Beach offers a symphony, opera and live theater.

Sebastian offers a variety of housing options. While the median home value is affordable at just under \$200,000, you can spend into the high six figures if you like. The community is considered very peaceful and the crime rates are low. The Police Department



does a great deal of outreach and, as a result of that and good police work, Sebastian is a very safe City. Homelessness and opioids are not considered significant issues here. The schools are very good and, if you apply yourself, you can get an excellent education. A multitude of opportunities for higher education are nearby, the most notable being the University of Central Florida, Indian River State College, and Florida Atlantic University. Adjacent to Sebastian City Hall, an extension of Indian River State College offers courses toward Associate and Bachelor's degrees. Medical care in the area is excellent led by the Sebastian River Medical Center, an acute care hospital barely outside City limits to the north.

Just across the Intracoastal Waterway, lies Sebastian Inlet State Park where recreation meets wildlife to create a gorgeous park for residents and visitors alike. Open 24 hours a day, the park provides many leisure activities, particularly fishing. This park is a favorite for saltwater anglers nationwide. Other facilities allow swimming, surfing, snorkeling, scuba diving, boating, and camping. The McLarty Treasure Museum, which features the story of the 1715 Spanish treasure fleet, and the Sebastian Fishing Museum both lay within the park. Wildlife is abundant—casual visitors are generally able to see ospreys, shore birds, sea turtles, Bottlenose Dolphin, and

Manatees. Canoeing and kayaking in the Indian River Lagoon are two more available activities, and the mile-long Hammock Trail is a relaxing stroll at the end of the day.

Only an hour and a half away is Orlando, one of Florida's largest and best known cities, and home to some of the most visited vacation resorts in the world including Walt Disney World (hosting the Magic Kingdom, Epcot, Disney's Hollywood Studios, Disney's Animal Kingdom, and two water parks), Universal Studios (with its Islands of Adventure and the Wizarding World of Harry Potter World), and SeaWorld. A bit further away, lies LEGOLAND in Winter Haven.

Tampa and Miami, two more of Florida's largest cities, lie just over two and a half hours away. They both offer seemingly endless opportunities for arts, culture, entertainment, and professional sports.

If you like to travel, Sebastian Municipal Airport (known as Florida's Boutique Airport) serves small personal and corporate aircraft and is a popular sky diving venue—one of the busiest and most attractive 'drop zones' in the country. Thirty minutes north is Melbourne International Airport offering one-stop connections worldwide. Not too far away is the Orlando International Airport, the 41st busiest airport in the world, and Orlando/Sanford International Airport which offers direct flights by low cost carriers. The City enjoys convenient access to Port Canaveral, the third busiest cruise port in the world. A few hours further away are the first and second busiest—the Port of Miami and Port

Everglades (in Fort Lauderdale). I-95, State Road 60, and U.S. Route 441 are near Sebastian and make traversing the state very easy. Best of all, there is very little traffic in the City.

Most importantly, though, are the people here. They are engaged in a positive way and live here because of the lifestyle and amenities. They are very positive about their City. Non-profits and other volunteer organizations play an important role here. This year's Sebastian Clambake Festival resulted in \$68,000 in grants given to community organizations.

In other words, Sebastian is an ideal combination of peaceful, small-town living while having the world at your fingertips. So it is easy to fall in love with the City. Combining quaintness with its quality of life, natural beauty and accessibility, it is perfect place to settle down and take in the fresh air. This coastal treasure's beautiful seas await you.

HISTORY

More than any other event, the sinking in 1715 of the Spanish Treasure Fleet off the Florida coast gave the Treasure Coast its name and Sebastian its fame. A fleet of twelve ships left Cuba, heavy laden with treasure and was driven into the Florida coast by a hurricane between the St. Lucie and Sebastian Inlets. In 1988, not far from the Sebastian Inlet, treasure hunters found an estimated \$300,000 in coins, jewelry and other artifacts that had been waiting on the ocean's bottom since the storm.

The first settlements in Sebastian date back to the 1880's when 40 pioneers migrated to a village south of the St. Sebastian River. Initially called Newhaven, the city was renamed Sebastian in 1884.

In the early 1890s, the predecessor of the Florida East Coast Railroad arrived in Sebastian on its way to the Florida Keys. At the same time a commercial fishing industry and associated ice packing houses emerged.

Table 1: Sebastian Demographics

Estimated 2016 Population: 23,432			
Distribution by Race		Distribution by Age	
Caucasian	90.6%	0 to 15	14.5%
African American	6.9%	15 to 25	7.6%
Asian	0.5%	25 to 45	18.1%
Native American	0.2%	45 to 65	30.5%
Two or More Races	1.8%	65 to 85	26.5%
Total	100%	Over 85	2.8%
Hispanic (all races)	6.0%		

Educational Achievement (over age 25)	
High School or Higher	86.8%
Bachelor's Degree or Higher	18.9%

Other Statistics	
Median Age-Sebastian	52.0
Median Age-U.S.	37.4
Poverty Rate	13.3%

Source: U.S. Census Bureau

Naturalists came to the area and America's National Wildlife Refuge System came into being in 1903 when President Teddy Roosevelt agreed to protect pelicans and other birds in a sanctuary known as Pelican Island Wildlife Refuge, just across the Intracoastal from Sebastian.

Sebastian incorporated as the "Town of Sebastian" in 1924 and then reincorporated in 1925 as the "City of Sebastian." In 1987 the voters approved the change from a strong Mayor form of government to a Council/Manager form of government, that being the last major modification to the City Charter.

Between 1900 and the present time, Sebastian grew slowly to its present size of approximately 23,400 and is now the largest municipality in Indian River County.

DEMOGRAPHICS

See Table 1 (left) for information on Sebastian demographics.

CLIMATE

Sebastian experiences a subtropical climate with two primary seasons: a hot, humid rainy season (May to September) and a warm, dry season (October to April). High temperatures in the summers are in the low 90s and only rarely dip below the mid-70s. During the winter months, the temperatures typically range from the mid-50s to the mid-70s.

GEOGRAPHY

Sebastian, FL has a total area of 14.42 square miles, 13.59 of which are land. The topography is very flat and the City lies 20 feet above sea level. Orlando lies about an hour and a half northwest, with Tampa,

Figure 1



Table 2: Principal Employers, Indian River County, FL

Employer	Industry	Employees
School District of Indian River County	Government	2,113
Indian River Medical Center	Healthcare	1,753
Indian River County	Government	1,328
Publix Supermarkets	Food/Beverage	1,250
Walmart	Retail	693
Piper Aircraft, Inc.	Manufacturing	650
Sebastian River Medical Center	Healthcare	569
John's Island (Residential/Resort)	Entertainment	526
City of Vero Beach	Government	424
Medical Data Systems	Financial	400

Source: City of Sebastian, FL 2016 CAFR

two and a half hours west, and Miami two and a half hours south. It is the largest city in Indian River County.

COMMERCE

Agriculture and fishing support the local economy in Indian River County. The city itself does not foresee a great deal of business growth. The area's principal employers are primarily entities from the government and healthcare sectors.

Data for the Principal Employers in the City of Sebastian is not available. Table II provides data for the top ten employers in Indian River County.

THE GOVERNMENT

The City of Sebastian follows the Council/Manager model. The governing body is a five-member City Council and it appoints a City Manager (as the

Chief Operating Officer), the City Clerk and the City Attorney. Members of Council are elected to two-year terms and elections are staggered. Three members are elected in November of odd numbered years and two in November of even numbered years. Elections are non-partisan and all members are elected at-large. The Mayor is selected from among the

Councilmembers by the members. Historically, the Council membership has been quite stable although some turnover has occurred over the past few years. Two Councilmembers are in their fifth term, two in their second term, and the last member was first elected in November 2017. The Council is very collegial and respectful of each other. They are well prepared for meetings. The Council respects the Staff and allows them to do their jobs without interference. Council meetings are conducted in a friendly, professional manner and generally last about an hour and thirty minutes.

The City has been well managed and prides itself on providing high quality services at a reasonable cost. It offers all the typical city services except fire/rescue (provided by Indian River County) and utilities. The City also has a Municipal Golf Course and a General Aviation Airport (both of which breakeven). The general fund budget is \$12,048,521 for the fiscal year 2017/18 and the total budget is \$26,848,429. Not surprisingly, public safety is the largest single component of the general fund budget at 49% of the whole. The City has many capital projects and \$5,873,808 of the total budget are allocated to them. The City has a little over \$5,000,000 put aside in reserves. As a testament to the City's fiscal prudence, it has been able to give raises the past four years and a bonus last year. The City has two unions—the Police Benevolent Association (PBA) for police and the Public Employees Association for general employees.

THE CHALLENGES AND OPPORTUNITIES

While Sebastian is not faced with any dramatic challenges, there is more than enough here to keep you busy. First, Florida's voters will have an opportunity to pass an increase in the homestead exemption in November 2018. Currently, the first \$25,000 (\$0 to \$25,000) and third \$25,000 (that is, \$50,000 to \$75,000) of a home's value are exempt from property taxes, other than school taxes. If Amendment #1 passes, the fifth \$25,000 (that is \$100,000 to \$125,000) will also be exempt. Assuming Amendment #1 passes as expected, it will reduce ad valorem revenues from property taxes by an estimated \$400,000 for the City of Sebastian. That will result in some stress on the City's budget. Fortunately, an estimated 80 to 90% of the City's equipment is new, and will not need replacement in the near future.

The second challenge is managing the many capital projects that are underway and the others that are needed. Among them, the Public Facilities/Public Works Department will soon need to move to a new location. Some roads need re-surfacing and some seawalls are in need of renovation. Further, the drainage system requires a great deal of ongoing maintenance. The original construction of the system (particularly, the ditches and swales) could have been better designed, and, as a result, they require regular upkeep. The City has a Stormwater Utility that raises over \$1,000,000 annually but it never seems to be enough to cover the system's needs.

The third challenge is growing the economy without adversely impacting Sebastian's ambiance. The City is essentially built-out, meaning opportunities for growth are limited. There may be some annexation opportunities that will require imagination and political acumen. Fortunately, the Municipal Airport has over 180 acres of land available for development of aviation and light industry related businesses. A number of companies are already there and the number is expected to grow.



The fourth challenge is planning. For Sebastian to preserve its quality of life, it needs to think carefully about its future. Specifically, it needs a strategic plan. It also needs to update its Comprehensive Plan and Land Development code, both of which were last updated in 2000. A related challenge is succession planning. While no significant retirements are viewed as imminent, the Chief of Police and Finance Director will probably retire in the next few years.



THE IDEAL CANDIDATE

The City is looking for an achievement oriented, highly motivated leader and manager. The individual will be dynamic and seasoned with a fresh perspective. He/she will have outstanding communication skills and a "can do" attitude. The ideal candidate will keep the

elected officials well informed and present them with recommendations, as well as options. The new manager will earn their trust and be a valued advisor. The individual will have opinions and not be afraid to share them. The Council is not looking for a “yes” man or woman. He/she will be visionary yet down to earth and practical—someone who is receptive to criticism with a focus on solving problems and moving on to the next issue.

The individual will work collaboratively with Staff and not by just providing direction and delegating, but by empowering the Staff. Micromanagement will not be a word in the manager's vocabulary. Instead he/she will be respectful, mentor, set priorities, provide resources, have high expectations and expect deadlines to be met. Accountability has been, and will continue to be, important.

The individual will be a strategic thinker and planner. He/shewill be able to look over the horizon, anticipate future areas of concern, and take actions to resolve potential issues before they become problems. The ideal candidate will be professional but also friendly and outgoing with an engaging personality. Public speaking ability with a professional presentation style is a must. He/she will be comfortable in the community and interact extremely well with the public. Outstanding people skills will be important. The manager will not be someone who sits behind his/her desk all day and directs traffic. Rather he/she will spend time in public settings, meeting with residents and businesses, listening to their concerns and actively working towards resolving them.

Strong analytical skills will be important and the next manager will be constantly seeking ways to improve operations and efficiency. The individual will be savvy technologically and seek new processes and technologies to improve the daily workflow. The manager will have a healthy sense of impatience. He/she will expect projects to move and hurdles to be overcome.

Knowledge of, and experience with, intergovernmental relations will be important. While Sebastian is the largest city in Indian River County, it is not very large and can accomplish a great deal more by working cooperatively with nearby cities, the county, the state and the federal government. Experience obtaining grants and earmarks to help move the City's projects forward, will be a significant plus. Another important area will be protecting the environment. The Indian River Lagoon and surrounding land areas are a key component of what makes Sebastian the place it is.

The ideal candidate will have a Bachelor's Degree in Business Administration or Public Administration or another area related to city management. The best candidates will have eight years of experience as a City Manager or assistant and expertise in local government planning, budget, and economic development/redevelopment. Ancillary experience overseeing Airports and Golf Courses is a plus. Florida experience is preferred but not mandatory.

The City is looking for someone who will view Sebastian as a destination and not a stepping stone.

Ideally the candidate will stay with the city for at least five years and preferably 10.

COMPENSATION

The salary range is \$110,000 to \$160,000 and the salary will depend on qualifications and experience. While it prefers to pay in the lower half of the range, the City will pay more for just the right person.

THE MOST RECENT CITY MANAGER

The most recent City Manager is retiring after four years as City Manager and twelve with the City. The two previous Managers both had lengthy tenures and left on their own for other City Manager positions.

RESIDENCY

Residency within the City limits is not required by the City Charter, or ordinance, but is expected and has been required in the contract for all recent managers.

HOW TO APPLY

E-mail your cover letter and resume by March 2, 2018 to Recruit28@cb-asso.com. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537 or David Collier at (772) 220-4320.

INTERNAL CANDIDATES

The City advertised the position internally and no one applied so City Council does not anticipate any internal candidates.

CONFIDENTIALITY

Under the Florida Public Records Act, all applicants are subject to disclosure upon receipt. As a practical matter, we do not expect extensive coverage until after finalists are named on March 21, 2018

THE PROCESS

Applications will be screened between March 3rd and 21st. A reception and interviews will be held on April 3rd and 4th with a selection being made shortly thereafter.

OTHER IMPORTANT INFORMATION

The City of Sebastian is an Equal Opportunity Employer and encourages women, minorities and veterans to apply. A veteran's preference will be awarded per Florida law.

ADDITIONAL INFORMATION

For additional information about the city visit:

<https://www.cityofsebastian.org/>

COLIN BAENZIGER  ASSOCIATES
EXECUTIVE RECRUITING

Appendix C

Sample Candidate Report

Sample Candidate Report

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

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Resume

Roberto Hernandez

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

PROFESSIONAL PROFILE

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

- Budget development
- Fiscal stewardship
- Organizational effectiveness
- Complex operations
- Economic development
- Municipal-level services
- Public safety
- Emergency management
- Regional service delivery

RELEVANT EXPERIENCE

Deputy County Administrator **2013 to Present**
Broward County Board of County Commissioners; Fort Lauderdale, Florida

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

Key duties and responsibilities:

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

Accomplishments:

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

Deputy City Manager **2011 to 2013**
City of Coral Springs, Florida

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

Key duties and responsibilities:

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

Accomplishments:

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

Deputy County Manager

2008 to 2011

Fulton County Board of County Commissioners; Atlanta, Georgia

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

Key duties and responsibilities:

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

Accomplishments:

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

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

Assistant to the County Administrator **2003-2008**
Broward County Board of Commissioners, Fort Lauderdale, Florida

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

Key Responsibilities or Accomplishments:

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

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

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

Accomplishments:

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

Commercial Revitalization Coordinator 1994
City of Homestead, Florida

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

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

Executive Director 1992-1994
Hispanic Unity of Florida, Inc., Hollywood, Florida

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

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

Civil Affairs Specialist/Instructor/Course Writer 1983-2008
United States Army Reserve

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

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

EDUCATION

Essentials of Firefighting

Broward Fire Academy, Fort Lauderdale, Florida

Master of Public Administration

Nova Southeastern University, Fort Lauderdale, Florida

Army Instructor Training Course

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

Bachelor of Public Administration

Florida International University, Miami, Florida

Civil Affairs Course (Civil-Military Operations)

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

PROFESSIONAL AFFILIATIONS

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

Broward City / County Management Association

Urban Land Institute (ULI)

International Economic Development Council (IEDC)

Florida Redevelopment Association, past member

City of Tamarac, Florida Firefighters Pension Board of Trustees

Florida Public Pension Trustees Association

Candidate Introduction

Roberto “Rob” Hernandez

EDUCATION

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

EXPERIENCE

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

BACKGROUND

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

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

Roberto “Rob” Hernandez

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

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

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

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

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

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

Roberto “Rob” Hernandez

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

GENERAL MANAGEMENT STYLE AND EXPERIENCE

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

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

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

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

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

Roberto “Rob” Hernandez

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

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

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

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

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

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

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

Roberto “Rob” Hernandez

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

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

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

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

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

Roberto “Rob” Hernandez

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

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

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

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

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

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

ADJECTIVES OR PHRASES THAT DESCRIBE ME:

- | | | | | | |
|-------------------------------------|-------------|-------------------------------------|--------------|-------------------------------------|----------|
| <input checked="" type="checkbox"/> | Driven | <input checked="" type="checkbox"/> | Professional | <input checked="" type="checkbox"/> | Focused |
| <input checked="" type="checkbox"/> | Disciplined | <input checked="" type="checkbox"/> | Organized | <input checked="" type="checkbox"/> | Thorough |

Roberto “Rob” Hernandez

REASONS FOR CONSIDERING LEAVING CURRENT POSITION:

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

CURRENT SALARY

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

CB&A Background Checks

**Background Check Summary for
ROBERTO HERNANDEZ**

Criminal Records Checks:

Nationwide Criminal Records Search	No Records Found
County	
Broward County, FL	No Records Found
Fulton County, GA	No Records Found
State	
Florida	No Records Found
Georgia	No Records Found

Civil Records Checks:

County	
Broward County, FL	No Records Found
Fulton County, GA	No Records Found
Federal	
Florida	No Records Found
Georgia	No Records Found

Motor Vehicle

Florida	No Records Found
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Credit

Excellent

Bankruptcy

No Records Found

Education

Confirmed

Employment

Confirmed

CB&A Reference Notes

**Reference Notes
Roberto “Rob” Hernandez**

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

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

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

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

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

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

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

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

Reference Notes
Roberto “Rob” Hernandez

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

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

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

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

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

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

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

Words or phrases used to describe Roberto Hernandez:

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

Reference Notes
Roberto “Rob” Hernandez

Strengths: Very collaborative; very decisive, very professional; very approachable; very intelligent; very innovative; very well liked; great leader.

Weaknesses: He is very high functioning and he trusts employees to work at the same level. He does not micro manage but at times people need to be micro managed.

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

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

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

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

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

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

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

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

Reference Notes
Roberto “Rob” Hernandez

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

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

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

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

Words or phrases used to describe Roberto Hernandez:

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

Strengths: Very organized and thorough; keeps everyone in the loop; does an excellent job with every assignment.

Weaknesses: His only weakness is longevity. He worked in Coral Springs for less than two years and left for an opportunity with the County.

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

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

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

Reference Notes
Roberto “Rob” Hernandez

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

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

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

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

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

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

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

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

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

Reference Notes
Roberto “Rob” Hernandez

Words or phrases used to describe Roberto Hernandez:

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

Strengths: Thoughtful; understands policy and procedures; public administration; learns what he needs to know.

Weaknesses: He could have a greater understanding of the different lines of work that each department head is responsible for.

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

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

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

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

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

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

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

Reference Notes
Roberto “Rob” Hernandez

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

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

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

Words or phrases used to describe Roberto Hernandez:

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

Strengths: Very thorough; brings an idea forward only after it has been thorough researched; good at identifying problems and determining solutions.

Weaknesses: None identified.

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

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

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

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

Reference Notes
Roberto “Rob” Hernandez

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

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

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

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

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

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

Words or phrases used to describe Roberto Hernandez:

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

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

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

Reference Notes
Roberto “Rob” Hernandez

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

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

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

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

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

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

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

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

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

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

Reference Notes
Roberto “Rob” Hernandez

Words or phrases used to describe Roberto Hernandez:

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

Strengths: Diligence; follow through; loyalty.

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

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

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

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

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

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

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

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

Reference Notes
Roberto “Rob” Hernandez

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

Words or phrases used to describe Roberto Hernandez:

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

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

Weaknesses: None identified.

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

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

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

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

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

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

Reference Notes
Roberto “Rob” Hernandez

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

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

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

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

Words or phrases used to describe Roberto Hernandez:

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

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

Weaknesses: None identified.

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

Mr. Hearn has known Mr. Hernandez since 2011. In terms of job performance Mr. Hernandez is very energetic and a go-getter. He really moves projects along and stays on top of them. He is a change agent.

City Hall is in an office that was built by General Electric for selling homes. The City has been trying to build a City Hall since 1993. Mr. Hernandez really energized those involved and the new City Hall is finally under construction.

Mr. Hernandez was always very involved in the community and he attended community meetings. He had a very good relationship with the public. He was customer service oriented.

Reference Notes
Roberto “Rob” Hernandez

Mr. Hernandez leads staff to fulfill the vision of the Board. Employees did not have much appetite for moving forward with the downtown development which included the new City Hall. He took the bull by the horns and did a very detailed PowerPoint presentation showing all the issues that their current City Hall had. He demonstrated how having a vibrant downtown area would benefit the City and residents. He did a nice job leading the project.

Mr. Hearn is not directly involved with the budget and finances but in the course of their conversations he came to believe that Mr. Hernandez has good financial skills. He completes tasks by the deadline given.

Mr. Hernandez has not been involved in anything personally or professionally controversial. He left Fulton County because his family wanted to return to Florida. When an opportunity opened up on Broward County, he embraced it. He moves forward when doing so makes sense.

Mr. Hearn would hire Mr. Hernandez and had a positive experience working with him. He would be a good city or county manager. The five Commissioners and City Manager in Coral Springs loved working with Mr. Hernandez.

Words or phrases used to describe Roberto Hernandez:

- Energetic,
- Outgoing,
- Positive,
- Change agent,
- Engaged, and
- Active.

Strengths: Energetic; very much wants to make decisions; can shepherd a project from A to Z very well.

Weaknesses: People’s greatest strengths are often their greatest weaknesses. Because he moves projects along so well Mr. Hearn, as City Attorney, had to slow him down a little and occasionally remind him of a step that needed to be taken in the process.

Dale Pazdra – Human Resources Director, Coral Springs, FL 954-344-1150

Mr. Pazdra has known Mr. Hernandez since 2011. They were peers within the organization.

Mr. Hernandez did an excellent job during the time he was with Coral Springs. His decisions are good because he is very detailed. He gathers the data necessary to get to the bottom of an issue and is very well informed when he makes decisions.

Reference Notes
Roberto “Rob” Hernandez

Mr. Hernandez can be characterized as a change agent. He is very good at communicating with others in the organization. He represented the city frequently at public meetings and was always visible in the community.

One of Mr. Hernandez’s strengths is project management. He led an assessment team to determine how effective the code compliance division was organized, how they managed the workload, and the leadership of the department. Mr. Hernandez and his team did a very thorough job and suggested several changes that were implemented to improve operations.

In terms of customer service Mr. Hernandez does well. From a fiscal perspective he is very good with numbers and analysis, but they did not interact on more detailed financial tasks. He is very smart and accomplishes tasks by the deadline.

Mr. Hernandez was not involved in anything controversial during his time in Coral Springs. Mr. Hernandez had retired from military duty and was well respected by those he worked with. Mr. Pazdra found nothing of concern in his background when they hired him in Coral Springs.

Mr. Hernandez was very well-liked by the elected officials in Coral Springs and they wished they could have kept him longer. He was given an opportunity to work at the County and accepted the position, but he left Coral Springs on good terms.

Mr. Hernandez is a good candidate for any position that will challenge him and keep him moving forward. He is a very innovative person and sometimes government environments are not conducive to that level of improvement.

Mr. Hernandez held a very responsible position in Georgia before he was hired in Coral Springs and has much experience as an Assistant or Deputy Manager. He is a very forthright and honest person. He is very punctual and focused. He gives his all because he cares about his work.

Words or phrases used to describe Roberto Hernandez:

- Thorough,
- Accurate,
- Probing,
- Honest,
- Proactive, and
- Dedicated.

Reference Notes
Roberto “Rob” Hernandez

Strengths: Very good at project management and allocating resources; handles investigations; very detailed; very thorough, not afraid to ask questions and challenge the status quo.

Weaknesses: He is very confident and capable, but is not always easy to read or get to know.

Prepared by: Lynelle Klein
Colin Baenziger & Associates

CB&A Internet Research

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

Tribune Content Agency News Service (USA)
May 20, 2016

Is Broward ready for a hurricane hit? Drill shows how rescue would work

Author: David Fleshler, Sun Sentinel Tribune Content Agency

May 20--After raking the Florida Keys and Miami-Dade County, Hurricane Kimo reached Miramar as a lethal Category 3 storm, with sustained winds of 129 mph, and tore a diagonal corridor to Deerfield Beach.

The slow-moving storm bore into the county for seven hours. A tornado struck Pembroke Pines, Cooper City, Davie and Fort Lauderdale. An eight-foot storm surge trapped people on barrier islands. With cell towers damaged, many smart phones became useless.

This was the scenario Thursday as Broward County conducted a full-scale hurricane drill at the Emergency Operations Center in Plantation to prepare for the June 1 opening of hurricane season. About 300 people gathered on the operations center's vast open second floor to practice receiving calls for help, coordinating responses and dealing with the countless challenges of a natural disaster.

"We've got to get it right the first time," **Rob Hernandez**, deputy county administrator, told the group. "The public expects that we'll get it right the first time. We can't offer them excuses. There are no alibis, there are no mulligans."

The scenario began seven hours after the all-clear, as the county lay damaged, darkened by power outages and full of a untold crises, with fatalities reported, residents trapped by floodwaters and many situations requiring immediate attention.

Like much of contemporary life, the response to the crisis would be coordinated largely through a computer software program, in this case WebEOC 8.0, a crisis-management system developed by Intermedix Corp. of Fort Lauderdale.

As calls for help and reports of problems such as power outages came in, it was up to those in the room to route them to the right agency or issue the correct orders to deal with them. The group included representatives of law enforcement agencies, fire departments, the county government, Florida Power & Light Co., city governments, the Red Cross and many other organizations. A call to rescue four people trapped on a roof in Oakland Park was routed to the Broward Sheriff's Office, said Major Kevin Shults, who headed the Sheriff's Office group at the emergency operations center. But the law enforcement agency's helicopters didn't have the sort of basket-and-line system required for such an endeavor. They asked the Coast Guard to do it instead.

A call for water came from Pompano Beach, where the storm damaged the treatment plant, reducing its output by half. Alan Garcia, director of the county's division of water and

Internet Research Roberto Hernandez

(Note: This research will be presented in reverse chronological order)

wastewater services, ordered emergency interconnects from a county water plant that would temporarily provide the city with sufficient water.

In the pressroom, public communications specialist Cindy Malin scrawled occasional updates on a white board: "Flooding and tornado damage throughout county. Exact location TBD." "Drones being used to assess damage."

As the various reports, crises and calls for help came in, evaluators in green vests observed the work in each area. They will prepare written reports.

The Red Cross, which operates shelters, faced a crisis when 2,500 people showed up at a Coconut Creek shelter that was already full. The issue was "escalated" to a high-ranking group of decision-makers, who authorized the opening of an additional shelter.

"The exercise is to test our abilities to collaborate, communicate and respond," said Roberto Baltodano, the Red Cross' regional communications manager. "These are things that could happen during a real hurricane. We've had these hurricane scenarios."

The county has not seen a direct hit from a hurricane since Wilma in 2005.

"It's been 11 years since we had one," County Mayor Marty Kiar said to the group before the drill began. "Hopefully this will be another year that we're hurricane-free. But eventually we're going to get hit."

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**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

South Florida Sun Sentinel

Deal helps Panthers, helps Broward more

Dec 8, 2015

The Broward County Commission should approve a new agreement today with the Florida Panthers because the deal would better protect the public's investment in the BB&T Center. One can argue persuasively the county was wrong to make that investment of tourist tax revenue 20 years ago, when the Panthers wanted out of the old Miami Arena. A National Hockey League team draws fewer tourists than Broward's beaches and the convention center. The county, however, can't back out of that commitment. With that in mind, county administrators make their more persuasive case for the front-loaded \$86 million deal that would run through 2028.

One argument against the deal is the public shouldn't subsidize the rich owners of the Panthers. Deputy County Administrator **Roberto Hernandez** responds that the money -- none of it property tax revenue -- would go toward the arena, not the Panthers.

The team owners also run the company that manages the BB&T Center. They would have to spend the \$86 million on improving, operating and promoting the arena, of which the team is the main tenant. The county would have to sign off on the improvements. The team also would continue to pay \$5.3 million per year toward the arena's debt, which will be paid off in 2028. So the county's investment would go to the county's facility.

The other main argument against the deal is the county should spend the money on projects that better play to Broward's tourism strengths -- such as beaches. Two other key priorities are an expanded convention center and a convention center hotel. The arena is far from the county's major tourism hubs. **Hernandez** acknowledged, "We are very sensitive to that." He believes, however, the county can "meet all of our obligations" regarding tourism promotion, especially beach renourishment. County officials, **Hernandez** said, routinely have made conservative estimates of 3 percent for increases in tourist tax revenue. In fact, annual increases have been more like 5 percent.

The county has put much of that balance in reserve, **Hernandez** said. A recent study of the tourist tax questioned the amount of money held in reserve. Doing so, **Hernandez** said, means the county can use that money for one-time projects like beach renourishment and still pay the recurring expenses of the Panthers deal. Part of this story is the coming debate over raising the tourist tax from 5 percent to 6 percent, even though none of that potential revenue is part of the Panthers deal. It is generally agreed money from the sixth cent would go toward convention center expansion.

Hernandez said the county is waiting for bids on the expansion. When administrators have an idea of the cost, the county will start discussions on raising the tax. Miami-Dade and Palm Beach counties have raised their tourist taxes to 6 percent. +The deal would cut the county in for a share of profits if the money-losing Panthers became big winners on the ice and financially. The arena

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

would have a better chance of getting an all-star game, and the team would continue to help youth hockey in Broward.

All are nice points, but the focus of the deal, correctly, would remain on the BB&T Center. The healthier it is, the better for the county. Losing the Panthers would mean losing 40 dates, and the BB&T Center has lots of regional competitors. So the arena is healthier with the Panthers, and with the team having a better chance to succeed.

Having studied the financials, **Hernandez** said, "We came to the conclusion that it would cost the county almost as much if the team stayed as if the team left. It's almost an economic wash. So if we would pay with or without them, it's better to have them."

The deal would allow the Panthers to leave after eight years, but the team would have to repay the \$72 million in tourist tax revenue it had received. If the team left after eight years, the county would have enough money to repay the arena debt. As long as the Panthers stay, **Hernandez** said, "We transfer a lot of the responsibility to the team." The county also would get development rights to land around the arena.

One other point in the deal is worth noting. Two decades ago, the county committed to spending two cents of tourist tax revenue on the arena. The county hasn't met that obligation. Under the deal, **Hernandez** said, the Panthers would drop all claims to any unspent money.

There might be emotional reasons to reject the Panthers deal. There are better business reasons to approve it.

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

National Mortgage News (USA)
April 21, 2014

Property-Tax Collections Rising at Fastest Pace Since Housing Crash

Author: Staff

Property-tax collections are rising at the fastest pace since the U.S. housing market crash sent government revenue plunging, helping end an era of local budget cuts. In cities including San Jose, California, Nashville, Tennessee, Houston and Washington, revenue from real-estate levies has set records, or is poised to.

Local governments are using the money to hire police, increase salaries and pave roads after the decline in property values and 18-month recession that ended in 2009 forced them to eliminate about 600,000 workers and pushed Detroit, Central Falls, Rhode Island, and three California cities into bankruptcy. “The money is flowing back, but it’s not like an open spigot,” said **Rob Hernandez**, deputy administrator of Broward County, Florida, where property-tax revenue is set to rise 7 percent this fiscal year, though it remains below earlier peaks. “It’s trickling in.”

Some localities that were hit hardest in the real-estate collapse, such as Clark County, Nevada, haven’t yet rebounded but forecast improvement in the next fiscal year. Property-tax collections nationally rose to \$182.8 billion during the last three months of 2013, when much of the money is due, according to a U.S. Census estimate last month. That topped the previous peak four years earlier, before the decline in housing values reduced revenue.

“With cities having increased real-estate tax collections, it will really improve their bottom lines,” said Brooks Rainwater, a director of research for the National League of Cities in Washington.

The financial recovery is easing the risk of credit-rating cuts for local governments, which could increase prices by pushing down yields as a result of less risk. Bonds from local government issuers have gained 5.34 percent this year through April 16, outpacing the broad market’s 4.86 percent advance, Bank of America Merrill Lynch data show. It would be the first time since 2008 that debt from cities, counties and townships have outpaced all securities in the \$3.7 trillion market. Property taxes have taken longer to rebound than other types of levies, prolonging the effects of the 18-month recession that ended in 2009. It can take more than a year for tax bills to catch up with changes in home values. Some state laws limit annual property-tax increases.

In Nashville and Davidson County, Tennessee, property tax revenue rose 13 percent in the 2013 budget year compared with 2012. With revenue hitting \$891 million, the government rebuilt fire stations and started work on a police station.

In Houston, where property tax collections are up more than \$100 million from the 2011 low, the city is putting more into its libraries and parks and has begun adding to its workforce. “We’re clearly headed in the right direction,” said Houston Controller Ronald Green.

**Internet Research
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(Note: This research will be presented in reverse chronological order)

In Washington, property-tax collections in the year that ended in September rose about 5 percent from the year before to \$1.9 billion. The city is spending more on schools and affordable housing. San Jose, in the heart of Silicon Valley, is using the extra cash mostly to cover rising costs for employee health care and pensions. Property-tax collections are set to rise 8.1 percent for the year ending in June to about \$222 million, above the previous peak of \$210 million in 2009. “We were able to stop the bleeding,” said San Jose Mayor Chuck Reed. “The real-estate market will help us not have to cut services, but it is not strong enough to give us enough revenues to overcome these increasing costs.”

Local governments remain hesitant to hire after cutting jobs from mid-2008 through March 2013, according to the U.S. Labor Department. Since then, local governments, which employ about 14 million people, have added 57,000 workers. “Property values are rebounding to a degree and fairly robustly in some locations, but the effect of that on the fiscal circumstances in many cities is not as salutary as we would like,” said Steven Kreisberg, the director of collective bargaining for the American Federation of State, County and Municipal Employees, which represents more than 1.6 million government workers and retirees.

Since March 2013, property values have risen by more than 10 percent each month from a year before, according the S&P/Case-Shiller index of property values in 20 U.S. cities. Nevada’s Clark County has a backlog of projects awaiting funding, said Commissioner Steve Sisolak. The county’s property-tax collections during the year beginning in July are forecast to rise for the first time since 2009, though gains will be limited by state caps on how much they can increase. “The county’s turning a corner,” Sisolak said. “You fall off a cliff fairly quickly, and it takes you a while to climb back out.”

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

Broward New Times
March 18, 2014

Florida Panthers Asking for Public Money, but Proposal Seems to Benefit Only the Team
Author: Chris Joseph

Looks like the Florida Panthers' latest proposal to Broward County has altered language that would basically screw over the county while they make the big dough, according to a rundown of the proposal by the Sun Sentinel. The first proposal the Panthers made at the beginning of the year had asked the county for something around \$70 million, claiming that they had been losing \$20 million and that they need public funds to keep from being dissolved from the NHL. This latest proposal asks for \$80 million or more.

The Panthers also want to develop 22 acres north of the BB&T Center for a casino-hotel that the county is also supposed to pay for. The Panthers turned over the 57-page proposal to Broward County commissioners and, according to the Sentinel's findings, it boils down to more money for the team while the county gets the shaft.

Those wishes are not far off from when the team asked for county money originally back in January. The team's original proposal included taking \$4.5 million of its annual payment off the books and having it picked up by Broward County. The team also asked the county to contribute \$500,000 a year toward maintenance.

The latest proposal says the Panthers need a hotel-tax subsidy package worth \$80 million over the next 14 years to keep them from losing money. But the overall deal would seem to benefit only the Panthers. "As currently written in their proposal," Deputy County Administrator **Rob Hernandez** told the Sun-Sentinel, "it would definitely have an impact on our ability to share in any of the profits."

County officials say they won't support the proposal without a better return for Broward's taxpayers. Back in September, the Panthers were bought for \$240 million by Cliff Viner and Sunrise Sports & Entertainment to a group led by New York businessman Vincent Viola. The Panthers have had an operating loss of \$12 million for the 2011-12 season and were worth \$170 million, according to Forbes. As for Panther and hockey fans' reaction to this, they took to Twitter with the usual vitriol.

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

US Fed News (USA)
August 11, 2013

BROWARD COUNTY NAMES NEW DEPUTY COUNTY ADMINISTRATOR

Author: Staff

Broward County has issued the following news release:

Broward County Administrator Bertha Henry has announced the appointment of **Roberto "Rob" Hernandez** as the new Deputy County Administrator. **Hernandez** is an experienced public servant who served as deputy county manager for Fulton County, Georgia, and most recently as deputy city manager for Coral Springs in Broward County. He is returning to County Government, where he first began serving the County in 1994 and most recently served as an assistant to the county administrator from 2003 to 2008.

As deputy county administrator, **Hernandez** will assist the administrator in managing the day-to-day operations of the County, and oversee the activities of several large departments, including Public Works, Human Services and Environmental Protection and Growth Management, as well as the Parks and Recreation, Libraries and Cultural divisions. Also reporting to **Hernandez** will be the Office of Economic and Small Business Development, Office of Public Communications, Office of Intergovernmental Affairs and Professional Standards, and the Office of the Medical Examiner and Trauma Services.

Henry said, "We are excited to have **Rob** back with Broward County. He has dedicated much of his professional life to public service and has a keen understanding of how county government programs and services help meet the needs of our residents, businesses and visitors. He will be a valuable asset to the County and the community."

Hernandez has a bachelor's degree in public administration from Florida International University, and a master's degree in public administration from Nova Southeastern University. He is a graduate of the Broward Fire Academy and the U.S. Army John F. Kennedy Special Warfare Center and School. He retired from the U.S. Army Reserves in 2008 after a 23-year career, most recently serving as a senior instructor in civil-military operations.

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

McClatchy-Tribune Regional News (USA)
February 6, 2013

BRIEF: Coral Springs offers incentive to company

Author: Lisa J. Huriash

Feb. 06--CORAL SPRINGS -- -- Taxpayers will be handing over cash to a new business considering coming to town, although they don't know yet who is getting the check. City officials said the business, described as a "pharmaceutical manufacturing, research and development" company, is a coup for the city. The company is expected to bring 108 jobs and a new source of tax revenue to the city.

Dubbed "Project Rock Solid," the business will receive \$540,000 in state, county and city money in incentives through the state's qualified target industry tax refund program. In addition to the city's portion of \$54,000, city commissioners agreed Tuesday to allow \$825,000 in credits that would normally be paid for fees such as building permits.

"The bottom line is if we don't offer incentives, somebody else will," said **Rob Hernandez**, deputy city manager. "It's the cost of doing business." The company is allowed by state law to remain unknown to the public while it's in this process of receiving incentive money. **Hernandez** said the company asked to remain anonymous for competitive reasons.

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

McClatchy-Tribune Regional News (USA)
December 13, 2012

Coral Springs to consider building new city hall

Author: Lisa J. Huriash

Dec. 13--CORAL SPRINGS -- City commissioners said Tuesday they were open to the idea of spending millions of dollars to construct a brand new City Hall. "To me, the short answer is yes," said Commissioner Claudette Bruck. "We should proceed and we should proceed now."

City leaders must now decide if they really want the new building, where it will go and how to pay for the estimated \$25 million cost. It will eventually be a "financial decision," said Vice Mayor Tom Powers. "There's way too many questions." For about a year, former Mayor Roy Gold had proposed closing both City Hall buildings on the north and south sides of Sample Road to construct one large facility.

But while some commissioners had previously said the project could become unwieldy and too expensive and they doubted there would be public support, the majority now seem open to at least further discussion. Deputy City Manager **Rob Hernandez** said the 45-year-old building was "outdated and functionally obsolete." "You can go anywhere and hear conversations in the next office," he said. And, the current building is "not a source of civic pride."

"That's depressing," Bruck said.

Hernandez also said the current building is expensive to keep up, with \$1 million alone needed to retrofit the building to accommodate a new telephone system.

"If we're pouring money into a facility that is no longer worth pouring money into," the commission should consider a new building, said Commissioner Dan Daley. City Manager Erdal Donmez said the city staff will come back with "more refined numbers" in late January with the projected costs to build a new City Hall at various spots, which include the current location, Mullins Park, and the area envisioned to be built as a downtown.

Several South Florida cities have recently built new City Hall complexes. Doral earlier this year spent \$22 million on its new building and Wellington built its new building last year for \$10.5 million. In Coral Springs, officials said municipal bonds would be the best way to cover the expense Commissioner Larry Vignola said he has always opposed the plan and still does. "Is it a top priority to spend more than \$20 million on? Not in my opinion, and not in the opinion of the majority of our residents. I don't why we're still talking about this. I don't think now is the time for a project like that."

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

Atlanta Journal-Constitution, The (GA)
November 4, 2011

**Southside: Deputy manager leaves Fulton for Florida post
South Fulton, Clayton, Fayette, Henry**
Author: Johnny Edwards

Rob Hernandez, deputy county manager over unincorporated south Fulton's special services district, has resigned. He has taken a job as deputy city manager for Coral Springs, Fla., and his last day in Fulton will be today. **Hernandez** worked in Fulton for three years and previously worked with County Manager Zachary Williams in Broward County, Fla., where Coral Springs is. He was instrumental in the opening of the Wolf Creek Amphitheater, upgrading courthouse security and the reorganization of emergency services, among other things.

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

Atlanta Journal-Constitution, The (GA)
May 25, 2011

ILLEGAL DUMPING

Putting the brakes on tire dumping

It's no easy task as illegal activity stealthily spreads across state.

Author: *Ernie Suggs*

Over 10 days last fall, someone made three trips to the Arts Exchange and dumped more than 1,000 old, dirty tires onto the property. The location was ideal. Easy access off I-20 in southeast Atlanta. A dead-end road. A wide-open space. Across Georgia, there are hundreds of examples of illegal tire dumping such as this, on public and private lands, creating a problem that is as much health hazard as it is eyesore. Of 10 million scrap tires generated in the state annually, an estimated 1.5 million are discarded illegally, the Georgia Environmental Protection Division said.

And Atlanta finds itself at the center of this rubberized abandonment, with its city council compelled this week to form a separate tire commission to combat the violators. The city annually deals with 450,000 scrap tires, nearly 70,000 of them dumped illegally, said Winthrop Brown, Georgia EPD program manager.

Not surprisingly, money is at the heart of this problem: Tire salvagers get paid to collect tires but many of them won't pay for recycling. So they dump the tires. Everywhere they can. "It is a very significant problem in the state, because of the expense and because these tires are breeding spots for mosquitoes and vectors," said Brown, noting that Newton County last year collected 67,000 dumped tires. "Dumping is bad in metro Atlanta because of the population, but dumping is increasing in rural areas because of the distance they have to travel to get rid of tires."

As part of his job, the EPD's Brown regulates how tires are disposed from car dealerships and tire shops, among others. Businesses must pay for a carrier to pick up truckloads of old tires. Otherwise, there is little concentrated enforcement. Tire dumping is a felony, but there are just five criminal cases currently pursued by the state, though several people previously have served prison time for this offense, Brown said. "If nobody calls it in, we have a hard time prosecuting," Brown said, adding there are only a few local jurisdictions, such as Columbus and Macon, that have their own laws on the books, though state regulations exist.

In April, Atlanta Councilwoman Joyce Sheperd, who pushed for the tire commission, led a clean-up in District 12 in which 2,000 tossed tires were collected. In southeast Atlanta, she has overseen the retrieval of 4,711 tires this year, and more than 10,000 over the past five years.

Fulton County Deputy Manager **Rob Hernandez** said south Fulton has the same problem as Atlanta with illegal tire dumping and no ready solution. The county has considered putting a deposit price on used tires, similar to glass bottles, to encourage residents to take them to a landfill. "It's difficult to prosecute offenders unless they're caught in the act," **Hernandez** said,

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Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

"and Fulton lacks the staff to try to trace tires back to suppliers and find out who they were sold to."

Last summer, the Fulton County health department spent \$23,000 on a tire drive that netted 2,100 tires. The public works department pays \$50,000 per year to dispose of old tires. "This has been a real problem for us," said Cheryl Odeleye of the Arts Exchange, surveying the endless and unwanted black mountain left near the center. "It is a health hazard. And it is a morale downer for someone to come in and be so disrespectful to us."

Piles of old tires don't necessarily present toxic health issues, rather they serve as nesting places for rats, snakes and mosquitoes, little consolation to those left with this mess. Across metro Atlanta, jurisdictions vary in how to deal with dump sites. DeKalb County officials said they defer to state law in dealing with tire dumping. In Clayton County, illegal dumping can land someone in jail for six months. Cobb County claimed it hasn't had much of an issue with discarded tires, outside of a few isolated incidents. "What a lot of people don't understand is that there are a lot of expenses involved in tire disposal," Dewey Grantham of Liberty Tire Recycling said.

If operating lawfully, a carrier takes used tires to a recycler, where in Georgia there is a 90 percent chance these tires will be converted to fuel. A carrier typically charges \$2 per tire, but has to pay the recycler \$1 for each, cutting into the profit. An illegal carrier might charge \$1.50 per tire on pick-ups, bypass the recycler and leave the tires at an isolated place like the Arts Exchange. There also have been cases in which people have rented trucks and abandoned them filled with old tires. Bolder criminals have stocked empty warehouses with worn tires. The state lacks funding to properly monitor tire disposal. For every new tire larger than 12 inches and sold in Georgia, a consumer pays a \$1 fee, which was supposed to go to a solid waste fund. Yet for two years, state lawmakers have diverted the funds elsewhere, covering other needs. Limited state spending also has resulted in fewer inspectors, making it harder to monitor and clean up tire dump sites.

The Arts Exchange, even with more than 1,000 tires, had what was considered a small clean-up. Liberty Tire Recycling volunteered to remove the tires, employing four workers. The tires were loaded in less than two hours. Grantham said his company processes 25,000 tires daily. "What is unfortunate is that illegal tire dumping gives tire recycling a bad name," Grantham said.

Tire disposal

Number of scrap tires generated in Georgia annually: 10 million

Number of those that are disposed of illegally: 1.5 million

Fulton public works department's expense each year for tire disposal: \$50,000

State fee charged on each new tire larger than 12 inches that is supposed to fund a solid waste fund, but has been diverted for the past two years for other purposes: \$1

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(Note: This research will be presented in reverse chronological order)

Atlanta Journal-Constitution, The (GA)

May 16, 2011

YOUR TAX DOLLARS

Grumbling greets amphitheater

Supporters see boon for south Fulton; opponents question use of funds.

Author: *Johnny Edwards*

South Fulton has a lot to brag about these days. After last week's announcement that Porsche would leave Sandy Springs to build its North American headquarters near Hapeville, Fulton County officials will open the new 5,200-seat Wolf Creek Amphitheater. Supporters are counting on the venue becoming another Chastain Park, a regional draw where picnicking music fans take in classy, intimate concerts.

Fulton County Commissioner William "Bill" Edwards, who has championed the \$6.1 million project for the past decade, predicts it will draw the spending power of concertgoers from throughout the metro area to nearby stores and restaurants, bolstering a local economy hit hard by the recession.

But the amphitheater is a sore subject for north Fulton residents who say it's another case of the county government using their tax money for projects that don't benefit them. State Rep. Lynne Riley, R-Johns Creek, who opposed the amphitheater when she was a Fulton commissioner, said the \$6.1 million shouldn't have come from the county's general fund. "Every citizen of Fulton County, regardless of where they live, top to bottom, is underwriting the cost of operating that facility," she said, "whether it's a gain or a loss."

Edwards said south Fulton residents pay county taxes, too. "South Fulton needs to be able to live, work and play right where they are," he said. Business owners between the amphitheater, which is off Camp Creek Parkway, and I-285 expect a boost. Anwar Noorali, owner of Camp Creek World of Beverage, predicts a 15 percent to 20 percent increase in business on concert days from wine shoppers. "Any economic activity, and concerts that bring in a lot of people, will definitely be good for the local economy," Noorali said.

But some point to the location -- in the flight path of the world's busiest airport -- as an issue. Michael Fitzgerald, a Johns Creek resident and member of the Milton County Legislative Advisory Committee, said he can't fathom making a 45-mile drive to attend a show there, not with the constant roar of jet planes overhead. "One of the problems with Fulton County is it's too big, and that's a long way," he said.

The Wolf Creek Amphitheater has stirred tensions along the way. When the construction contract was approved in 2008, Riley and Commissioner Tom Lowe were outvoted 4-2. Riley contended that figures from a 2005 feasibility study -- which predicted the amphitheater would be profitable after three years -- needed to be updated. Edwards fired back that she and Lowe were trying to sabotage a revenue-generating project that south Fulton wanted.

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Edwards also brought up that the county spent \$1 million on Alpharetta's Verizon Wireless Amphitheatre, which was privately built. The county's contribution came through a trade-off for north Fulton not having garbage service at the time.

Gary Bongiovanni, editor-in-chief of Pollstar Magazine, said a 5,200-seat venue will have a tough time up against the 6,500-seat Chastain Park in Buckhead, the 12,000-seat Verizon amphitheater, and the 19,000-seat Aaron's Amphitheatre at Lakewood in southeast Atlanta. The proximity to Hartsfield-Jackson International Airport won't help, Bongiovanni said. "Especially if you're talking about doing any acoustic acts," he said.

Fulton County Arts Council interim Director Michael Simanga, whose department will run the amphitheater, said he isn't worried about planes. Before construction began, the county held free concerts at the site, including Atlanta Symphony Orchestra performances. "You can't really hear it, once the music is playing," Simanga said. Grammy-winning soul/R&B singer India Arie will perform a free concert June 4 for the grand opening. No shows have been booked after that, he said, though he's in negotiations for some. Riley questions whether Wolf Creek will cover its operating costs.

The county doesn't have a detailed operating budget yet. Deputy County Manager **Rob Hernandez** said planners didn't expect the facility to be finished this soon, so the upcoming concert season will be something of a trial run, with 10 shows at the most. The plan is to recoup costs through concert bookings, and the County Commission has approved a fee schedule. Expenses should be limited to electricity, water, janitorial maintenance and groundskeeping, like any public park, **Hernandez** said.

Wolf Creek was the shooting venue for the 1996 Olympics, and it currently houses a police training center. A new library is in the works, and other plans include a sports complex, walking trails, horse trails, and an arts, cultural and events center, which also could generate revenue through bookings, Edwards said.

Alre Alston, owner of the Ultimate Bar and Grille in Camp Creek Pointe shopping center, expects the amphitheater to bring him customers before and after shows. "I think it will be a good thing, as long as they bring in the quality clientele, not the rough clientele," he said.

Edwards said the county won't allow hard-core rap acts. He's looking for shows that appeal to south Fulton residents, citing performers that played free concerts -- R&B groups such as the Manhattans, the Spinners, the Dells and the O'Jays. However, he said, north Fulton residents are welcome to book shows, too. The amphitheater also can be used for church functions and graduations. On a recent visit, Edwards showed off the massive stage, the pristine dressing rooms for stars and the 4 feet of legroom between the rows of seats. He said he has no doubt the project will pay for itself. "It isn't about being sustaining," Edwards said. "Let me tell you what we want to pay: lights and water. This is for the people, for people to come out here and have a good time."

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(Note: This research will be presented in reverse chronological order)

Atlanta Journal-Constitution, The (GA)

January 22, 2011

**Fulton hikes club fees despite suit
Judge declared adult ordinance invalid after free speech dispute.
Strip joints' attorneys debating next step.**

Author: *Johnny Edwards, Staff*

Fulton County will raise fees on strip clubs by hundreds of dollars this year and double them for nude dancers, even though the county remains locked in litigation over the fees after a federal judge recently declared the adult entertainment ordinance unconstitutional.

With no discussion, the commission voted 5-1 this week to raise a list of fees on businesses and residents in unincorporated south Fulton expected to generate an extra \$303,601 per year. Amid new and increased rates for false alarms, fire safety inspections, escort services and door-to-door salesmen were several license and permit hikes on the county's three nude bars off Fulton Industrial Boulevard.

Attorneys for the clubs say they are considering what to do: whether to seek an injunction or pay the fees and hope to recoup them as damages.

"I don't know what right they have to increase them when the case is still being litigated," said Jim Cline, who represents Riley's Showbar. "I guess they can do whatever they want. I guess we can argue about it when we get to the end."

Rob Hernandez, the deputy county manager for the South Fulton Special Services District, said the county attorney advised officials that since the lawsuit is still pending, Fulton is justified in raising the fees. If a club refuses to pay, it could have its license revoked and would face closure, he said.

"There was an injunction ordered on certain aspects of the ordinance, but not all aspects of the ordinance," **Hernandez** said.

County Attorney R. David Ware did not return messages from The Atlanta Journal-Constitution inquiring about the issue.

The judge's ruling arose from a First Amendment lawsuit filed by a group of clubs in 2001 that challenged the county's revved-up regulation of nude dancing as a prior restraint on free speech, part of a larger battle being waged throughout metro in both state and federal courts. The clubs won the 2001 case in U.S. District Court. It was reversed on appeal, and then it was sent back to District Court.

In November 2010, Senior U.S. District Judge Robert Vining ruled that the code illegally put the clubs through a bureaucratic wringer, making them wait indefinitely for approval from police,

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fire and building departments. While Vining withheld judgment on whether the fees were too high, he did say that if sections of the ordinance don't hold up, none of it can stand.

"Judge Vining has said that we don't have an ordinance," Cline said. "Unless they appeal, then there's no ordinance unless they go back and pass one."

But starting Feb. 1, the county will raise the cost of an adult entertainment license from \$6,000 to \$6,400 and annual license renewal from \$4,000 to \$4,300. Employee permits will rise from \$300 to \$325, permit renewals from \$50 to \$100, employee background checks from \$50 to \$55 and fire inspections from \$30 to \$75. The increases are expected to generate an additional \$11,590 per year.

Cary Wiggins, an attorney for Fannie's Cabaret, said that since nude dancing is protected speech, a county's licensing fees can be no more than the cost of regulation. He said there is no evidence that nude bars cause any more problems for police than regular bars, and he doesn't see how Fulton can charge \$4,000 to renew a license, much less \$4,300.

"I'm just unaware of any evidence justifying a rate hike," Wiggins said.

The third club off Fulton Industrial, Club Babe's, isn't taking part in the lawsuit. Managers at all three declined interview requests. Wiggins also represents two Sandy Springs clubs that, while no longer in unincorporated Fulton, are seeking back compensation from the period before Sandy Springs became a city.

As with the state government and other local jurisdictions, the Fulton fee hikes are part of a strategy to make up for declining revenue without burdening property-tax payers. **Hernandez** said he is also trying to recover costs and adjust an array of charges, many of which haven't changed in five years, for inflation.

North Fulton Commissioner Liz Hausmann cast the sole dissenting vote Wednesday. She told the AJC that she opposes raising any fees or taxes in this economy without reducing spending. She said she wasn't aware of the strip club issue.

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(Note: This research will be presented in reverse chronological order)

Atlanta Journal-Constitution, The (GA)

May 17, 2010

County targets image change

Campaign is to clean up Fulton Industrial.

Code enforcers, police start out cracking down on boulevard's motels.

Author: *Steve Visse, Staff*

Fulton County has an image problem with its huge warehouse district: Its legitimate economic opportunities sometimes have been overshadowed by its undesirable qualities. This has caused companies to bypass it and take their business across the Chattahoochee River to Cobb and Douglas counties, or get out of Fulton and relocate.

"We have had tenants who have been there for years and years and who decided to move across the river," said Tom Flanigan, ING Clarion asset manager. "I don't think it was taxes."

To attract new business and keep what it has, Fulton is pushing a campaign designed to clean up what it says is the 10 percent of Fulton Industrial Boulevard that gives the rest of it a bad name. For starters, code enforcers and police have targeted motels that allegedly were centers for sex and drug trades; three were closed for health and safety violations, and a fourth was sold to a new owner, who refurbished the property and secured a Days Inn franchise.

The new motel has posted rules in the lobby banning unregistered guests from rooms and requiring identification to reserve a room as a customer.

"We got rid of a hub of criminal activity," said Tom Phillips, county code enforcement administrator. "You can walk in there now and say, 'I can stay here.' Two years ago you wouldn't have said that. You might not even have walked in there."

At its last meeting, the County Commission banned truck drivers from parking their big rigs in vacant lots off the boulevard and using them as unofficial truck stops. "Truck stops, as you know, have a link to prostitution," Phillips said.

Even strip clubs such as Fannies' Cabaret are seeking a more orderly boulevard. Fannies' is trying to distance itself from prostitution, specifically the hookers who regularly have solicited the club's clientele when arriving and leaving. The club hired security to run them off.

"It didn't used to be this way 15 years ago," said Thomas Madden, Fannies' Cabaret general manager.

Police have cracked down, making 107 prostitution arrests in the past two years compared to 41 in the three previous years, according to county statistics. The county is committed to restoring a clean-cut image to the boulevard's seven-mile roadway that runs from Fulton County Airport at Charlie Brown Field to Campbellton Road in south Fulton, according to Deputy County Manager

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(Note: This research will be presented in reverse chronological order)

Rob Hernandez.

The area has 89 million square feet of warehouse and commercial space but a county study released in March showed that several buildings and warehouses, developed in the 1960s and 1970s, are practically unusable. Seven properties are listed on the Georgia Hazardous Site Inventory, including five for the presence of cancer-causing vinyl chloride.

Noting its potential, the study described the boulevard as potentially one of the largest and most prestigious warehousing and transportation hubs east of the Mississippi River. "Today it may still be the largest, but it has lost much of its prestige," the report concluded.

Last month, the county used the area blight and vacant warehouses to have the district reclassified as an opportunity zone urban redevelopment area. That allows it to borrow \$26 million from a federal bond program and give employers a \$3,500 tax credit for each new job for 10 years. **Hernandez** said the county wants to use the bond money to install crime surveillance cameras in the area. A \$100,000 federal grant already was secured to increase police patrols and hire seven officers specific for south Fulton.

"We're serious about this," **Hernandez** said. "We have put together everything we have available in our tool box to assist Fulton Industrial."

Satellite offices for county services and commissioners Emma Darnell and Bill Edwards have been set up to show the county is committed to improving the area. People have noticed. Companies recently either bought or leased separate industrial properties that cover a combined 260,000 square feet.

With upgrades, the area should be able to sell itself. It is located in the center of a metro area that promotes itself as a national transportation hub. Fulton Industrial offers a regional airport and is close to Hartsfield-Jackson International Airport. I-20 is located nearby, as is the Norfolk Southern Intermodal container shipping yard in Austell, an industrial area crisscrossed by railroad tracks.

A next step would be to develop a Community Improvement District, which has happened elsewhere in Fulton and in Cobb, DeKalb and Gwinnett counties. CIDs require commercial property owners to tax themselves to pay for development plans, transportation alternatives and security.

Boulevard activists so far have been unable to obtain 51 percent approval of the property owners to install a CID, which increases tax bills by 3 or 4 mills. Yet one man on board with this idea is Madden, the strip club manager, who recognizes that even the adult entertainment business needs better security. "We have to keep it clean here," he said.

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(Note: This research will be presented in reverse chronological order)

Atlanta Journal-Constitution, The (GA)

October 9, 2008

Fulton begins taking steps to aid 911 center

Author: *D.L. BENNETT, Staff*

Fulton County has begun making changes that officials hope will improve a 911 center beset by chronic understaffing and dangerous operator errors. By filling 12 vacancies and promising reforms to reduce job-related stress, county officials say they should be able to boost both work quality and employee retention. "We are adamant when we say we are going to solve the problems in the center," said **Roberto Hernandez**, deputy county manager. "Once we know all the facts, we will address it immediately. We will fix it."

Problems at the center that takes emergency calls and dispatches aid were discovered in August when an operator mistakenly sent help to the wrong location for a Johns Creek woman who later died. An Atlanta Journal-Constitution investigation found more than 1,000 write-ups of employees during the past five years for everything from fighting, dispatching mistakes and chronic tardiness to falling asleep on the job. Current and former employees complained that understaffing leads to workers being routinely forced to work 12- and 16-hour days, straining family life and causing conflicts in the center, dispatching and call-taking errors. The inquiry found mistakes that endangered not only callers seeking help but the emergency crews sent to provide aid.

Fulton also has launched three of its own investigations -- one by an outside consultant reviewing center operations, another by police of the incident on Aug. 2 and a third by **Hernandez** and others looking at employee satisfaction issues. Rather than wait for those all to be complete, County Manager Zachary Williams has filled 12 of 33 openings for communications officers and supervisors by reassigning operators who previously provided service for the city of Milton under contract. Milton dispatching is now handled by Alpharetta.

"This definitely should add value and reduce stress on the staff," said Commissioner Lynne Riley, who represents the city of Johns Creek, where Darlene Dukes died Aug. 2.

Fulton also has in process two classes of trainees who should be able to fill all the remaining spots, a move he hopes will cut down on stress at the center and reduce conflict and mistakes. Everyone should be on the job within six months, **Hernandez** said.

"We remain committed to excellence in all public safety services, and recognize that 911 operators are the first link in the chain of emergency response," said Williams. "These men and women save lives each day." The auditor's report is now due Nov. 10. The internal probe by police should wrap up this week. **Hernandez** said the committee's work on employee issues is ongoing and its plans address issues like child care for employees who work odd hours and stress management.

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Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

Atlanta Journal-Constitution, The (GA)

October 5, 2008

Not enough workers and a lot of slack

Author: *HEATHER VOGELL, D.L. BENNETT, Staff*

A supervisor told 911 worker JoLynn Griffin she didn't have any days left for vacation. The Fulton County emergency center had barely enough workers to cover shifts. But Griffin went on a cruise anyway. She returned to find her job waiting, her personnel file shows, just as it had been when she'd missed work before.

Chronic absenteeism and tardiness are among the center's most vexing problems, records and interviews suggest, accounting for roughly a quarter of all personnel infractions and aggravating a staffing shortage that can mean marathon shifts for the dispatchers who do show up. Griffin is one of scores of Fulton 911 employees who racked up roughly 280 sanctions for arriving late or not at all -- often on multiple days -- a database of personnel actions since January 2004 reveals. The problem is likely worse; officials say their data is not comprehensive.

No-shows were counseled, warned and occasionally suspended. But they were rarely fired, data show. Some workers accumulated long disciplinary histories that included 911 call errors as well as absences, and they weren't terminated, according to personnel files. "It appears that certain violations of performance were tolerated or forgiven, for lack of a better word, in order to maintain the staffing required to operate the center," said Lynne Riley, a Fulton commissioner.

Losing trained employees wasn't an attractive option for the 911 center. In recent weeks, as many as a third of the center's total positions have sat vacant. Deputy County Manager **Rob Hernandez** said staffing shortages are common at 911 centers, but Fulton's center needs to train more new workers and improve retention. A county consultant should address discipline problems such as absenteeism, he said. "In general, discipline was used like a tool -- a management tool -- rather than as a last resort," he said. "It may have lost its intended effect."

Data show at least eight 911 workers have been sanctioned 10 or more times for playing hooky or walking in late since 2004. Migraines, oversleeping and not feeling well were regular excuses, files say. Employees also blamed a pet illness, panic attack, traffic, getting back in town late, driving a child to school, car problems and a broken toilet. Even current center director Crystal Williams has filed her share of tardy slips, records show, citing late starts, trouble finding parking, feeling ill and, on at least three days, alarm clock malfunctions. Reached by phone, she declined to comment. Former 911 center employees said chronic tardiness and absenteeism led to feuding among staffers. Cassandra Eloi said that during her year at the center it was common to be held over for extra work because others failed to show. Those who did come in often worked 12 to 16 hours straight, she said. "You are running a 911 center on minimal staffing every day," said Eloi, who was fired for being rude to callers. "You have calls holding. You have calls dropping, every day."

Internet Research Roberto Hernandez

(Note: This research will be presented in reverse chronological order)

Griffin left without permission for the cruise and two other short vacations between September 2003 and March 2004 -- in addition to taking dozens of sick days and showing up late at least 14 times, records show. Alfred "Rocky" Moore, the center's director at the time, wrote in a March 2004 letter that he was considering dismissing her. "Your personal vacation [cruise] did not justify an emergency vacation," he wrote. But Griffin hung on, volunteering for a demotion instead. Her tardiness continued. One night in January 2006, the call center sent a Fulton sheriff's car to pick her up for work because she had car trouble, records show. Later that year, she was suspended after supervisors said an error she made delayed response to a fire call. She took disability retirement in mid-2007.

Griffin, a 23-year center veteran who was called "an excellent supervisor" in a 1995 job review, said in an interview she disputes that she caused a delay on the fire call, or that her unpaid leave resulted in a staffing shortage that couldn't be covered. She said she was singled out for infractions that others -- including supervisors -- also committed. She felt Moore had a grudge against her. "There was no reason to deny me," Griffin said of her vacation requests. "It's not like I didn't do my share of covering for people, either."

Other workers also complained discipline was not handed out evenly. "There are subjects who manage to be sick every payday weekend and never receive any type of discipline from your same staff," communications officer Francesca Pearson wrote in an April memo to Moore. Pearson could not be reached for comment for this article. Morale was low. After a supervisor threatened one employee with suspension for tardiness, she responded: "go ahead and suspend me that's one less day that I have to work here," a note in her personnel file said. Moore, who was reassigned, did not return three phone messages seeking comment.

The 911 center hasn't lacked the money to fill vacancies. For the past three years, the center -- funded by fees tacked onto phone bills -- has ended the year with excess cash in its salary account, records show. In 2007, it finished nearly \$1 million richer than it started. Instead, **Hernandez** said the center appears unable to keep up with attrition. Some drop out during the intense six-month training period. Others start but find the pressure and night shifts unworkable. Child care and worries about job security as some cities encroach on Fulton's call territory are also factors, he said. He said he does not want to second-guess center managers on their handling of absent employees. But it is a serious problem. "I know my boss would consider that to be job abandonment," he said.

Data analysts John Perry and Megan Clarke and staff writer Cameron McWhirter contributed to this article.

32 emergency calls delayed. Six of those calls were delayed more than 20 minutes.* 23 instances of employees being orally abusive, fighting, being unprofessional or disruptive in the call center. 34 write-ups for poor customer service. 9 instances of dispatchers sleeping on duty. 280 write-ups of not showing up to work or showing up late. 147 write-ups for not meeting monthly standards for speed and safety by the department.

* Numbers based on a review of the incomplete database of disciplinary actions against employees at Fulton County's 911 center.

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

Sun Sentinel - Fort Lauderdale
April 29, 1997

CONDITIONS FOR PLANNED SHELTER DON'T ALLAY FEARS

Author: ROBIN BENEDICK

No matter how many conditions the city puts on the proposed homeless shelter on West Sunrise Boulevard, they won't appease nearby property owners who worry about transients congregating near their homes, businesses and public parks. "Those conditions won't keep vagrants from wandering around the neighborhoods," said Fort Lauderdale Vice Mayor Tim Smith, who is among the shelter's harshest critics. "Unless there are incredibly stringent rules that you can only go in by vehicle and leave by bus, that neighborhood is going to be overrun."

Smith and neighborhood leaders are hoping to derail Broward County's plans for a \$7.7 million shelter at 600 W. Sunrise Blvd. Their first chance comes at a special meeting of the city Planning and Zoning Board at 6:30 p.m. Wednesday at City Hall, 100 N. Andrews Ave. The board's recommendation goes to city commissioners for hearings. One of the conditions the city wants to put on the proposed 200-bed homeless assistance center is that it accept no walk-ins - only tenants who are referred there by an agency or police. That means homeless people now accustomed to staying the night at Tent City, the dingy open-air camp in a downtown parking lot, won't get into the new shelter without referrals.

Opponents are pushing the planning board to delay approval until Broward hires a not-for-profit group to run the center and community leaders raise \$3 million in private donations for the project. The shelter is expected to be completed in 18 months once city approvals are granted. Broward County's architect, Edward Seymour, has designed a two-story shelter patterned after one in Miami. The building would face Sunrise Boulevard, but entrances and parking would be at Northwest Sixth and Seventh avenues.

The fenced campus would have separate men's and women's dormitories with room for families, classrooms, a medical clinic, day-care center, dining hall and courtyard.

City planners are recommending approval with these conditions:

- Availability: Center must give priority to Fort Lauderdale's homeless who are within two miles of the center.
- Security: Center must pay for 24-hour security inside and outside the campus.
- Curfew: Center must require tenants to be inside from 8 p.m. to 7 a.m. daily. Exceptions would be made for school or work.
- No walk-ins: Center must not accept people without a referral. Center also must establish a no-loitering policy on the property and post signs.
- Citizen board: Center must set up a neighborhood advisory board.

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

County officials said they were designing a shelter that wouldn't be a magnet for uninvited homeless people.

"The word will quickly get out among the homeless that this facility does not accept walk-ins," said **Rob Hernandez**, Broward County's assistant director of Human Services.

With more than 5,000 homeless people in Broward, the shelter is billed as the first of several to address a growing problem that could get worse under new federal and state welfare reforms.

Homeless advocates worry that police will enforce trespassing and other city laws too eagerly to chase transients from public places. "Being homeless is not a crime and it shouldn't be that they go to jail for that," said Dianne Sepielli, a member of the county's homeless advisory board.

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

Sun Sentinel - Fort Lauderdale

March 13, 1994

NEW REFUGEES LIKE BROWARD CUBAN IMMIGRANTS FIND MORE OPPORTUNITIES, LESS CONGESTION

Author: LYDA LONGA

When Geovanny Montes de Oca and 11 of his friends set sail from Havana for the United States aboard a rubber raft in October, Montes de Oca's friends couldn't stop talking about Miami. But after the men were rescued by the U.S. Coast Guard and taken to Key West, Montes de Oca set his sights on a different place: Broward County.

His relatives had described Broward as an area where plenty of opportunities could be found. "I like Miami, but up here, there's less congestion and life is more relaxed," Montes de Oca said in Spanish. "I love it here because I'm learning English, I have a job and I even got a car," he said. Montes de Oca works at the Fort Lauderdale-Hollywood International Airport's catering service. Montes de Oca, who lives with friends in west Hollywood, is not alone. In the past six months, a colony of about 50 or 60 Cuban rafters has taken root in Hollywood and Fort Lauderdale.

The reason is simple: The rafters believe that employment and housing are easier to get in Broward than in Dade County. Historically, rafters have flocked to Dade County because they felt more comfortable among their Cuban countrymen, said **Roberto Hernandez**, executive director of Hispanic Unity of Florida. But that's changing. "Lately, the rafters have learned that in Broward there is less congestion and a better chance of finding a job," **Hernandez** said. "Many of them also have friends and family in the area who have told them that Broward County has less Hispanics and less competition for work."

According to the 1990 U.S. Census, there were roughly 109,000 Hispanics in Broward County compared to almost 1 million in Dade. Of those, there were 24,000 Cubans in Broward and almost 570,000 Cubans in Dade. Hector Nodarse, 29, heard about Broward County when he was still in Havana earlier this year. Nodarse was a sound technician with El Ballet Nacional de Cuba - the Cuban National Ballet. "I like the hustle and bustle of Miami because it reminds me of Havana, but I already have a job here {in Broward}," Nodarse said. "Broward is a little too quiet for me, but I'll get used to it."

Brothers Roberto and Raydel Rivera of Dania are two more Cuban rafters who ended up in Broward. The Riveras arrived in Miami aboard a rubber raft in December; they came from the Cuban port town of Mariel. Both are learning English at a night school in Hollywood. "I lived in Miami for about a month before I came to Dania, and I tell you life is better here," Roberto Rivera, 22, said in Spanish. "I'm learning English, I just got my driver's license and soon, I know I'll have a job. Once I get that I'll get my own apartment. Life is good here."

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

Sun Sentinel - Fort Lauderdale
February 22, 1994

PLANNED CENTER MAY HELP ELDERLY HISPANICS

Author: LYDA LONGA

Inez Carrascillo is an elderly Hispanic woman who wants somebody to talk to. When you're 76 and the only language you speak is Spanish, it's hard to make friends in a neighborhood filled mostly with young working Anglos. Soon, Carrascillo, who is Cuban, and other elderly Hispanics in Broward County could have a place to spend time together, working on arts and crafts and chatting in Spanish.

Roberto Hernandez, director of Hispanic Unity of Broward, said he hopes to open the county's first senior center for Hispanics in the next few months. The proposed center, which would be in Hollywood, would provide activities, meals, transportation and companionship for Broward Hispanics over 60. The 1990 U.S. Census estimated there were 11,891 elderly Hispanics in the county. "There is no single place in Broward County where elderly Hispanic people can go just to talk and relax with their peers," **Hernandez** said. "When you reach a certain age, you want to be with other people who share a similar culture and can understand you."

Hernandez, 27, has applied for a \$100,000 county grant that would pay for four full-time employees for the planned center. Last year he purchased a 7,000-square-foot building at 5840 Johnson St. for the center with the help of a grant from the city of Hollywood. Edith Lederberg, executive director of the Area Agency on Aging, said she has promised **Hernandez** that her organization would provide meals for the center once it opens.

Although there are a handful of senior centers scattered throughout the county, Lederberg and other social service officials agree that none cater specifically to Broward's Hispanic elderly. "We have several senior centers throughout the county, but elderly Hispanic people won't go there because they feel uncomfortable and out of place," Lederberg said.

That feeling is not limited to elderly Hispanic people. Gema Hernandez, a sociologist and associate professor at Nova University's School of Business, said the sentiment is shared by most elderly people of varying ethnic backgrounds. "As we age, most of us have a need to return to our ethnic roots," Hernandez said. Carrascillo, who stays alone during the day in her west Hollywood home while her daughter and grandchildren go to work and school, said she needs someone to interact with during those long hours.

Research Compiled by: Sadie Lowry
Colin Baenziger & Associates

Appendix D

Sample Survey *Savannah City Manager Quality Survey*

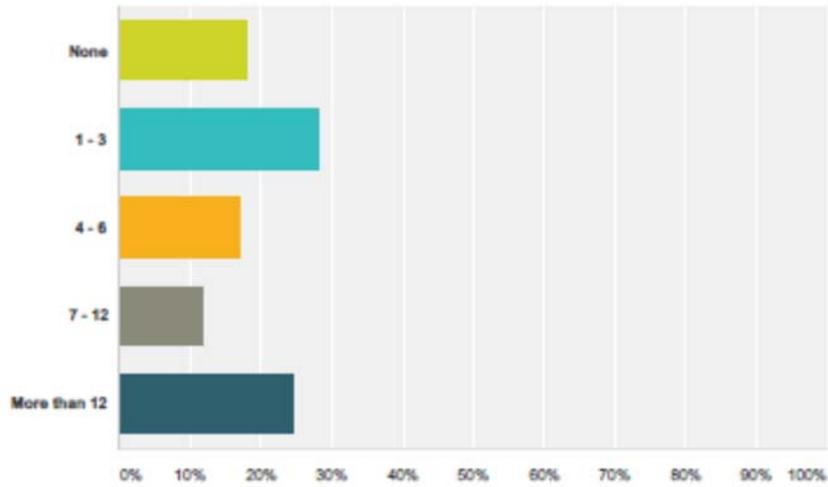
Sample City Manager Quality Survey

Savannah City Manager Quality Survey

SurveyMonkey

Q1 During the past three years, how often have you attended or viewed a city council or city commission meeting (select only one)

Answered: 449 Skipped: 1



Answer Choices	Responses	Count
None	18.26%	82
1 - 3	28.29%	127
4 - 6	16.93%	76
7 - 12	11.80%	53
More than 12	24.72%	111
Total		449

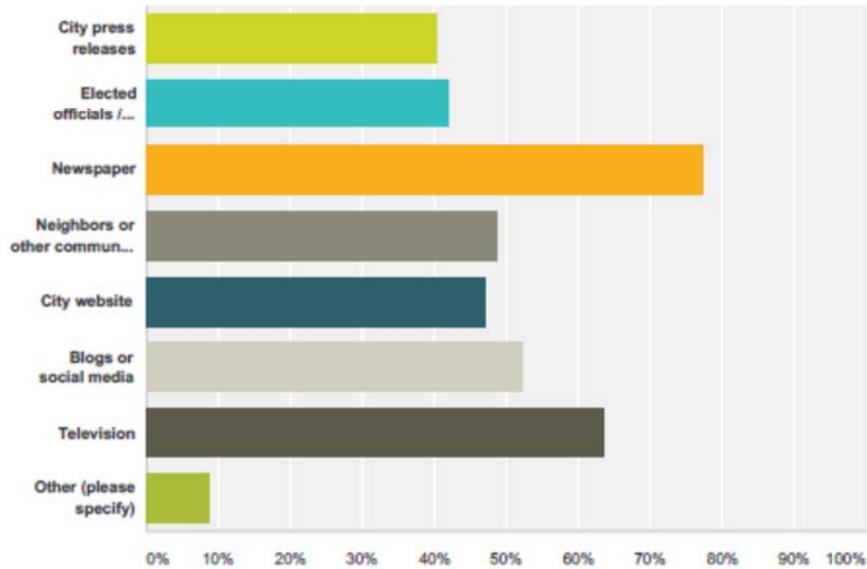
Sample City Manager Quality Survey (continued)

Savannah City Manager Quality Survey

SurveyMonkey

Q2 How do you keep informed of City issues and concerns (select all that apply)

Answered: 450 Skipped: 0



Answer Choices	Responses	Count
City press releases	40.22%	181
Elected officials / city staff	42.00%	189
Newspaper	77.56%	349
Neighbors or other community members	48.67%	219
City website	47.11%	212
Blogs or social media	52.22%	235
Television	63.78%	287
Other (please specify)	8.67%	39
Total Respondents: 450		

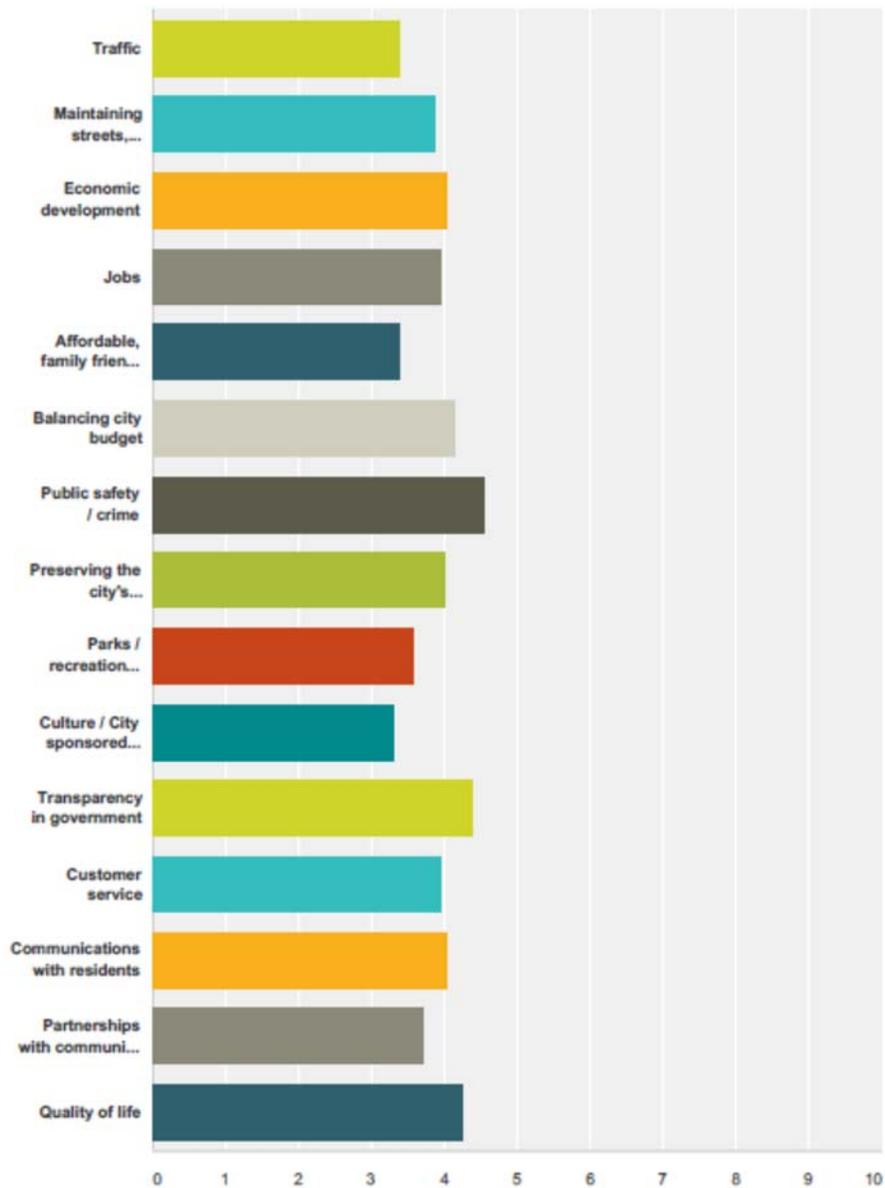
Sample City Manager Quality Survey (continued)

Savannah City Manager Quality Survey

SurveyMonkey

Q3 Please rank each of the following issues that the City Manager should address (5 being the most important and 1 as not important)

Answered: 448 Skipped: 2



Sample City Manager Quality Survey (continued)

Savannah City Manager Quality Survey

SurveyMonkey

Traffic	6.59% 28	12.47% 53	35.06% 149	24.00% 102	21.41% 91	0.47% 2	425	3.41
Maintaining streets, buildings, and other public facilities	2.30% 10	7.36% 32	23.22% 101	33.79% 147	32.64% 142	0.69% 3	435	3.68
Economic development	6.19% 27	6.42% 28	13.76% 60	22.25% 97	48.85% 213	2.52% 11	436	4.04
Jobs	5.61% 24	7.71% 33	16.82% 72	22.66% 97	44.86% 192	2.34% 10	428	3.96
Affordable, family friendly housing	10.39% 45	13.39% 58	28.41% 123	19.40% 84	27.48% 119	0.92% 4	433	3.41
Balancing city budget	3.63% 16	5.22% 23	13.83% 61	27.89% 123	47.62% 210	1.81% 8	441	4.13
Public safety / crime	3.83% 17	2.03% 9	5.63% 25	10.36% 46	74.77% 332	3.38% 15	444	4.55
Preserving the city's character	5.68% 25	5.68% 25	17.50% 77	23.41% 103	46.36% 204	1.36% 6	440	4.00
Parks / recreation programs	3.90% 17	7.57% 33	33.94% 148	32.11% 140	21.56% 94	0.92% 4	436	3.60
Culture / City sponsored events	7.74% 34	12.98% 57	35.99% 158	28.02% 123	14.81% 65	0.46% 2	439	3.29
Transparency in government	3.61% 16	2.71% 12	10.84% 48	14.67% 65	65.24% 289	2.93% 13	443	4.39
Customer service	4.52% 20	6.79% 30	20.59% 91	24.89% 110	42.31% 187	0.90% 4	442	3.95
Communications with residents	4.31% 19	4.76% 21	18.37% 81	26.53% 117	44.90% 198	1.13% 5	441	4.04
Partnerships with community / schools / business	8.18% 36	8.41% 37	22.50% 99	24.32% 107	35.68% 157	0.91% 4	440	3.72
Quality of life	4.56% 20	2.96% 13	12.07% 53	20.96% 92	56.72% 249	2.73% 12	439	4.26

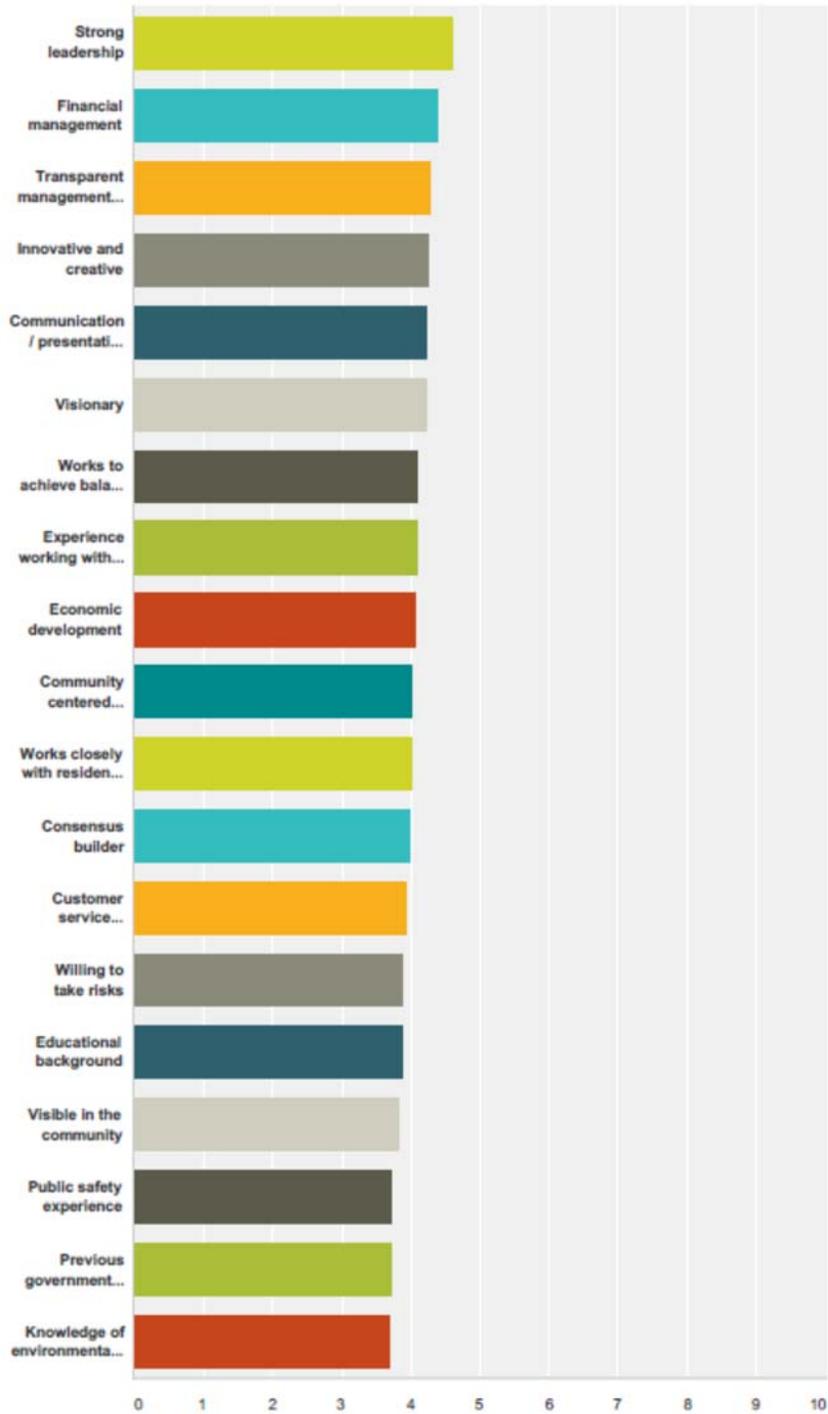
Sample City Manager Quality Survey (continued)

Savannah City Manager Quality Survey

SurveyMonkey

Q4 Please rank each of the following skills the next City Manager should have (5 being the most important and 1 as not important)

Answered: 449 Skipped: 1



Sample City Manager Quality Survey (continued)

Savannah City Manager Quality Survey

SurveyMonkey

	1	2	3	4	5	N/A	Total	Weighted Average
Strong leadership	4.51% 20	1.13% 5	3.39% 15	10.61% 47	79.01% 350	1.35% 6	443	4.61
Financial management	3.38% 15	3.15% 14	8.33% 37	20.72% 92	63.06% 280	1.35% 6	444	4.39
Transparent management style	3.83% 17	2.25% 10	13.06% 58	20.50% 91	58.78% 261	1.58% 7	444	4.30
Innovative and creative	4.10% 18	2.28% 10	14.81% 65	20.27% 89	57.86% 254	0.68% 3	439	4.26
Communication / presentation skills	3.62% 16	3.39% 15	13.12% 58	25.57% 113	53.62% 237	0.68% 3	442	4.23
Visionary	5.22% 23	2.95% 13	12.70% 56	20.63% 91	57.37% 253	1.13% 5	441	4.23
Works to achieve balance among all community interests: residents, businesses and developers	2.95% 13	6.35% 28	15.19% 67	26.98% 119	47.39% 209	1.13% 5	441	4.11
Experience working with diverse communities	6.07% 27	5.39% 24	14.16% 63	21.12% 94	52.36% 233	0.90% 4	445	4.09
Economic development	4.57% 20	5.25% 23	14.16% 62	28.54% 125	45.89% 201	1.60% 7	438	4.08
Community centered approach	4.78% 21	5.01% 22	17.31% 76	27.56% 121	44.65% 196	0.68% 3	439	4.03
Works closely with residents and seeks their viewpoint	4.08% 18	4.31% 19	17.46% 77	31.75% 140	41.72% 184	0.68% 3	441	4.03
Consensus builder	4.31% 19	6.12% 27	20.63% 91	24.04% 106	43.54% 192	1.36% 6	441	3.98
Customer service orientation	5.24% 23	5.92% 26	18.00% 79	28.93% 127	41.00% 180	0.91% 4	439	3.95
Willing to take risks	5.25% 23	5.02% 22	23.74% 104	26.26% 115	38.81% 170	0.91% 4	438	3.89
Educational background	3.64% 16	7.05% 31	22.95% 101	27.05% 119	37.27% 164	2.05% 9	440	3.89
Visible in the community	4.58% 20	7.09% 31	24.71% 108	26.32% 115	36.61% 160	0.69% 3	437	3.84
Public safety experience	4.49% 20	8.31% 37	26.97% 120	27.42% 122	31.69% 141	1.12% 5	445	3.74
Previous government experience	8.07% 36	7.17% 32	24.22% 108	23.54% 105	35.43% 158	1.57% 7	446	3.72
Knowledge of environmental issues	7.06% 31	8.43% 37	25.28% 111	24.83% 109	33.26% 146	1.14% 5	439	3.70

Sample City Manager Quality Survey (continued)

Savannah City Manager Quality Survey

SurveyMonkey

Q5 Is there anything else you want to share about what you would like to see in our next City Manager?

Answered: 230 Skipped: 220

Put the NEEDS of residents of the City of Savannah FIRST! Before the tourists, the business developers, etc.
A dedication to addressing the gun violence in our city.
More visibility to the community as a whole including the unincorporated areas, not just to specific groups.
Interest in building a bike and pedestrian friendly city.
A major interest in the environment and sustainability of it.
A familiarity with and support for Complete Streets.
Good working relationship with citizens and police. Ability to work to preserve neighborhoods. Savannah is not just for tourists!
Highly ethical business practices. High moral values and integrity. Verifiable track record of previous accomplishments in government or business.
Increasing mobility using plans like "Complete Streets". Making public transportation available for all in getting around the city (shuttles); making it safe for biking; better recycling agenda (they're composting in San Francisco these days).
I'd like to see the City Manager riding his bike to work or walking to work and incorporate a plan to always include sidewalks and bike paths in infrastructure for existing and especially for new development.
Someone who will place traffic calming and safe streets as a top priority. We have virtually no traffic enforcement (60 mph on E 52nd, my street, is not uncommon and there is NO police enforcement).
We need to start making Savannah A Bike City friendly and make better changes for cyclists safety , so that we won't have another horrible accident like on BRAG again.
Commitment to transportation issues in traffic calming through downtown for pedestrians, bicycles, cars (speeding) and public transportation. Too many accidents, by any of these modes of transportation, are completely avoidable or at least able to be lessened by enforcement of existing laws or the development of prevention measures.
Focus on the planning, development and maintenance of complete streets.
Previous experience in a city with similar challenges would be ideal, along with a demonstrated ability to manage large public projects from start to finish.
He or she must be someone the city staff will respect and find good to work for. I guess this is having the skills that most employees like to see in their employer. The new City Manager should also have skills in delegating responsibility and giving credit to others for their successes.

*16 samples responses from the 230 received.

Appendix E

*St. Johns County, FL Resolution Thanking
CB&A for Its Outstanding Service*

RESOLUTION NO. 2007-23

**A RESOLUTION OF THE COUNTY COMMISSION
OF ST. JOHNS COUNTY, FLORIDA, THANKING
COLIN BAENZIGER & ASSOCIATES FOR ITS
OUTSTANDING EFFORTS IN CONDUCTING THE
EXECUTIVE SEARCH FOR THE COUNTY'S NEW
ADMINISTRATOR; AND PROVIDING AN
EFFECTIVE DATE.**

WHEREAS, St. Johns County retained Colin Baenziger & Associates (CB&A) to identify and recommend strong candidates to be the County Administrator;

WHEREAS, CB&A's staff worked diligently to find and produce excellent candidates, and then provided the County Commission with comprehensive materials concerning the candidates' aptitude, experience, background, complete and thorough interviews, references, extensive checks of criminal, civil and financial history, verification of employment and education, and exhaustive reviews of Internet and newspaper archives of these candidates; and

WHEREAS, CB&A's process was completely open, fair and unbiased and was extremely well received by the County Commission, county staff, the press, and the public; and

WHEREAS, the County Commission wishes to express its gratitude to Colin Baenziger & Associates for its efforts on behalf of the county;

**NOW BE IT THEREFORE RESOLVED BY THE COUNTY COMMISSION OF
ST. JOHNS COUNTY, FLORIDA AS FOLLOWS:**

Section 1: Recitals. The preceding recitals are true and correct and are incorporated herein by this reference.

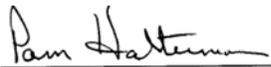
Section 2: Acknowledgement. The County Commission wishes to express its sincere appreciation and gratitude to Colin Baenziger & Associates for its outstanding work and effort in assisting the county in finding its County Administrator.

Section 3: Effective Date. This resolution shall take effect immediately upon adoption.

PASSED AND ADOPTED by the Board of County Commissioners of St. Johns County, Florida, this 21 day of August, 2007.

ATTEST: Cheryl Strickland, Clerk

**BOARD OF COUNTY COMMISSIONERS
ST. JOHNS COUNTY, FLORIDA**

By: 
Deputy Clerk

By: 
Ben Rich, Chairman

Rendition Date: 8/23/07



Appendix F

*Comments from Dale Martin on
CB&A's Vetting Process*

Fernandina Observer™

A JOURNAL OF NEWS AND OPINION

Weekly comments from Dale Martin

By Dale Martin, City Manager, City of Fernandina Beach

March 18, 2016 1:00 a.m.

The vetting process employed by Mr. Colin Baenziger following my application to the City of Fernandina Beach was the most thorough review of my career, credentials, and references that I have ever experienced. In the months leading to my appointment here, I was interviewed in several other communities for similar City Manager positions. Despite getting to the interview stage in those communities, none of my references ever indicated to me that they had been contacted. As part of the selection process here, I was required to provide an exhaustive list of references, some very specific, such as my current Town Attorney, auditor, Chamber of Commerce, etc. To the best of my knowledge, every single reference provided was contacted.

The historic information provided to the City Commission for each candidate was extensive. Reading through the older newspaper articles rekindled so many memories- the personalities and issues from earlier days illustrate some peaks and valleys over the past twenty years. It has been a wonderful ride.

Note: Mr. Martin reminisces about his career for the remainder of the article. The full article can be found at:

<http://fernandinaobserver.com/2016/03/18/weekly-comments-from-dale-martin-5/#more-65218>