



**Cooper City Commission Meeting
Agenda Item Request Form**

Commission Meeting/Workshop Date: February 20, 2019

Requesting Department: City Clerk/Director of Admin. Services

Subject: City Manager recruitment

Section:

Presentation

Consent

Regular

Discussion

Background and Recommendation (attach backup material to Item Request Form):

At the September 20, 2018 City Commission meeting, the Commission approved Resolution No. 19-9-5, extending the former City Manager’s employment agreement for an additional period ending on April 2, 2019. It was discussed by the Commission that during this extension, staff would implement the recruitment process for a new City Manager.

At the November 20, 2018 City Commission meeting, the Commission postponed giving direction to staff. It was agreed that the item would remain on the agenda until such time that the Commission gives direction either to use a professional recruiting firm or to allow City staff to perform the search.

At the December 18, 2018 Commission meeting, the City Clerk/Director of Administrative Services presented to the Commission three proposals from recruiting firms for the executive search of a permanent City Manager. Consensus was given by the Commission to have staff narrow the search of recruiting firms to the tri-county area and to provide these firms to the Commission at a meeting in the next two months. After an extensive search, it has been realized that there are no firms in the tri-county area. To supplement this, the City Clerk/Director of Administrative Services has solicited two additional proposals from relevant recruiting firms, totaling a list of five proposals from which the Commission may consider:

- Colin Baenzinger & Associates ([here at this link, due to size](#))
- Slavin Management
- Mercer Group
- S. Renee Narloch and Associates
- Strategic Government Resources ([here at this link, due to size](#))

At the January 8, 2019 City Commission meeting, Commission direction was given to post the City Manager position on the City’s website.

At the January 22, 2019 City Commission meeting, Commission direction was given to expand the City Manager recruitment by placing the position advertisement on all free outlets, such as Florida League of Cities and Florida City County Managers Association.

At the time of publishing the agenda for the February 20, 2019 Commission Meeting 14 resumes and applications have been received and distributed to the Commission for review.

The recruitment process could consist of the City engaging with one of the professional recruiting firms mentioned above or by performing the recruitment through the Administrative Services Department. Attached is a process for the Commission to review. At this time the City Clerk/Director of Administrative Services, through the Interim City Manager, requests clear direction from the Commission on the City Manager recruitment process.

General Ledger Account Number(s) and Amount(s):

Approvals:

Finance Director _____ City Manager _____ City Clerk _____

Administrative Services Department
In-House City Manager Search Process

- ✓ Review job description (*Commission advised to use the same job description as the last City Manager hire*)
- ✓ Post the position on City website, Florida City County Managers Association and Florida League of Cities (*Commission has advised to only post on free sites*)
- Post on the International City Manager's Association website at a cost of \$450 for six weeks, with one free six-week renewal should the first search yield no viable candidates
- Allow for a period of time for applications to be submitted (currently the position is "open until filled" but staff suggests 30-45 day limit)
- Allow 3-5 business days for Human Resources to review applications for minimum qualifications per City Charter
- *For Commission consideration:* Dependent on the number of qualified candidates (10 or more), the Commission may choose to create a "city manager recommendation committee" to recommend 5-7 candidates to the Commission*. This committee will be subject to Sunshine Law. Staff recommends that no more than five members with some knowledge of public management be appointed to the committee (one committee member per Commissioner). Parameters for the committee shall be discussed prior to creation.
- Set a Special Commission meeting* to review and discuss applications. At this meeting the Commission should narrow down the pool of applications to a small number of finalists to move on to interviews.
- Allow Human Resources to contact interviewees, arrange travel, and schedule tours of the city prior to interviews
- Schedule one-on-one interviews for each Commissioner to interview each finalist
- Hold a workshop meeting* for collective interviews
- Select a City Manager at a City Commission meeting*

**all meetings mentioned above during which more than one Commissioner or committee member may be present will be publicly noticed per Florida Sunshine Law.*

CITY OF COOPER CITY, FLORIDA

Executive Search For

City Manager

Prepared by Robert E. Slavin on November 7, 2018



SLAVIN MANAGEMENT
CONSULTANTS

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Sample Recruitment Profile
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Clients
EEO Statement
Minority and Female Placements

LETTER OF INTENT

November 7, 2018

Ms. Kathryn Sims
City Clerk/Director of Administrative Services
City of Cooper City
P.O. Box 290910/9090
Cooper City, Florida 33329-0910



Via: ksims@coopercityfl.org

Re: Executive Search Firm for City Manager

Slavin Management Consultants (SMC) is pleased to submit this proposal to conduct an executive search for the next City Manager of Cooper City. The purpose of this project is to help the City Commission and /or search committee develop and agree to a comprehensive position profile for City Manager and then to identify, recruit and present outstanding candidates who meet these criteria. Once the profile has been developed and approved by the City, we will have no difficulty identifying quality prospective candidates and becoming immediately productive. It is normal for a City Manager search to take between sixty and ninety days to complete.

As a high quality, independent management consulting firm, Slavin Management Consultants is most capable and interested in providing these services to the City. This proposal commits the highest level of our firm's resources. **I will manage and serve as the primary consultant for this critical project.** I am the owner and president of SMC and am among the most experienced recruiters of governmental managers in the nation. I have a strong and proven commitment to providing exceptional recruitment services to public agencies and have received many accolades supporting this work. *I have the authority to bind the corporation.* Ms. Barbara Lipscomb and Mr. David Krings will assist with this work. Both are highly experienced former local government executives and management consultants. Both are ICMA Credentialed Managers.

Public sector and not-for-profit executive search work accounts for more than 95% of SMC's recruitment activities. SMC has recruited many executives for the Florida public agencies and for others in all regions of the nation. We are very familiar with Florida's public meetings and open records laws. We are able to recruit well-qualified candidates for our Florida clients who would otherwise not have applied for fear of premature publicity. We also comply with both the letter and intent of Florida's laws. Our proposed process includes a minimum of three presentations to the City and /or search committee and up to three meetings with individual Commission and/or search committee members.

SMC is a national firm, strategically based in Norcross, Georgia for easy access to Atlanta's Hartsfield - Jackson International Airport - the world's busiest airport. We have affiliates in Burlington, NC; Cincinnati, OH; Dallas, TX, Hartford, CT; Lakeland, FL; Los Angeles, CA; Mackinac Island, FL and Mesa, AZ.

Thank you for the opportunity to submit this proposal. We look forward to working with Cooper City on this highly challenging and very important assignment. If you have questions concerning this proposal, please contact me at (770) 449-4656.

Very truly yours,

SLAVIN MANAGEMENT CONSULTANTS

Robert E. Slavin, President

SMC Contact Information

Robert E. Slavin, President
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FIRM'S EXPERIENCE

Slavin Management Consultants (SMC) has completed many city/county manager searches over the years. We have significant local government recruitment experience in Florida and all regions of the United States. This experience includes extensive experience working for Florida local governments. The best prospects are typically happily employed and not responding to advertisements. Our Florida local government search clients include the following jurisdictions:

Atlantic Beach	Hollywood	Ormond Beach
Broward County	Homestead	Panama City
Boca Raton	Jacksonville Beach	Palm Beach County
Boynton Beach	Jupiter	Palm Beach Gardens
Charlotte County	Lake County	Pinellas County
Clearwater	Lake Worth	Pensacola
Clermont	Lee County	Plantation
Coral Springs	Miami	Pompano Beach
Davie	Miami-Dade County	Polk County
Deerfield Beach	Manatee County	Santa Rosa County
Delray Beach	Martin County	Sarasota
Destin	Miramar	Seminole County
Dunedin	Mount Dora	Sunrise
Escambia County	Neptune Beach	Titusville
Fort Lauderdale	North Miami Beach	Volusia County
Fort Myers	Okeechobee County	West Palm Beach
Gainesville	Orange County	Winter Park

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

Florida's strong public disclosure laws have a direct impact on governmental recruitment in the State. We work within the letter and the intent of these laws and still are able to recruit exceptional candidates for our Florida clients who would not apply directly for fear of premature public disclosure of their interest.

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

- We are results oriented. Once the recruitment profile is approved, we "lock" into the criteria established and carefully identify, recruit and evaluate candidates who meet **your criteria**. We do not simply bring forward candidates whom we may already know.
- Our key staff members have extensive experience in conducting executive searches for the public sector throughout the nation.
- We are committed to complete client satisfaction. Our successful placement-oriented approach will ensure that the project work is practical, realistic, timely and that it has the full commitment and support of the City Commission so that a successful placement will be facilitated.
- We use discount airfares and leverage trips between clients whenever possible to reduce expenses to our clients.
- We are leaders in the field of executive search in the public sector and our methodologies are state-of-the-art. We can address all aspects of your assignment.

- Every search that we have conducted has resulted in a selection from our recommended group of candidates. Our experience includes large and small organizations, and chief executives and subordinate level positions. More than 95% of our placements have remained in our client's positions for more than five years.
- Our style is interactive, that is, we strive to build a partnership with our clients.
- We are experts in EEO/AA recruitment.

Recent Chief Executive Searches

CLIENT	POP	SEARCH FOR	SEARCH START DATE	SELECTED CANDIDATE INTERVIEW DATE	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Adams County, CO	451, 574	County Manager	5/13/13	8/19/13	Slavin/ Wenbert	Mr. Bryan Ostler (720) 523-6071 Bostler@adcogov.org
Aiken, SC	30,000	City Manager	11/20/14	3/7/15	Slavin/ Patton	Mayor Fred Cavanaugh 803-642-7654
Alleghany County, VA	13,000	County Administrator	12/8/15	4/8/16	Slavin	Jonathan A. Lanford County Administrator (540) 863-6600 jlanford@co.alleghany.va.us
Bay City, MI	35,000	City Manager	5/4/13	12/1/13	Slavin	Lori Dufresne Commission President (989) 245-6869 ldufresne@baycitymi.org
Bothell, WA	46,000	City Manager	8/24/16	11/7/16	Slavin Wenbert	Mayor Andy Rheume (206) 999-8835 andy.rheume@bothellwa.gov
Branson, MO	6,000	City Administrator	7/16/13	8/21/13	Slavin	Mayor Raeanne Presley (417) 337-8548 Dkruithof@bransonmo.gov
Cherry Hills Village, CO	6,300	City Manager	12/7/15	3/12/16	Slavin	Mayor - Laura Christman 303-758-6058 lchristman@cherryhillsvillage.com
Corpus Christi, TX	285,000	City Manager	12/13/10	4/7/11	Slavin/ Wenbert	Mayor Nelda Martinez (361) 826-3100 neldam@cctexas.com
Corinth, TX	20,600	City Manager	8/15/16	12/3/16	Slavin/ Krings	Guadalupe Ruiz Human Resources Director (940) 498-3277 gruiz@cityofcorinth.com
Dunwoody, GA	40,000	City Manager	6/11/14	10/19/14	Slavin/ Trager	Mayor Ken Wright (678) 382-6700 ken.wrght@dunwoodyga.gov
Evans, CO	21,400	City Manager	10/4/16	1/20/17	Slavin Wenbert	Mayor John Morris (970) 475-2209 jmorris@evanscolorado.gov
Fridley, MN	27,800	City Manager	12/20/12	3/30/13	Slavin/ Krings	Mayor Scott Lund 763-572-3500

CLIENT	POP	SEARCH FOR	SEARCH START DATE	SELECTED CANDIDATE INTERVIEW DATE	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Georgetown, SC	10,000	City Administrator	7/30/12	11/30/12	Slavin	Mayor Jack M., Scoville, Jr. (843) 545-4001
Glenwood Springs, CO	9,837	City Manager	2/10/16	5/10/16	Wenbert	Debra Figueroa City Manager 970-384-6401 debra.figueroa@cogs.us
Greenville, NC	84,500	City Manager	3/15/12	6/5/12	Slavin	Mayor Allen Thomas (252) 329-4419 amthomas@greenvillenc.gov
Gulf Shores, AL	9,000	City Administrator	11/15/12	4/15/13	Slavin	Mayor Robert Craft (251) 968-1124 mayor@gulfshoresal.gov
Hardeeville, SC	5,000	City Manager	4/13/15	8/10/15	Slavin	Ms. Lori Pomarico, City Clerk Phone: (843) 784-2231 lpomarico@cityofhardeeville.com
Kansas City, KS/ Wyandotte County	158,000	County Manager	11/6/13	2/12/14	Slavin	Mayor Mark Holland Phone: 913-573-5010 mayorholland@wycokck.org
Longmont, CO	87,500	City Manager	9/30/11	1/20/12	Slavin/ Wenbert	Mr. Harold Dominguez, City Manager (303) 651-8601 horald.dominguez@longmontcol orado.gov
Loveland, OH	12,200	City Manager	4/29/14	7/18/14	Slavin / Krings	Mayor Linda Cox (513) 683-0150 lcox@LovelandOH.com
Lubbock, TX	340,000	City Manager	7/18/16	10/28/16	Slavin/ Wenbert	Mayor Dan Pope (806) 775-2010 dpope@mylubbock.us
Menominee, MI	8,600	City Manager	6/13/16	10/7/16	Slavin/ Krings	Mr. Robb Jamo, City Attorney (906) 839-0102 rjamo@cityofmenominee.net
Mount Dora, FL	12,500	City Manager	4/20/16	7/29/16	Slavin	Ms. Gwen Johns City Clerk Ph: (352) 735-7126 johnsg@cityofmounddora.com
Myrtle Beach, SC	30,000	City Manager	7/17/14	10/3/14	Slavin	Mayor John Rhodes (843) 918-1000 jrhodes@cityofmyrtlebeach.com
Ocean City, MD	7,100 to 335,000	City Manager	9/14/15	12/10/15	Slavin	Wayne Evans Human Resources Director (410) 289-8778 wevans@oceancitymd.gov
Newark, DE	29,000	City Manager	3/21/12	8/10/12	Slavin/ Frank	Mayor Vance Funk (302) 368-2561 x12 vance3@funklawoffices.com
Oak Park, IL	51,878	Village Manager	7/13/12	12/7/12	Slavin	Ms. Cara Pavlicek (708) 358-5770 cpavlicek@oak-park.us
Plantation, FL	85,000	Chief Adm Officer	1/24/15	3/16/15	Slavin	Mayor Diane Veltri Bendekovic City of Plantation (954) 797-2200 dbendekovic@plantation.org

CLIENT	POP	SEARCH FOR	SEARCH START DATE	SELECTED CANDIDATE INTERVIEW DATE	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Portage, MI	47,000	City Manager	7/26/14	9/18/14	Slavin/ Krings	Mr. Rob Boulis Director of Employee Relations (269) 329-4402 boulisr@portagemi.gov
Powder Springs, GA	15,000	City Manager	10/28/14	3/9/15	Slavin	Mayor Pat Vaughn Ph: (770) 943-1666
Steamboat Springs, CO	12,100	City Manager	1/14/16	6/9/16	Wenbert	Gary Suiter City Manager (970) 871-8240 gsuiter@steamboatsprings.net
Snellville, GA	18,200	City Manager	3/20/12	6/29/12	Slavin	Mayor Tom Witts (770) 985-3544 tom.witts@snellville.org
Tipp City, OH	10,000	City Manager	6/2/14	9/20/14	Slavin/ Krings	Mayor Pat Hale (937) 669-8477 halep@tippcity.net
Valdez, AK	4,000	City Manager	6/23/15	10/9/15	Slavin/ Wenbert	Ms. Sheri Pierce, MMC City Clerk 907-834-3408 spierce@ci.valdez.ak.us

PROJECT IMPLEMENTATION STRATEGY

We recommend a five-step process as follows:

- Develop job qualifications and requirements for the City Manager position - the Recruitment Profile.
- Identify and recruit qualified candidates.
- Evaluate prospective candidates.
- Make recommendations, help in selection and facilitate employment.
- Establish evaluation criteria and follow-up.

Each step of this process is described below.

A. Develop the Recruitment Profile

We will meet with the City Commission and/or search committee members individually and collectively and with senior staff (if the City wishes) to learn the City's needs, focus and requirements such as experience, education and training as well as preferred management style and personal traits. In developing the recruitment profile, we will spend a considerable amount of time at the beginning of the process in Cooper City to gather additional information about the City and to ascertain, the unique challenges of the job and the general environment within which the position functions.

Once we have gained the necessary information, we will prepare a draft recruitment profile and review it with the City Commission and/or search committee to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the region, the City of Cooper City, the City government, major issues to be faced, the position and the selection criteria established by the City.

B. Identify Qualified Candidates

We will prepare and post announcements, the recruitment profile and other job tailored materials with professional organizations and associations using both on-line and printed professional media. We will review our database for individuals whom we may already know and/or already have on file who may meet your specifications. We rely heavily on our own contacts in related fields, appropriate social media and on our past experience. In summary, we utilize a comprehensive multifaceted networking program to conduct a professional search focused on identifying the best-qualified candidates and inviting them to apply for the position.

We will acknowledge all resumes received and thoroughly screen all potential candidates.

C. Evaluate Prospective Candidates

Preliminary Screening and Progress Report

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

We request that all semifinalist candidates complete a tailored supplemental questionnaire through which they provide us, in writing, substantial information about their accomplishments and their management style and philosophy. This information is verified. For additional cost and at the City's option we will have finalist candidates complete a management and leadership style inventory.

We will meet with the City Commission and/or search committee to provide a progress report on a number of semifinalist candidates. These individuals will be top prospects who clearly meet the City's specifications for the position. With guidance from the City we will narrow the semifinalist candidate group on the basis of refined criteria. During this meeting we will determine which candidates the City Commission and/or search committee has the most interested in as well as their expectations about the finalist interview process. Included in this discussion will be the type of interview(s) desired, scheduling, if and how any community participation might take place, candidate travel arrangements, interview questions, candidate rating and scoring processes, etc.

D. Selection and Employment

In-depth Screening and Final Report

At this point, we will interview those semifinalist candidates whom the City has the greatest interest in. Proper "fit" is as important as technical ability. We assess both. In order to better assess candidates' management style and interpersonal characteristics, we personally interview each in his or her present work environment. We will closely examine each candidate's experience, qualifications, achievements, management style and interpersonal skills in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications, skills and achievements.

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

As part of our evaluation process we conduct credit checks and verify undergraduate and graduate college degrees. We also conduct criminal history, civil court records and driving record checks. At the City's option, we can arrange for assessment centers and/or psychological (or similar) testing of the candidates. (These optional items will result in extra cost.)

We will then meet with the City Commission and/or search committee to present a group of well-qualified finalist candidates for interviews in Cooper City. These final candidates will not be ranked because, at this

point, they will all be qualified and it will then be a matter of chemistry between the candidates and the City Commission that should produce the final selection decision.

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

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

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

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

E. Establish Evaluation Criteria

Once the new City Manager has been on board for 30 days or so, we will conduct a session with the City Commission and with the new City Manager to establish mutual performance criteria and goals for the position.

F. Follow-up

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

G. Reporting

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

H. Deliverables

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

I. Guarantees

We provide a comprehensive set of assurances and guarantees to our executive recruitment clients that include:

- We are committed to excellence. We guarantee the highest quality of work and its success in your environment. To accomplish this, we will continue to work with the City until a satisfactory candidate is selected and accepts employment.
- We guarantee our work and will redo the search if the position is vacated, for any reason, within two years of the employment date of a candidate selected by the City through our efforts.

- We will never actively recruit any *candidate who we have placed* nor will we actively recruit any *employee* from a client organization for at least two years from the completion date of an assignment.

J. Project Schedule

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

		DAYS			
STEPS		1-30	30-45	45-60	60-360
1.	Develop Search Process, Recruitment Profile and Advertising Program for City Approval	✓			
2.	Identify Qualified Candidates, Review Data Base, Network, Receive and Review Resumes	✓	✓		
3.	Screen & Evaluate Prospective Candidates		✓		
4.	Progress Meeting and Report		✓		
5.	Interview and Evaluate Prospective Candidates		✓	✓	
6.	Submit Final Report and Recommendations, Assist in Selection, Facilitate Employment			✓	
7.	Establish Evaluation Criteria and Follow-up				✓

Approximately twelve to fifteen semifinalist candidates are presented to the City at the progress meeting which typically takes place 45 - 50 days after the City approves the recruitment profile. Generally, about five finalist candidates are presented for interviews with the City Commission.

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

QUALIFICATIONS AND STAFFING

This section presents our qualifications to conduct projects of this type and describes the staff to be assigned to the search.

A. Firm Qualifications

SMC is an independent management consulting firm formed in 1998 and incorporated in the State of Georgia. We operate nationwide from our home office near Atlanta, Georgia. The principal and only stock holder of the firm is Robert E. Slavin. Mr. Slavin has extensive experience as a local government executive and as a management consultant. We have affiliates in Burlington, NC; Cincinnati, OH; Dallas, TX, Hartford, CT, Lakeland, FL; Los Angeles, CA; Mackinac Island, MI and Mesa, AZ.

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

This important engagement will be personally conducted by Mr. Robert E. Slavin with assistance from Ms. Barbara Lipscomb and Mr. David Krings. Mr. Slavin has conducted or assisted in the conduct of more than 850 successful executive searches throughout his career. Members of the proposed search team have conducted executive searches for Slavin Management Consultants as well as for others before joining the firm. All are professional public human resources practitioners with significant direct management experience. All are long-term, active members of a variety of professional organizations and

stay abreast of new and changing laws, developments and trends by regularly attending specialized workshops, seminars and annual conferences.

B. Staffing

Robert E. Slavin, President

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

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

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

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

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

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

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

Organizations

- International City/County Management Association
- International Personnel Management Association
- Government Finance Officers Association
- IPMA - Human Relations Commission
- IPMA - Publications Review Committee
- Society for Human Resources Management
- Certified Management Consultant (National Bureau of Certified Consultants)
- National Forum for Black Public Administrators
- Southern California Public Labor Relations Council
- Southern California Municipal Assistants
- Bay Area Salary Survey Committee

David Krings, ICMA-CM, SMC Regional Manager

Mr. Krings has 35 years experience at the top levels of state, county, and municipal governments. He is internationally recognized as a state and local government management practitioner and consultant. Mr. Krings has been on the professional staff of governors in both Wisconsin and Arkansas. He served as the County Administrator in Peoria County, (Peoria) Illinois and Hamilton County, (Cincinnati) Ohio. Both Hamilton County and Peoria County received national recognition for innovative, quality management during Mr. Krings' tenure. Mr. Krings also served as the Assistant Executive Director for Ramsey County (St. Paul) Minnesota.

Mr. Krings has a M.A. in Public Policy and Administration from the University of Wisconsin-Madison and a BA from Carroll College (Waukesha, Wisconsin). He has also studied at schools in Denmark and Mexico. In 2005 Mr. Krings began his encore career, still in public service, but in a much broader capacity than in prior years. He is the part-time Administrator of Lockland, Ohio. He served as the part-time Advisor to the Mayor in Newtown, Ohio. He has had scores of consulting engagements with local jurisdictions and not-for-profits (largely through TechSolve, a not-for-profit consulting firm). He has been certified as a local government expert in litigation involving local governments. He has been on an advisory board of a company providing inmate telephone services (DC Telesystems). In 2009 he associated with the firm Good Energy to consult with local governments in the provision of cost saving electricity purchasing. He is also a managing consultant for Slavin Management Consultants.

Highlights from Mr. Krings' 13 years as Hamilton County Administrator include:

- Responsible for \$2.3 billion budget;
- Oversaw more than \$1 billion in development of Cincinnati riverfront including construction of a new NFL football stadium and a MLB baseball park;
- Developed small, minority, and female business development program;
- Governing Magazine and Syracuse University gave Hamilton County fourth highest grade among America's large urban counties for overall management;
- Gold Seal for Good E-Governance from National Academy of Public Administration;
- Top rated web site from National Association of Counties;
- Numerous Government Finance Officers Association of United States and Canada awards for Distinguished Budget Presentation; and
- ICMA Center for Performance Measurement Certificate of Distinction;

Organizations (Current and Past)

- ICMA—Past President and Board Member
- National Association of County Administrators (NACA)—Past President and Board Member
- First person to be President of both ICMA and NACA
- Recipient of American Society for Public Administration chapter Good Government Award
- Adjunct professor for University of Cincinnati and faculty member of University of Illinois, Community Information and Education Service

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

Professional Summary

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

Professional Experience

City of Greenville, North Carolina

City Manager August 2012 – August 2017 (Retirement)

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

City of Casselberry, Florida

City Manager January 2007 – January 2012

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

City of Gainesville, Florida

Assistant City Manager February 2004 – January 2007

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

Interim City Manager October 2004 – September 2005

Directed all City of Gainesville general government operations and departments

Assistant City Manager February 2004 – October 2004

City of Lakeland, Florida

Assistant City Manager

Deputy City Manager, Assistant to the City Manager

May 1986 - February 2004

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

City of Grand Rapids, Michigan

Management Analyst 1982 - 1986

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

Administrative Assistant, Community Enrichment Services Group

Education

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

Master of Regional Planning

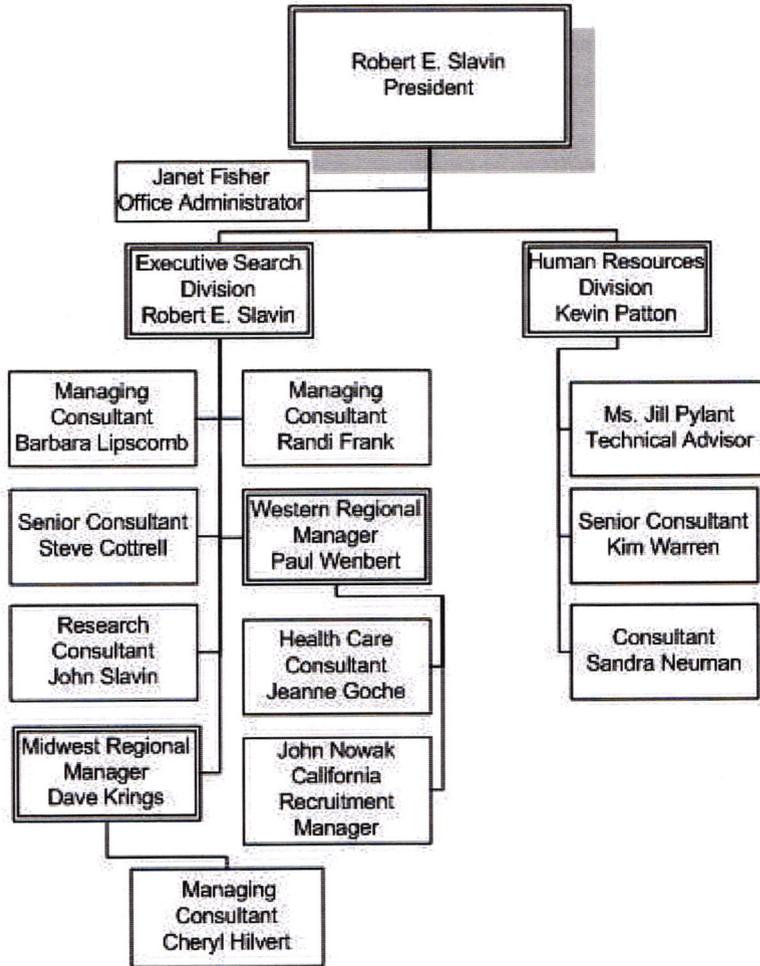
University of Georgia, Athens, GA

BA (Geography and Political Science)

Professional Certifications

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

Slavin Management Consultants



REFERENCES

Ms. Ellen Ciyatt, PHR, SHRM-CP

Human Resources Director
City of Fort Myers
2200 Second Street
Fort Myers, Florida 33901
(239) 321-7064
Police Chief Search (2016)
Fire Chief Search (2017)
eciyatt@cityftmyers.com

Ms. Christine V. McDade, PHR, SHRM-CP

Human Resources Director
Human Resources Department
City of North Port
4970 City Hall Blvd.
North Port, FL 34286
(941) 429-7136
Fire Chief Search (2018)
cmcdade@cityofnorthport.com

Ms. Gwen Johns

City Clerk
City of Mount Dora
510 N. Baker Street
Mount Dora, FL 32757
(352) 735-7126
City Manager Search (2016)
johnssg@cityofmounddora.com

Mayor Diane Veltri Bendekovic

City of Plantation
City Hall
400 NW 73rd Avenue
Plantation, FL 33317
(954) 797-2200
Chief Administrative Officer Search (2015)
dbendekovic@plantation.org

Commissioner Bob Dallari

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

FEE PROPOSAL

Professional Fees

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

PROJECT COSTS					
STEPS	ASSIGNED HOURS (Approximate)			RATE (Hr)	FEES
	Project Manager	Consultant	Total		
1. Project Planning/Develop Position Profile/Prepare Advertising	32		32	75	\$2,400
2. Identify & Recruit Candidate/ Acknowledge Resumes	36		36	75	\$2,700
		35	35	35	\$1,225
3. Preliminary Candidate Screening	16		16	75	\$1,200
		4	4	35	\$140
4. Progress Report to City Commission/ Reduce Candidate Pool	12		12	75	\$900
		8	8	35	\$280
5. In-depth Candidate Evaluation (Includes on-site consultant interviews with semifinalist candidates)	38		38	75	\$2,850
		18	18	35	\$630
6. Arrange for & Schedule Final Interviews	4		4	75	\$300
7. Prepare Final Report with Interview Questions and Selection Criteria	8		8	75	\$600
		16	16	35	\$560
8. Present Final Report and Attend Interviews	12		12	75	\$900
9. Assist in Employee Selection	2		2	75	\$150
10. Negotiate Employment Agreement	4		4	75	\$300
11. Establish Performance Goals	6		6	No Charge	\$0
12. Follow-up	4		4	No Charge	\$0
TOTAL HOURS	174	81	252		
TOTAL PROFESSIONAL FEE					\$15,135

Expenses

Consultant Travel Costs: The client pays direct cost for all necessary consultant travel using coach or, when available, lower air rates, corporate hotel rates at moderately priced properties (Holiday Inn or equivalent), rental cars, using the corporate discount and normal meals. Client controls these costs in the following ways: (1) when appropriate, consultants will accomplish multiple purposes when traveling and will allocate costs to multiple clients; (2) the client pre-approves all work plans including all consultant (and candidate) travel.

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

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

Average Advertising Costs: Normally about \$2,000. Client controls these costs because the advertising program will be approved by the City prior to implementation.

Expenses for the executive search project described in this proposal will not exceed 55% of the professional fee (\$8,324.25). Therefore, the total not-to-exceed cost to the City for the proposed work will be no more than \$23,459.25. The cost for final candidates to travel to Cooper City for interviews is not covered by this proposal. Such costs are typically paid by the City on a reimbursement basis, directly to the candidates, and controlled through the City's prior approval of the finalist candidates. These costs vary depending on candidate location, espousal involvement, time required for candidates to be in Cooper City, etc. For budgeting purposes, an average cost of between \$450.00 and \$650.00 per candidate would be appropriate. About five candidates are normally recommended for interviews.

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

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

We will submit monthly invoices for fees and expenses. It is our practice to bill 30% at the start of the searches, 30% at the end of thirty days, 30% at the end of sixty days, and the remaining 10% shortly after the time the new City Manager accepts employment with the City. Each invoice will be payable upon receipt for professional services.

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

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

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

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

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

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

AGREEMENT FOR SERVICES

This proposal is presented for Slavin Management Consultants by:

SIGNATURE: Robert E. Slavin

NAME: Robert E. Slavin

TITLE: President

DATE: November 7, 2018

This proposal is accepted for the City of Cooper City, Florida by:

SIGNATURE: _____

NAME: _____

TITLE: _____

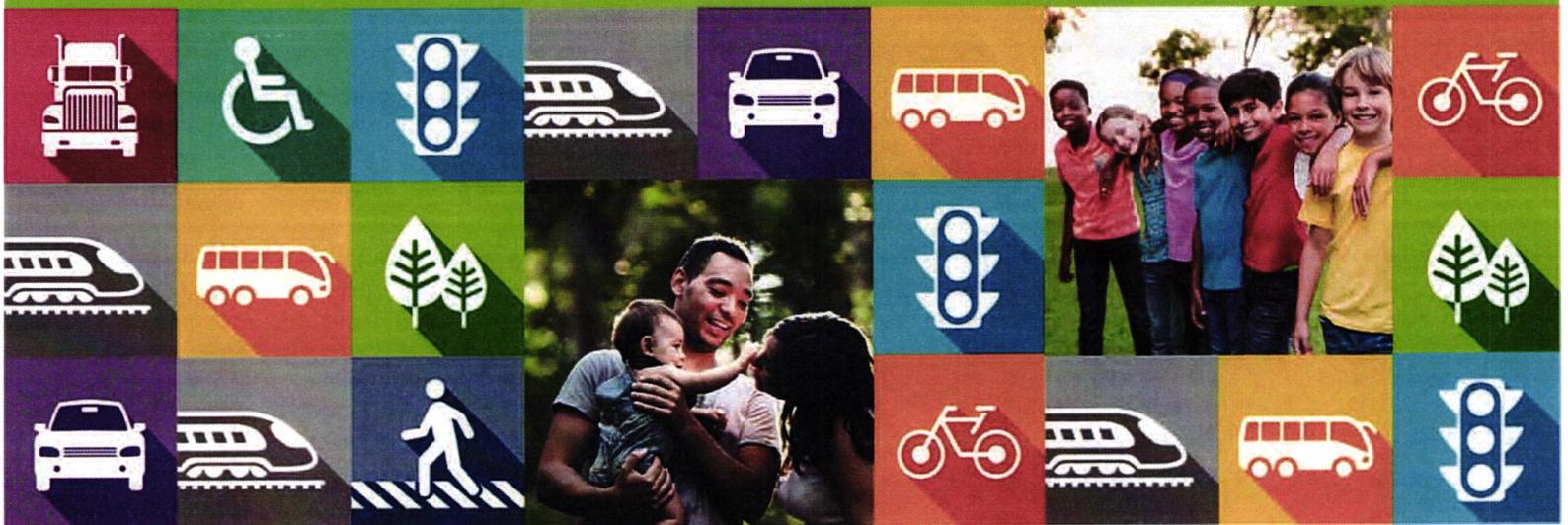
DATE: _____

EXHIBITS



metroplan orlando
A REGIONAL TRANSPORTATION PARTNERSHIP

Are you MetroPlan Orlando's next Executive Director?



Inside:

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

The Opportunity of Lifetime

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

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

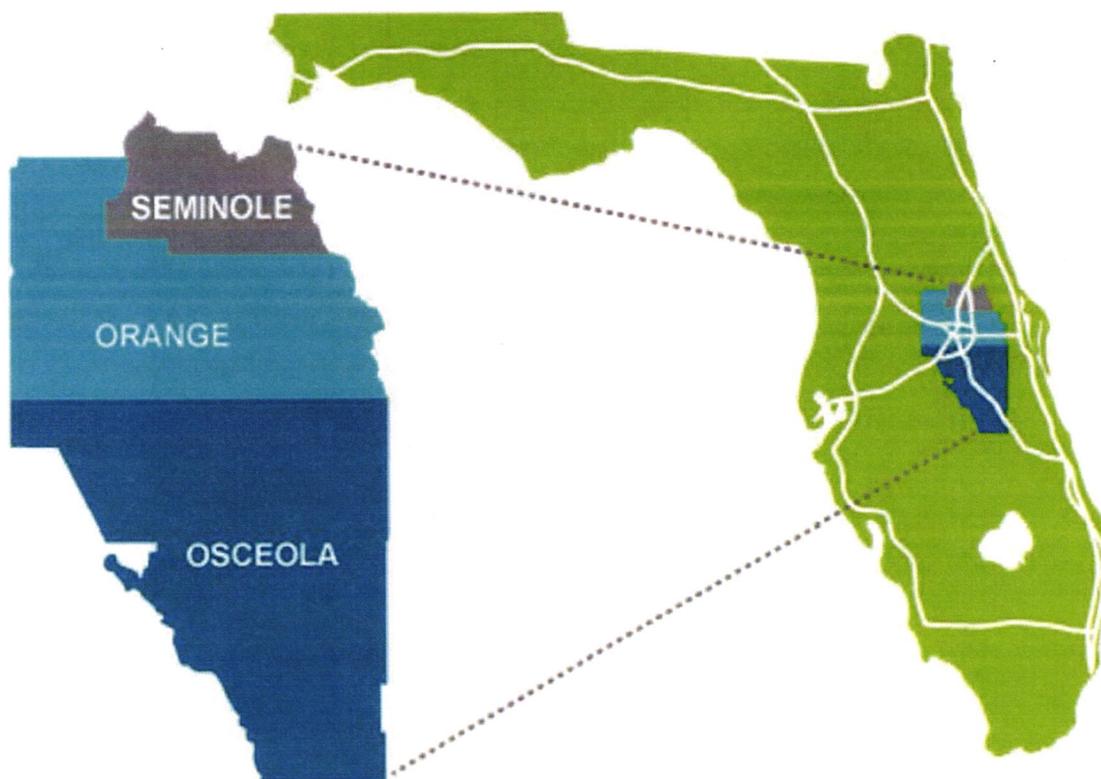
A regional focus. Although each MetroPlan Orlando Board member represents his or her own constituency, as a group they have developed the ability to focus regionally and into the future. MetroPlan Orlando is a prime contributor to building a strong regional image for the region.

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

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

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

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



About MetroPlan Orlando

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

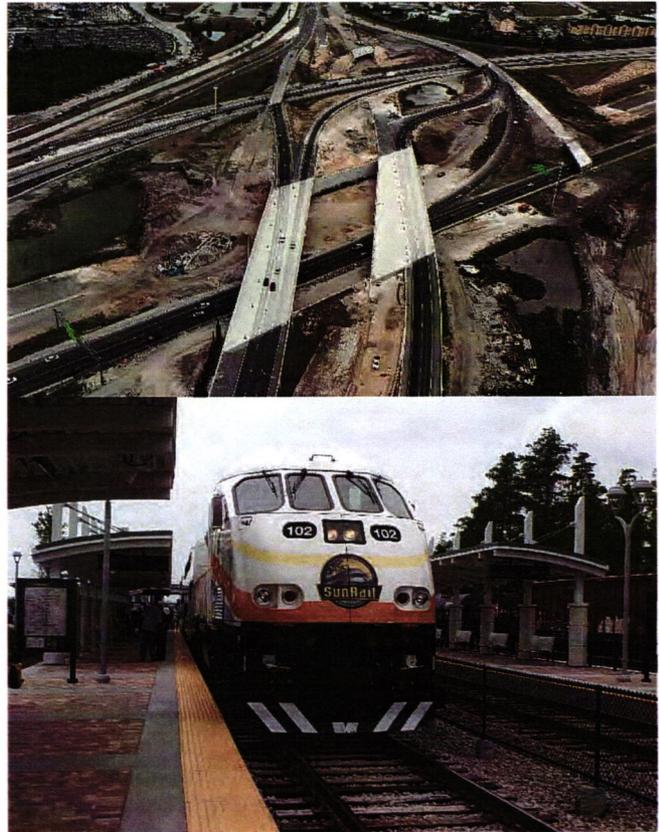
MetroPlan Orlando leads transportation planning efforts in Orange, Osceola, and Seminole Counties. It works with elected officials, industry experts, and citizens to set transportation priorities and shape a future system that offers travel options. MetroPlan Orlando also determines how federal and state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

MetroPlan Orlando Board

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

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

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



VISION

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



MISSION

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

The Executive Director Position

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

Essential Functions

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



- Overseeing and assuring the highest quality of all products. (5%)
- Providing leadership beyond the geographical borders of the organization to promote the development of an effective regional transportation system with neighboring metropolitan planning organizations serving the larger Central Florida market. (5%)
- Providing a safe, secure, discrimination- and harassment-free working environment for all staff members. (5%)
- Assuring that the MPO in all its dealings with other agencies, consultants and suppliers maintains the highest standards of fiscal control and integrity, consistent with all applicable federal and state requirements. (5%)

disciplining employees; succession planning; addressing complaints, and resolving problems.

- Developing and managing relationships with other transportation agencies and strategic business partners.
- Attending relevant meetings involving member organizations and business partners.
- Performing additional duties as assigned by the board.
- Continually projecting a professional image for the organization.

Other Functions

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

Education, Experience, & Training

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

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

AICP certification preferred

Equivalent combination of education and experience

Full Job Description Online

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

The Ideal Candidate

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

Characteristics

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

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

Traits

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



How to Apply

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



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

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

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



PRO FORMA INVOICE

INVOICE DATE: _____

CLIENT: _____

ADDRESS: _____

CITY, STATE: _____

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

\$XXXX.XX

(Invoice ___ of ___)

Reimbursable expenses at cost:

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

Total Expenses

\$XXXX.XX

TOTAL INVOICE

\$XXXX.XX

CLIENT LIST BY CATEGORY

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

MUNICIPALITIES

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

Homestead, Florida
Huntington Beach, California
Independence, Missouri
Independence, Kansas
Iowa City, Iowa
Jacksonville Beach, Florida
Jupiter, Florida
Kalamazoo, Michigan
Kansas City, Missouri
Lake Worth, Florida
Lakewood, Colorado
Lapeer, Michigan
Laramie, Wyoming
Laredo, Texas
Lenexa, Kansas
Liberty, Missouri
Lillburn, Georgia
Little Rock, Arkansas
Long Beach, California
Longmont, CO
Manassas, Virginia
Mansfield, Massachusetts
Marshfield, MO
Miami Beach, Florida
Milwaukie, Oregon
Minneapolis, Minnesota
Miramar, Florida
Modesto, California
Muscatine, Iowa
Neptune Beach, Florida
Newark, Delaware
New Smyrna Beach, Florida
Norfolk, Virginia
Norman, Oklahoma
North Las Vegas, Nevada
North Miami Beach, Florida
Northglenn, Colorado
North Port, Florida
Norwich, Connecticut
Oberlin, Ohio
Ocean City, Maryland
Oceanside, California
Olathe, Kansas
Oklahoma City, Oklahoma
Oxnard, California
Palm Bay, Florida
Palm Beach Gardens, Florida
Palo Alto, California
Panama City, Florida
Park Ridge, Illinois
Pasadena, California
Peoria, Illinois
Phoenix, Arizona
Pittsburg, Kansas
Pompano Beach, Florida
Portage, Michigan
Pueblo, Colorado
Richmond, California

Richmond, Virginia
Riverside, California
Riverview, Michigan
Roanoke, Virginia
Rock Hill, South Carolina
Rockville, Maryland
Sacramento, California
St. Louis Park, Minnesota
Salem, Oregon
San Diego, California
San Fernando, California
San Francisco, California
San Jose, California
San Juan Capistrano, California
Sandersville, Georgia
Santa Ana, California
Santa Monica, California
Sarasota, Florida
Shaker Heights, Ohio
Simi Valley, California
Sioux City, Iowa
Snellville, Georgia
South Brunswick Township, New Jersey
Springfield, Missouri
Steamboat Springs, Colorado
Stratford, Connecticut
Stockbridge, GA
Storm Lake, Iowa
Sunnyvale, California
Sunrise, Florida
Takoma Park, Maryland
Topeka, Kansas
Titusville, Florida
Thornton, Colorado
Traverse City, Michigan
Topeka, Kansas
Turlock, California
Upper Arlington, Ohio
Urbana, IL
Urbandale, Iowa
Valdez, Alaska
Venice, FL
Virginia Beach, Virginia
Waco, Texas
Warrensburg, Missouri
Washington, Illinois
West Des Moines, Iowa
West Hartford, Connecticut
West Hollywood, California
West Palm Beach, Florida
Wichita, Kansas
Windham, Connecticut
Winston-Salem, North Carolina
Winter Park, Florida
Worthington, Minnesota
Ypsilanti, Michigan

COUNTIES

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

OTHER ORGANIZATIONS

Development Groups

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

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

Housing Authorities

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

Libraries

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

Non-Profits and Other Governmental Jurisdictions

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

Professional Associations

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

School Districts

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

Transportation Agencies

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

Utility Districts

Columbus Water Works, Georgia
Metropolitan Sewer District of Greater Cincinnati, Ohio
Public Works Commission of Fayetteville, North Carolina
Rivanna Solid Waste Authority, Virginia
Rivanna Water and Sewer Authority, Virginia
Sacramento Municipal Utility District, California
South Florida Water Management District
Spartanburg Utility District, South Carolina

EEO STATEMENT

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

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

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

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

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

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

MINORITY AND WOMEN PLACEMENTS

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

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
DECATUR, GA	Chief of Police	X		
DISTRICT OF COLUMBIA	Executive Director Alcoholic Beverage Regulations Commission		X	
DURHAM, NC	City Manager	X		
	City Manager	X	X	
	Police Chief		X	
	Public Works Director	X	X	
ESCAMBIA COUNTY, FL	Assistant County Administrator	X		
ESCONDIDO, CA	Civic Center Construction Mgr		X	
FRANKFORT, KY	City Manager		X	
EVANSTON, IL	City Manager		X	
FRESNO, CA (PIC)	Executive Director	X		
FORT COLLINS, CO	City Attorney		X	
FORT LAUDERDALE, FL	Fire Chief	X		
FORT MYERS, FL	City Manager	X		
	Police Chief	X		
FORT WORTH, TX	Auditor General		X	
	Police Chief	X		
FRANKLIN, TN	Director of Community Development		X	
FRESNO, CA (PIC)	Executive Director	X		
GAINESVILLE, FL	Equal Employment Director	X		
GLASTONBURY, CT	Human Resources Director	X	X	
GLENWOOD SPRINGS, CO	City Manager		X	
GREENBELT HOMES, INC. (MARYLAND)	Executive Director		X	
GREENSBORO, NC	Assistant City Manager	X		
GREENVILLE, NC	City Manager	X	X	
HAMILTON COUNTY, OH	Jobs and Family Services Director		X	
HILLSBOROUGH COUNTY (FL) CHILDREN'S BOARD	Executive Director		X	
HOLLYWOOD, FL	City Manager	X		
JUPITER, FL	Assistant to the City Manager		X	
	Public Works Director			X
KALAMAZOO, MI	City Manager		X	
	Assistant City Manager		X	
LAKE COUNTY, FL	County Attorney		X	
LAKE COUNTY, IL	Purchasing Director		X	
	Human Resources Director	X		
	Assistant County Administrator		X	
LAKE COUNTY, IL HEALTH DEPARTMENT	Executive Director		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
LAKE WORTH, FL	Utilities Customer Services Manager	X		
LA PLATA COUNTY, CO	Human Services Director		X	
LEE COUNTY, FL	County Administrator Human Resources Director	X	X	
LINCOLN ROAD DEVELOPMENT CORP.	Executive Director		X	
LONG BEACH, CA	Police Chief Executive Director, Civil Service Commission	X	X	
LONGMONT, CO	City Manager			X
LONGVIEW, CO	Assistant City Manger		X	
LOS ANGELES, COMMUNITY REDEVELOPMENT AGENCY	Sr. Project Manager	X		X
	Project Manager	X		
	Project Manager			X
LOS ANGELES COUNTY (CA) HEALTH SYSTEMS AGENCY	Executive Director	X	X	
	Deputy Exec. Dir.			X
LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH	Public Health Director	X		
LOS ANGELES OLYMPICS ORGANIZING COMMITTEE	Human Resources Director	X	X	
	Director of Venues		X	
METROZOO (MIAMI FL)	Director of Marketing		X	
MEMPHIS (TN) HOUSING AUTHORITY	Executive Director	X		
MIAMI (FL) OFF-STREET PARKING SYSTEM	Finance Director			X
MIAMI VALLEY REGIONAL TRANSIT AUTH. (DAYTON, OH)	Executive Director	X	X	
MIRAMAR, FL	City Manager		X	
MONTEREY COUNTY, CA	Hospital Administrator	X		
MONTGOMERY COUNTY BOARD OF DEVELOPMENTAL DISABILITIES	Executive Director	X	X	
MOUNT DORA, FL	City Manager		X	
NOAH DEVELOPMENT CORPORATION	Executive Director	X		
NEWARK, DE	City Manager	X		
NORFOLK, VA	Human Resources Director	X		
	Senior Engineer		X	
NORFOLK, VA	Social Services Director	X		
OAK PARK, IL	Village Manager		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
OCALA (FL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
OBERLIN, OH	City Manager		X	
ORMOND BEACH, FL	City Manager	X		
OKLAHOMA CITY, OK	City Manager	X		
PALM BAY, FL	Human Resources Director		X	
PALM BEACH COUNTY, FL	Assistant County Administrator		X	
PALM BEACH COUNTY (FL) CHILDREN'S SERVICES BOARD	Executive Director		X	
PALM BEACH COUNTY (FL) HEALTH CARE DISTRICT	Executive Director		X	
PALM BEACH GARDENS, FL	City Manager (1992) City Manager (1999)		X	X
PALO ALTO, CA	City Attorney		X	
PEORIA (IL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
PHOENIX, AZ	Chief of Police			X
PRINCE WILLIAM COUNTY, VA	County Executive		X	
	Human Resources Director	X	X	
	Fire Chief	X	X	
RICHMOND, CA	City Manager	X		
RICHMOND, VA	Director of Public Health	X		
ROANOKE, VA	Police Chief	X		
	Economic Development Director		X	
	Assistant City Manager	X	X	
	Director of Human Services		X	
ROCKVILLE, MD	Assistant City Manager		X	
SACRAMENTO, CA	Human Resources Director	X	X	
SAGINAW, MI	Police Chief			X
SAN DIEGO, CA	City Manager	X		
SAN FRANCISCO, CA	Assistant City Administrator		X	
SAN JOSE, CA	Police Chief	X		
SANTA MONICA, CA	Deputy City Manager		X	
SARASOTA, FL	Human Resources Director	X		
SARASOTA COUNTY, FL	Deputy County Administrator	X		
SELMA, AL	Chief of Police	X		
SHAKER HEIGHTS, OH	City Administrator		X	
SOUTH DAKOTA STATE LEGISLATURE	Chief Legislative Analyst		X	
STOCKBRIDGE, GA	City Manager	X		
SUNNYVALE, CA	Public Information Officer		X	
	City Clerk		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
<i>STRATFORD, CT</i>	Human Resources Director		X	
<i>TAKOMA PARK, MD</i>	City Manager		X	
	Recreation Director	X	X	
	Housing and Community Development Director		X	
	Public Works Director	X		
<i>THORNTON, CO</i>	Public Information Officer		X	
	City Attorney			X
<i>TOPEKA, KS</i>	City Manager	X		
	Police Chief	X		
<i>VALDEZ, AK</i>	City Manager	X		
<i>VENICE, FL</i>	Police Chief		X	
<i>VIRGINIA BEACH, VA</i>	Human Resources Director	X		
<i>VIRGINIA BEACH PARK TRUST (FL)</i>	Executive Director	X		
<i>VOLUSIA COUNTY, FL</i>	County Manager	X	X	
	Budget Director			
<i>WACO, TX</i>	Deputy City Manager		X	
	Exec. Dir. - Support Services			X
	Assistant City Manager	X		
	Director of Facilities			X
<i>WAKE COUNTY, NC</i>	Human Services Director			X
<i>THE WEINGART CENTER (LOS ANGELES)</i>	Executive Director		X	
<i>WEST COVINA, CA</i>	Planning Director	X	X	
<i>WEST MIFFLIN, PA</i>	Town Administrator		X	
<i>WEST PALM BEACH, FL</i>	Assistant City Administrator	X	X	
<i>WICHITA, KS</i>	Human Resources Dir	X	X	
	Community Services Dir	X	X	
	Communications Director		X	
	Director of Libraries		X	
	Housing and Development Director	X	X	
	City Manager	X		
<i>YPSILANTI, MI</i>	City Manager	X		
<i>ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)</i>	Executive Director			X

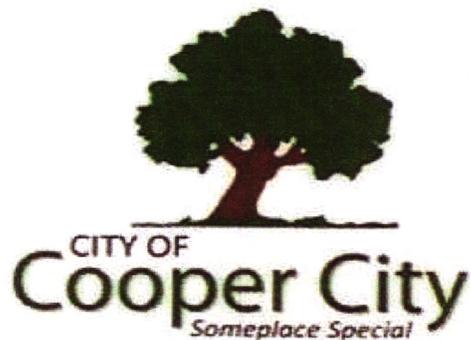


CITY OF
Cooper City
Someplace Special

Executive
Search & Recruitment Services

CITY MANAGER

October 11, 2018



**Proposal for
Executive Search & Recruitment Services**

CITY MANAGER

October 11, 2018

THE MERCER GROUP, INC.

**W. D. Higginbotham, Jr.
Senior Vice President
3245 S. Atlantic Ave., Suite 607
Daytona Beach Shores, Florida 32118
727-214-8673**

**WDHiggin@mercergroupinc.com
www.mercergroupincflorida.com**

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The Mercer Group, Inc.

Consultants To Management

3245 S. Atlantic Ave Ste. 607
Daytona Beach Shores, FL 32118
Cell (727) 214-8673

E-mail: wdhiggin@bellsouth.net

October 11, 2018

Kathryn Sims
City Clerk/Director of Administrative Services
City of Cooper City
P.O. Box 290910 / 9090 S.W. 50th Place
Cooper City, Florida 33329-0910

The Mercer Group, Inc. understands the City of Cooper City wishes to engage the services of an executive search firm to conduct executive search and recruiting services for a City Manager.

The Mercer Group, Inc. is pleased to assist the City to recruit exceptionally well-qualified candidates for the position of City Manager. If selected to conduct the search and recruitment process for this position, we will have no difficulty beginning immediately to ensure a smooth process. It is our understanding that the scope of work, minimum responsibilities, and search and recruitment services shall include, but not be limited to, the following:

- Develop the ideal profile for the City Manager position after consultation with the City Council and necessary staff.
- Develop and implement a marketing strategy, advertising campaign and outreach to best-fit candidates.
- Conduct preliminary interviews and candidate screening.
- Provide written materials, including background reports, and facilitate candidate selection and offer.

The objectives that we will meet in order to find the best qualified candidates for the City Manager position are as follows:

- To conduct on-site needs assessment for the new City Manager.
- To develop a comprehensive position profile.
- To encourage top level people to apply who would otherwise be reluctant to respond to an advertisement.
- To save a considerable amount of the City's time in establishing the position profile and reviewing applicants.
- To comply with appropriate personnel regulations and state laws (i.e., EEO, Affirmative Action and ADA).
- To independently and objectively assess the qualifications and suitability of candidates for the position.
- To respond to all candidate inquiries and produce all correspondence during the search.

PINPOINTING WORKABLE SOLUTIONS FROM OUR OFFICES NATIONWIDE

www.mercergrrouponflorida.com

City of Cooper City
Page Two
October 11, 2018

- To mail an information packet supplied by the City to all qualified applicants.
- To recommend a pool of finalist candidates to the City Council.
- To coordinate a community "meet and greet" function for the finalist candidates.
- To coordinate finalist candidate interviews with the City Council.
- To preserve the confidentiality of inquiries to the degree possible under Florida law.
- To assist the City Council in reaching a final decision.
- To assist in negotiating a compensation package with the successful candidate on behalf of the City.
- To keep the City Council closely involved in key decisions and informed of our progress.

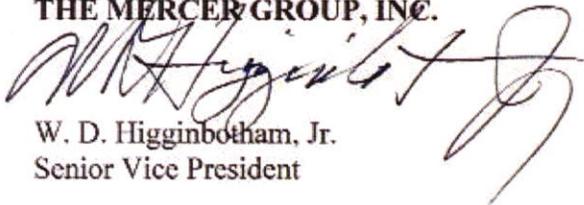
The purpose for engaging the services of an executive search firm is to seek out and recruit experienced candidates and to assist the City Commission in selecting highly qualified individuals who meet the profile and needs of the City and who might not otherwise apply. The Mercer Group, Inc. is well-qualified to assist the City with this project. Most recently we have successfully completed and/or currently engaged in searches for the Cities of Deltona, Port Orange, Delray Beach, Deerfield Beach, Hallandale Beach, Indian River Shores, Hollywood, Marco Island, Cape Coral, Largo, Key Biscayne, St. Cloud, Temple Terrace, St. Petersburg, St. Pete Beach, Gainesville, Plant City, Pompano Beach, as well as Brevard County, Collier County, Hillsborough County, Citrus County and Polk County. These are just some of the **Florida** recruitments and there are many more nation-wide.

The Mercer Group, Inc. has been in operation for over twenty-eight years with offices in thirteen (13) states, including **Volusia County Florida**. The Mercer Group, Inc. has the resources available to conduct this search and avoid untimely delays in the process. If selected to assist the City, I will personally lead this recruitment from our Daytona Beach Shores office. In addition to six (6) years Executive Recruiting, 30 years of local government experience, including four (4) City Manager positions in Florida, I am uniquely qualified to lead this search for Cooper City's new City Manager.

Thank you for the opportunity to assist the City with this important assignment. Please contact me directly at 727-214-8673 if you have any questions. I am looking forward to hearing from you.

Sincerely yours,

THE MERCER GROUP, INC.



W. D. Higginbotham, Jr.
Senior Vice President

THE MERCER GROUP, INC.



The Mercer Group, Inc.

An Executive Summary of what The Mercer Group offers Cooper City, Florida (Referenced Pages are in our October 11, 2018, Proposal)

Qualifications and Staffing(pages 1 through 4)

The Mercer Group, Inc. has been in operation for twenty-eight years with offices in thirteen (13) States, including **Volusia County, Florida**.

W. D. Higginbotham, Jr., will be the project manager to assist Cooper City for City Manager Search and Recruitment Services and he will serve Cooper City from our Daytona Beach Shores location. Mr. Higginbotham has over 30 years of Public Sector Management Experience, including four (4) Florida City Manager positions and over six (6) years Executive Recruiting; a brief bio is available at: <http://mercergroupinflorida.com/about-us>

Understanding the Project & Our Approach (page 5)

Services provided include, but are not limited to position analysis and preparation of a position profile, recruitment for the position, inviting potential candidates to apply, reviewing and screening applications, conducting interviews, reference checks and background checks of selected candidates, recommending a list of final candidates, coordinating "meet and greet" functions and final interviews, contract negotiating as required, and following up.

Our 7-Step Search Process (pages 6 through 9)

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

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

The **Candidate Screening** is handled personally and thoroughly by Mr. Higginbotham. The details of our 7-Step Search Process are well defined in our formal proposal for executive search and recruitment services.



The Mercer Group, Inc.

Schedule (page 10)

While the schedule and timeline will be determined by the City of Cooper City following our consultations, the schedule we recommend provides for the successful candidate to be selected within 11 weeks or **LESS** from start to finish.

Reasonable Fees (page 11)

The Mercer Group. proposes a **total flat fee, including all expenses, for the Executive Search/Recruitment Services as a fixed amount of \$16,750** for Cooper City.

There will be NO additional fees/costs or expenses paid to The Mercer Group.

Guarantees (page 12)

We make ten (10) guarantees of our search and recruitment work for Cooper City. The ten (10) guarantees are listed and explained in our formal proposal; however,

While they are all important, we would like to highlight five as follows:

1. We will **keep working** until the placement is made; we are results oriented and **we have a record of success.**
2. We will never recruit a candidate whom we have placed with Cooper City as long as he/she is employed by Cooper City without the full agreement of Cooper City.
3. We will not recruit other candidates from Cooper City for two years after completion of this proposed search assignment.
4. We **will not present a candidate simultaneously** to Cooper City and any other client. This permits us to represent Cooper City without any conflicts of interest.
5. If the candidate we place with Cooper City leaves Cooper City employ within the first two years of employment, **FOR ANY REASON**, we will redo the search for "out of pocket" expenses only; there will be **NO FEE** for our services.

We look forward to being of service to the City of Cooper City.

THE MERCER GROUP, INC.

W. D. Higginbotham, Jr.

Senior Vice President

3245 S. Atlantic Ave., Suite 607

Daytona Beach Shores, Florida 32118

727-214-8673

WDHiggin@mercergroupinc.com

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I. FIRM INFORMATION & BACKGROUND

A. Firm Qualifications

The Mercer Group, Inc. is an independent management consulting firm incorporated in the State of Georgia and operating nation-wide. The firm was founded by James L. Mercer, a long-term public management consultant. The firm has conducted business under the name The Mercer Group, Inc. since February 1990 and is registered with the Florida Department of State.

Mr. Mercer started his own firm in 1981 and, in 1984, merged it with another consulting firm, Wolfe & Associates, Inc. On June 1, 1986, Mr. Mercer acquired the Human Resource and Organizational Consulting Practice of Wolfe & Associates, Inc. This acquisition formed the basis for Mercer, Slavin & Nevins, Inc. He sold his interest in Mercer, Slavin & Nevins, Inc. early in 1990 and founded The Mercer Group, Inc.

The Mercer Group, Inc. provides exceptionally high-quality management consulting services to state and local governments, transit authorities, health care providers, utilities, special districts, and private sector clients. Specialty practice areas include: executive recruitment, organization and operations analysis, productivity improvement, strategic planning, management systems, compensation/classification/policy studies, privatization, budget evaluation services, government consolidation and organization development, training, and general management consulting. Our key consultants have conducted successful searches for hundreds of public sector organizations nationally and can offer numerous references as testimony of our work.

This engagement for the City of Jacksonville Beach will be led by W. D. Higginbotham, Jr. and will be assisted and supported by James L. Mercer. Mr. Mercer has conducted or assisted in the conduct of more than 2,000 successful executive searches in recent years. The spectrum of our search experience is below. Mr. Mercer's resume is included below, as is Mr. Higginbotham's.

Mr. Mercer is the Chief Executive Officer of our firm. There is no parent, subsidiary or affiliation of other firms. The closed service office and our corporate headquarters are as follows:

The Mercer Group, Inc.
Atlanta, Georgia 30338
(770) 551-0403; FAX: (770) 399-9749
Federal Tax ID No.: 58-1877068

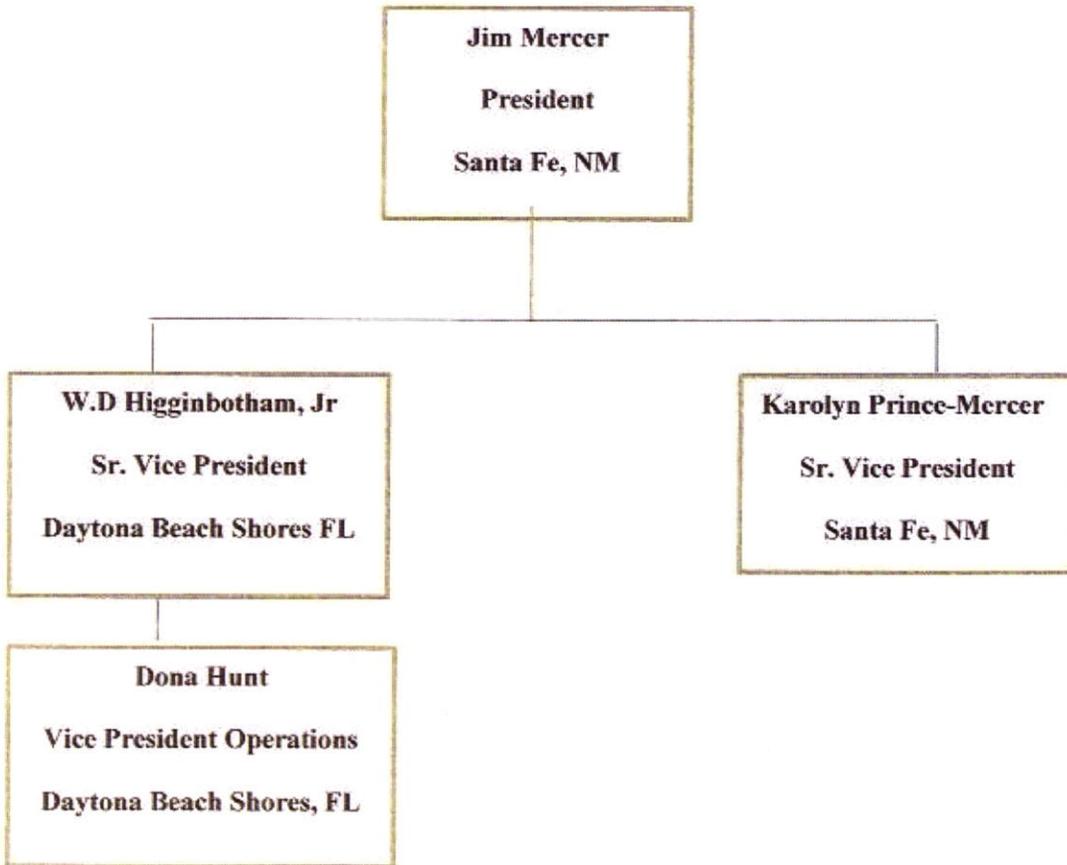
Primary contact information is as follows:

The Mercer Group, Inc.
W. D. Higginbotham, Jr.
Senior Vice President
3245 S. Atlantic Ave., Suite 607
Daytona Beach Shores, Florida 32118
727-214-8673
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B. Organizational Chart for the City of Cooper City Search Team

The Mercer Group, Inc.

**EXECUTIVE SEARCH TEAM
for
COOPER CITY
CITY MANAGER**



C. Resumes of Our Key Staff

1. W. D. Higginbotham, Jr., Senior Vice President - Project Manager

Prior to joining The Mercer Group in 2011, Mr. Higginbotham's distinguished public-sector career of over 30 years has included serving as chief executive officer and chief financial officer of cities in Florida and California. He served as City Manager of Gainesville, Florida, Melbourne Beach, Florida, Surfside, Florida, and Madeira Beach, Florida ranging in population from 3,100 to 123,100 and Assistant City Manager and CFO in Bakersfield, California with a population of 352,400. Mr. Higginbotham also served eight years as the Director of Economic Development for the eleven (11) county, 7,000 square mile area of the North Central Florida Regional Planning Council. After being recruited by the International City/County Management Association (ICMA) on behalf of the Department of Defense, his service to Florida cities was briefly interrupted in late 2007 and early 2008 when he served in Baghdad, Iraq as a member of the United States Provincial Reconstruction Team. He is an active member of ICMA and the Florida City and County Management Association (FCCMA) and has been recognized by both organizations for over 25 years in the local government management profession.

Mr. Higginbotham's areas of expertise are executive search, organizational development and economic development. In addition to graduating from Tulane University where he earned his Certificate in Accounting, he has completed and instructed training programs at the Emergency Management Institute (FEMA) in Emmitsburg, Maryland in Disaster Preparedness and Disaster Resistant Jobs Training, TRAIN-THE-TRAINER.

Mr. Higginbotham has successfully conducted and completed the following search and recruitments during the *past three years*:

- Billings, Montana – City Manager, 2017
- Cape Coral, Florida – City Auditor (Charter Officer), 2017; Building Official, 2017
- Citrus County, Florida – County Manager, 2015
- Deerfield Beach, Florida – Director of Environmental Services, 2016
- Delray Beach, Florida – City Manager, 2017
- Delray Beach, Florida – Finance Director, 2017
- Deltona, Florida – City Manager, 2015
- Dutchess County, NY – Commissioner of Behavioral & Community Health, 2015
- Gainesville, Florida – Equal Opportunity Director (Charter Officer), 2015
- Hallandale Beach, Florida – Assistant Director of Public Works – Utilities, 2015
- Hillsborough County, Florida – Executive Director-Planning Commission, 2014
- Hillsborough County, Florida – Executive Director-Metro. Planning Org., 2014
- Hollywood, Florida – Director of Financial Services, 2017
- Village of Key Biscayne, Florida – Village Manager, 2018
- Largo, Florida – City Manager, 2015; Fire Chief, 2018
- Marco Island, Florida – City Manager, 2017
- Onondaga County, NY – Commissioner of Health, 2014
- Pennsylvania Municipal Retirement System, PA – Secretary/Executive Director, 2014
- Pinellas Suncoast Transit Authority, Florida – Director of Procurement, 2014
- Plant City, Florida – Police Chief, 2014
- Plant City, Florida – City Manager, 2014

- Polk County, Florida – Fire Rescue Services Director (Fire Chief), 2016
- Pompano Beach, Florida – City Attorney, 2015
- Port Orange, Florida – City Manager, 2015
- St. Cloud, Florida – City Manager, 2015
- St. Pete Beach, Florida – Community Development Director, 2015
- St. Pete Beach, Florida – Fire Chief, 2015
- St. Petersburg, Florida – City Manager, 2014
- Tampa Bay Area Regional Transit Authority, Florida – Executive Director, 2014
- Temple Terrace, Florida – City Manager, 2016
- Virgin Islands Housing Authority, St. Thomas, VI– Director of Asset Management, 2016

2. James L. Mercer, President - Atlanta and Santa Fe Offices; Project Support

Mr. Mercer holds a Master of Business Administration degree from the University of Nevada, Reno, and a Bachelor of Science degree in Industrial Management from the same institution. He has also received a Certificate in Municipal Administration from the University of North Carolina at Chapel Hill and is a graduate of the Executive Development Program at Cornell University. Mr. Mercer is a Certified Management Consultant (CMC) and has more than 25 years of experience in executive search and management consulting. He has authored or co-authored five books and has written more than 250 articles on various management topics. His experience covers the following functional areas: executive search, organization and operations analysis, management systems, productivity improvement, seminars/training, goal setting, strategic planning, privatization, government, consolidation, and general consulting.

Prior to founding The Mercer Group, Inc., Mr. Mercer held positions as President of Mercer, Slavin & Nevins, Inc.; Regional Vice President of Wolfe & Associates, Inc.; Partner and Vice President of Korn/Ferry International; General Manager of Battelle Southern Operations; National Program Director for Public Technology, Inc.; and Assistant City Manager of Raleigh, North Carolina. He has also been President of James Mercer & Associates, Inc., and has served as Director of Government Consulting Services for Coopers & Lybrand in the Southeast and Southwest, and Director of the Industrial Extension Division for Georgia Tech.

3. Karolyn Prince-Mercer, Senior Vice President - Santa Fe Office; Project Support

Ms. Prince-Mercer received her Bachelor of Arts degree in History with minors in Art, Political Science and Education from the University of Nevada. She received her Doctor of Jurisprudence degree from Woodrow Wilson College of Law. She is licensed to practice law in New Mexico and in Georgia. She has practiced law for over 20 years beginning in Georgia. Ms. Prince-Mercer is also qualified to administer and interpret the Myers-Briggs Type Indicator (MBTI) instruments. Ms. Prince-Mercer also specializes in public sector executive search. She has been in management consulting for over eighteen years. She has experience working in executive search and has conducted several City Manager searches. She also has experience with compensation and classification, and with organization and management studies.

4. Time Commitments

The members of our firm have the quality time to devote to this search to meet the City of Cooper City's needs.

II. SERVICES, TIMELINE, AND FEES

Our Firm's Approach, Work Plan, Equal Employment Opportunity Statement, Timeline of Activity Pursuant to Scope of Services and Fees

A. Project Understanding and Approach

It is our understanding that the City of Cooper City is in need of Executive Search Services for a City Manager Recruitment. It is our further understanding that the scope of work, search and recruitment services shall include, but not be limited to, the following:

- Develop the ideal profile for the City Manager position after consultation with the Mayor and Commission and designated staff.
- Develop and implement a marketing strategy, advertising campaign and outreach to best-fit candidates.
- Conduct preliminary interviews and candidate screening.
- Provide written materials, including background reports, and facilitate candidate selection and offer.

The objectives that we will meet in order to find the best qualified candidates for the City Manager position are as follows:

- Conduct on-site needs assessment for the new City Manager.
- Develop a comprehensive position profile.
- Encourage top level people to apply who would otherwise be reluctant to respond to an advertisement.
- Save a considerable amount of the City's time in establishing the position profile and reviewing applicants.
- Comply with appropriate personnel regulations and state laws (i.e., EEO, Affirmative Action and ADA).
- Independently and objectively assess the qualifications and suitability of candidates for the position.
- Respond to all candidate inquiries and produce all correspondence during the search.
- Mail an information packet supplied by the City to all qualified applicants.
- Recommend a pool of finalist candidates to the Mayor and Commission.
- Coordinate a community "meet and greet" function for the finalist candidates.
- Coordinate finalist candidate interviews with the Mayor and Commission.
- Preserve the confidentiality of inquiries to the degree possible under Florida law.
- Assist the Mayor and Commission in reaching a final decision.
- Assist in negotiating a compensation package with the successful candidate on behalf of the City.
- Keep the Mayor and Commission closely involved in key decisions and informed of our progress.

The scope of the project will be sufficiently broad and in-depth so as to meet the requirements of Cooper City. Our approach and style are interactive; we form a partnership with our client to conduct a project from which the City of Cooper City will benefit through ease of implementation.

B. Work Plan; Outreach, Candidate Screening, Background Work, Interview & Follow Up

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

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

1. Position Analysis

We will have extensive consultation with Cooper City's Mayor and Commission and/or key staff as well as other individuals or groups (as the Mayor and Commission wishes) to determine the City's vision/mission, goals and objectives, the needs and issues, requirements of the job, and to obtain information about the environment within which the position functions.

During this process, we will initiate individual interviews with citizen organizations, department heads and key staff, and others of the Mayor and Commission's choice to identify expectations, perceptions, and concerns regarding the position. In addition, we will spend a considerable amount of time at the beginning of the process with the Mayor and Commission (and others as desired) in order to determine the level of experience and training needed. As noted earlier, Mr. Higginbotham's 30 years of local government experience make him uniquely qualified to lead this search for the new City Manager.

Based on those meetings, we will prepare a draft position profile and review it with the Mayor and Commission in order to arrive at a general agreement regarding the specifications for the position. The final position profile will include information about Cooper City, the Mayor and Commission, staff, major issues to be faced, the position, and the selection criteria established.

2. Recruitment Process

Because we have recently completed similar searches, we will first review our database to determine those candidates whom we may already know and/or already have on file who may meet the City's specifications.

Although this process is valuable, we will rely most heavily on our own contacts in the Administration/Management fields and on our own experience. Through "networking", we will conduct a nation-wide search, **while understanding that the preference may be a candidate with Florida experience and/or knowledge**, for the best qualified candidates and invite them to apply for the position.

Based on our discussions with Cooper City's Mayor and Commission, we will place ads in professional journals, online at appropriate websites that specialize in and attract high quality professional and management attention, to encourage applicants to apply.

3. Resume Review

We will review and analyze each applicant's background and experience against the position description criteria. We will acknowledge all resumes received and keep candidates informed.

4. Candidate Screening

Criteria for the preliminary screening will be contained in the approved "Recruitment Profile". They may include such items as education, technical knowledge, experience, accomplishments, management style, personal traits, etc.

Screening of candidates against those criteria will be based on data contained in the resumes and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the Recruitment Profile.

We will be responsible for screening the applications received. This initial screening will be conducted by Mr. Higginbotham by telephone with the prospective candidate. We will conduct interviews with references who may know the candidate's background and expertise by telephone. Where feasible, we will also conduct personal face-to-face interviews with top candidates.

Once the initial screening is completed, the prospective candidates who most closely match the criteria established by Cooper City will be selected and presented to the Mayor and Commission. The output of this step in the process will be a matrix display of the top candidates showing how each rates against the selection criteria established by the Mayor and Commission. This matrix will be reviewed with Cooper City's Mayor and Commission and guidance obtained prior to proceeding. One contingency here is that the Mayor and Commission may not approve of any of the candidates. If that should occur, we would, of course, keep searching until the City's needs are clearly met.

5. Background Investigations

As part of our process in evaluating top candidates, we make detailed and extensive reference checks. In conducting these, it is our practice to speak directly to individuals who are now or have previously been in a position to evaluate the candidates' job performance.

We ask each candidate to provide us with a number of references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate. We have had occasion to talk to more than 20 references concerning a single finalist candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates. We also verify past employment difficulties, if any, including reasonable due diligence on any legal action filed against current or former employers.

As part of our evaluation process, we verify undergraduate and graduate college degrees. We arrange for credit checks, criminal checks, and, as an additional option, can arrange for psychological (or similar) testing of the candidates that may be desired. As a part of this project we can provide the results of a management style inventory on the finalist candidates. We can also conduct a Myers-Briggs analysis of the team with the new team member for team building purposes (these may be extra cost items). We will present and discuss background investigation criteria with the Mayor and Commission who will make the final decision on which candidates to interview.

6. Interview Process

Based on the preceding steps, a recommended list of finalists for the position of City Manager will be compiled. We will prepare a written summary on each finalist. The information will cover, but not be limited to, 1) present position, 2) total years' experience, 3) salary requirements, 4) education, 5) previous positions held, 6) notable projects, 7) management style, 8) skills and abilities, 9) interests, and 10) professional goals.

This information will be presented to Cooper City's Mayor and Commission in a detailed written format combined with the results of the background investigation and candidate screening. We will make a recommendation on a group of finalists, the size of which as directed by the Mayor and Commission. The Mayor and Commission shall make the final decision on which and how many candidates will be interviewed.

Our report will be presented in a meeting in which we will discuss our recommendations and provide background information, sample questions and a rating form for the interviews. In particular, we will explain which, if any, of the applicants specifically meet the total criteria established by the Mayor and Commission or whether the final group simply represents the best available talent.

We will also provide the Mayor and Commission with our recommendations relative to timing, sequencing, location, setting, format, and conduct of interviews with the finalists. We will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites, appropriate role for spouses, receptions, etc. We will arrange schedules for top candidate interviews and will coordinate the process.

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7. Negotiation and Follow-up

We will also assist in the negotiation process relative to salary, benefits and other conditions of employment. We feel that we can be especially helpful because we have proposed a fixed fee rather than one based on a percentage of salary. One contingency here is that an agreement may not be able to be arranged. If that is the case, we will work with the Mayor and Commission to select an alternate candidate.

We will properly handle any and all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of the Mayor and Commission and that any public statement should come directly from the Mayor and Commission. We will maintain confidentiality of candidate information, as possible, under Florida law.

Finally, we will notify all unsuccessful candidates, who were not recommended for interview with the Mayor and Commission, of the final decision reached. However, we suggest that it is more proper for the City to directly notify all unsuccessful candidates, whom they interviewed, of the final result.

We will keep the City closely informed and involved in decisions concerning the search process at all times. We will prepare and send weekly e-mail updates and progress reports of the search. These reports will contain a progress report on the recruitment and specific steps to be taken to meet the City's deadlines.

Support from the City of Cooper City will be needed, as follows:

- Arranging interviews with Cooper City's Mayor and Commission, staff and others as desired.
- Providing budget, organization charts and other documents.
- Place of contact and contact person for the search.

C. Equal Employment Opportunity Statement

It is the policy of The Mercer Group, Inc., to assure equal opportunity based on ability and fitness for all employees or applicants considered for our client organizations regardless of race, color, religion, sex, age, marital or veteran's status, national origin, or the presence of any sensory, mental or physical disability. Such policy shall apply, but not be limited to, hiring, placement, job classification, transfer or promotion, demotion, recruitment, advertising or solicitation for employment, rates of pay or other forms of compensation, selection for training, career development, layoff or termination.

This policy shall be disseminated to clients, subcontractors, suppliers and prospective applicants. The intent of this policy will apply to internal operations, recruitment and consulting activities conducted by our firm.

D. Project Schedule and Timeline (subject to approval by the City of Cooper City)

**COOPER CITY
CITY MANAGER SEARCH**

PROJECTED TIMELINE	DELIVERABLE
One week following execution of agreement	Kickoff Meeting with the Mayor and Commission
Week One	Interviews/Consultation with the Mayor and Commission Others (as desired) to: *Develop Characteristics & Attributes of a Successful Candidate. *Develop Compensation Package and Job Description
Week Three	Approve Recruitment Materials
Week Three - Search Officially Opens	Access Data Base for Targeted Recruitment of Qualified Individuals Ads Placed
Weeks Three through Seven	Send Recruitment Materials Invitation Letter
Weeks Three through Seven As received	Outreach Telephone Calls Acknowledge Receipt of Application Materials
Week Seven	Closing Date for Receipt of Applications
Ongoing through Week Seven	Screen Applications Against Selection Criteria Consultant Interviews of Top Candidates
Week Eight	Meet with the Mayor and Commissioners to Review Top Candidates and assist in the selection of Finalists.
Weeks Nine & Ten	Conduct Reference and Background Checks
Week Ten	Send Interview Guide to the Mayor and Commission of Selected Finalists
Week Eleven	Community Meet & Greet (as desired) Conduct Interviews of Selected Finalists
Week Eleven	Make Selection
Week Eleven	Negotiate Agreement
At close of search process	Notify Candidates Not Selected

E. Cost Proposal for Professional Recruitment Services for City Manager

The Mercer Group, Inc. proposes a **total flat rate Professional Fee for the Executive Search/Recruitment Services as \$16,750**. There will be **NO additional fees paid to The Mercer Group, Inc. for our services**. Items and related costs for our services are as follows:

SERVICES	FEE
Position Analysis	2,250
Outreach Campaign	2,750
Resume Review	2,875
Candidate Screening	2,875
Background Investigation	3,250
Interview Process	2,250
Negotiation and Follow-up	500
TOTAL FEE	\$16,750

The costs for final candidates to travel to Cooper City for interviews, as the Mayor and Commission desires, are not included. Such costs are normally paid by the client on a reimbursement basis, directly to the candidates. These costs are difficult to estimate because they depend on where the candidates are located. In general, costs run about \$600 to \$750 per person.

Cooper City's liability to The Mercer Group, Inc. for services rendered, plus expenses, under our agreement **will not exceed the agreed upon price as stated above**.

We will submit regular invoices for our fees and expenses. It is our practice to bill one-third at the start of the search, one-third upon delivery of the semi-finalist application materials, and one-third upon selection of the successful candidate.

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

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

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

The hourly rate for any services the City might request outside the scope of items set forth in this proposal is \$150.00 per hour.

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

THE MERCER GROUP, INC.

GUARANTEES

F. The ten (10) guarantees of our search work are explained below:

1. **Client Organization:** The client is defined as the entire entity, including all departments, divisions, sections and groups. This assures that all of our guarantees apply to the entire client organization.
2. **Two-Year Off Limits:** We will not recruit candidates from a client organization for two years after completion of a search assignment without the full agreement of the client.
3. **Placement Off Limits Forever:** We will never recruit a candidate whom we have placed in a client organization as long as he/she is employed by that organization without the full agreement of the client.
4. **Continue the Search:** If, for any reason, the client does not feel comfortable selecting a candidate from our original recommended group of candidates, we will continue the search until the client can make a selection.
5. **Replacement of Successful Candidate:** If the candidate we place with the client leaves the client organization for any reason during the 24-month period following the date of placement with the client, we will replace the candidate for out-of-pocket expenses only and **there will be no professional fees** charged by The Mercer Group to make the new placement.
6. **Parallel Candidate Presentation:** We will not present a candidate simultaneously to more than one client. This permits our firm to represent one client organization without any conflicts of interest.
7. **Client Conflicts:** If asked, we will disclose to our clients the names of the organizations which are "Off Limits" that logically would be target organizations on the new search assignment.
8. **Deceptive/Misleading Search Techniques:** We commit to our clients and to our prospective candidates that we will not use any search techniques which may be considered as deceptive or misleading.
9. **Resume Floating:** We will not float resumes to organizations in the hopes that we can collect a fee if that individual is hired.
10. **Not Represent Individuals:** We assure our clients and individuals who may become candidates that we will not collect a fee from candidates whom we may recommend for a position.

G. Additional Activities that Might be Helpful to the Recruitment and Selection Process

As noted above, we can provide the results of a Management Style Inventory on the finalist candidates. We can also conduct a Myers-Briggs analysis of the team with the new team member for team building purposes. (These may be extra cost items.)

H. Proposal Acceptance

This October __, 2018, proposal is accepted for the City of Cooper City by:

SIGNATURE:

NAME:

TITLE:

DATE:

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I. Sample Agreement

AGREEMENT

This AGREEMENT, made as of this ____ day of _____, 2018, by and between **THE MERCER GROUP, INC. dba MERCER GROUP FLORIDA, LLC.** and the City of Cooper City, a governmental corporation.

WITNESSETH:

WHEREAS, Cooper City (hereinafter referred to as the "City") has expressed an interest in engaging the services of an executive recruiter to conduct a search for a City Manager for the City and

WHEREAS, The Mercer Group, Inc. (hereinafter referred to as "Mercer") has submitted a proposal in response to the City's request; and

WHEREAS, the City has selected Mercer's ~~proposal~~ as the proposal which best meets its needs and the City desires to hire Mercer to conduct the City's search for a new City Manager, and

WHEREAS, Mercer desires to assist the City in conducting the City's search for a City Manager.

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

1. Mercer agrees to provide services and support to the City in the conduct of the City's search for a City Manager. Mercer agrees to conduct the City's project in accordance with the scope of services outlined in its Proposal to the City dated October 11, 2018, in response to the City's request. Mercer's proposal is incorporated by reference and thus made a part of this Agreement.
2. The City agrees to compensate Mercer for its services in the amount of \$16,750 for professional services to conduct the search. Payments to Mercer are to be made as outlined in Mercer's proposal to the City.
3. The City and Mercer both agree that this Agreement shall be governed by the laws of the State of Florida.
4. SUNSHINE LAW. As Mercer's role is to screen applications and make recommendations for the position of City Manager, Mercer acknowledges that it will be subject to, and will comply with, Chapter 286, Florida Statutes.

Agreement, Continued:

5. PUBLIC RECORDS. Mercer shall comply with the requirements of Florida's Public Records law. In accordance with Section 119.0701, Florida Statutes, Mercer shall (a) keep and maintain public records that ordinarily and necessarily would be required by the City in order to perform the service under the contract; (b) provide the public with access to public records on the same terms and conditions that the City would provide the records and at a cost that does not exceed the cost provided under Florida's Public Records law; (c) ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law; and (d) meet all requirements for retaining public records and transfer, at no cost, to the City all public records in possession of Mercer upon termination of the contract and destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. All records stored electronically must be provided to the City in a format that is compatible with the information technology system of the City.
6. The City and Mercer both agree that in the event any dispute arises between the parties, the complaining party shall promptly notify the other of the dispute in writing. Each party shall respond to the other party in writing within ten (10) working days of receipt of such notice.
7. The City and Mercer both agree that any amendments to this Agreement shall be made in writing and executed by both parties. No proposed amendment which is not in writing and executed by both parties shall affect the terms of this Agreement.
8. The parties shall have the right at either party's convenience to terminate this Agreement following five (5) days written notice to the affected party. Should either party terminate this Agreement the City shall only be obligated to pay Mercer for those services already provided.

CITY OF COOPER CITY

BY:

ATTEST:

THE MERCER GROUP, INC.

BY:

W. D. Higginbotham, Jr.
Senior Vice President

III. REFERENCES

Caryn Gardner-Young, Assistant City Manager
City of Delray Beach; population: 67,000
100 N.W. 1st Avenue
Delray Beach, FL 33602
561-243-7015 Ext 1212
gyoung@mydelraybeach.com
Finance Director – 2017; City Manager Search - 2017

Ms. Lisa Sonogo, Human Resources Director
City of Cape Coral; population: 154,300
1015 Cultural Park Boulevard
Cape Coral, FL 33990
239-574-0528
lsonogo@capecoral.net
Community Development Director Search – 2013; City Auditor Search – 2017

George R. Keller, Assistant City Manager for Finance and Administration
City of Hollywood; population 145,000
2600 Hollywood Boulevard
Hollywood, FL 33022
954-921-3201
gkeller@hollywoodfl.org
Director of Financial Services Search - 2017

Susan Sinz, Director of Human Resources
City of Largo; population 82,000
201 Highland Avenue, NE
Largo, FL 33770
727-587-6706
ssinz@largo.com
City Manager Search - 2016

Ms. Sherry Anderson, Human Resource Director
Citrus County Florida; population 140,000
3600 W. Sovereign Path
Lecanto, FL 34461
352-400-0145
SHERRY.ANDERSON@bocc.citrus.fl.us
County Manager Search - 2015

Gary W. Hester, Deputy County Manager
Polk County, Florida; population 635,000
330 West Church Street
Bartow, FL 33831
Cell 863-287-8438
GaryHester@polk-county.net
Fire Rescue Services Director (Fire Chief) Search – 2016

IV. CITY/COUNTY MANAGERS & MANAGERS

The Following Lists of Searches are limited to CITY/ COUNTY MANAGERS & ADMINISTRATORS to avoid the lists being voluminous.

CITY	STATE	POSITION	YEAR
A			
Alachua	Florida	City Manager	2001
Alamogordo	New Mexico	City Manager	2009
Albany	Georgia	Assistant City Manager	2000
Angel Fire	New Mexico	Town Administrator	2000
Angel Fire	New Mexico	Village Manager	2011
Andrews	Texas	City Manager	2000
Ann Arbor	Michigan	City Administrator	1988
Ann Arbor	Michigan	City Administrator	1995
Ann Arbor	Michigan	City Administrator	2001
Arkansas City	Kansas	City Manager	2006
Arlington	Texas	City Manager	2011
Aspen	Colorado	City Manager	1989
Athens/Clarke County Unified Government	Georgia	Manager	1995
Athens/Clarke County Unified Government	Georgia	Manager	2000
Augusta	Georgia	Administrator	2014
Aurora	Colorado	City Manager	1989
Austin	Texas	City Manager	1988
Avondale	Arizona	City Manager	2000
Aztec	New Mexico	City Manager	2009
B			
Bangor	Maine	City Manager	2010
Barrington	Illinois	Village Manager	1998
Bay City	Illinois	City Manager	2003
Beavercreek	Ohio	City Manager	2003
Beacon	New York	City Administrator	2015
Belding	Michigan	City Manager	1999
Bellaire	Texas	City Manager	1996
Billings	Montana	City Administrator	2017
Billings	Montana	City Administrator	2006
Billings	Montana	City Administrator	2003
Billings	Montana	City Administrator	1999
Billings	Montana	Assistant City Administrator	2003
Billings	Montana	Deputy City Administrator	2003
Birmingham	Michigan	City Manager	2010
Bloomfield	New Mexico	City Manager	2010
Bloomfield Hills	Michigan	City Manager	2006
Bloomfield Hills	Michigan	City Manager	2001

CITY	STATE	POSITION	YEAR
Boca Raton	Florida	Assistant City Manager	1989
Boulder	Colorado	City Manager	2008
Boulder	Colorado	City Manager	2002
Bowie	Maryland	City Manager	2016
Boynton Beach	Florida	City Manager	1999
Bridgeport	Texas	City Administrator	2010
Bristol	Tennessee	City Manager	2013
Bryan	Texas	City Manager	2006
C			
Cairo	Georgia	City Manager	1995
Canadian	Texas	City Manager	2010
Cape Coral	Florida	City Manager	1996
Carpentersville	Illinois	Village Manager	2001
Carrboro	North Carolina	Town Manager	2003
Casa Grande	Arizona	City Manager	2003
Casselberry	Florida	City Manager	2003
Centennial	Colorado	City Manager	2007
Centennial	Colorado	City Manager	2001
Centennial	Colorado	Assistant City Manager	2006
Champaign	Illinois	Assistant City Manager	2007
Charlotte	North Carolina	City Manager	2008
Charlotte	North Carolina	City Manager	1996
Charlotte	North Carolina	City Manager	1981
Charlotte	North Carolina	Deputy City Manager	2000
Chesapeake	Virginia	City Manager	2012
Chesapeake	Virginia	City Manager	2009
Chesapeake	Virginia	City Manager	2006
Chesapeake	Virginia	City Manager	1996
Chesapeake Beach	Maryland	Town Administrator	2014
Clayton	Missouri	City Manager	2003
Cleburne	Texas	City Manager	2011
Cleveland	Tennessee	City Manager	2016
Clifton Forge	Virginia	City Manager	2006
Cloverdale	California	City Manager	2001
College Park	Georgia	City Manager	2013
College Park	Georgia	City Manager	2008
College Park	Georgia	City Manager	2002
College Park	Maryland	City Manager	2015
College Park	Maryland	City Manager	2004
College Park	Maryland	City Manager	2002
College Station	Texas	City Manager	2006
College Station	Texas	Assistant City Manager (2)	2006
Colma	California	City Manager	1998
Columbia	South Carolina	City Manager	2009

CITY	STATE	POSITION	YEAR
Columbia	South Carolina	City Manager	1997
Columbus	Georgia	City Manager	1995
Concord	North Carolina	City Manager	1999
Coral Springs	Florida	Assistant City Manager	2000
Cotati	California	City Manager	1997
Coventry	Rhode Island	Town Manager	2015
Covington	Georgia	City Manager	2013
Covington	Washington	City Manager	2006
Creedmoor	North Carolina	City Manager	2015
Culpeper	Virginia	Town Manager	2000
D			
Daly City	California	Assistant City Manager	1995
Danville	Kentucky	City Manager	2011
Danville	Virginia	City Manager	2008
Danville	Virginia	City Manager	1999
Davie	Florida	Town Administrator	1999
Dayton	Ohio	Assistant City Manager/Operations	2007
Dayton	Ohio	Assistant City Manager/Economic Development Assistant	2007
Dayton	Ohio	City Manager	2006
Decatur	Illinois	City Manager	2008
Decatur	Illinois	City Manager	1987
Deerfield Beach	Florida	City Manager	1989
DeKalb	Illinois	City Manager	1998
Delaware	Ohio	City Manager	1998
Delray Beach	Florida	City Manager	2017
Delray Beach	Florida	City Manager	1986
Delta	Colorado	City Manager	2015
Deltona	Florida	City Manager	2015
Derby	Kansas	City Manager	2001
Des Moines	Iowa	City Manager	2014
Dothan	Alabama	City Manager	2002
Downer's Grove	Illinois	Village Manager	2005
Dublin	Ohio	City Manager	2008
Durham	North Carolina	City Manager	2008
Durham	North Carolina	City Manager	2004
E			
East Point	Georgia	City Manager	2014
East Point	Georgia	City Manager	2012
East Point	Georgia	City Manager	1999
East Point	Georgia	City Manager	1996
Eau Claire	Wisconsin	City Manager	2006

CITY	STATE	POSITION	YEAR
Elkhart	Kansas	City Administrator	2000
Eloy	Arizona	City Manager	2000
El Paso	Texas	City Manager	2004
El Reno	Oklahoma	City Manager	2006
Enid	Oklahoma	City Manager	1997
Encinitas	California	City Manager	1999
Erie	Colorado	Town Administrator	2011
Espanola	New Mexico	City Manager	2008
Estes Park	Colorado	Town Administrator	2011
Eustis	Florida	City Manager	2007
Evanston	Illinois	City Manager	1996
F			
Fairfield	Iowa	City Administrator	2010
Fairmont	Minnesota	City Administrator	1988
Fayetteville	North Carolina	City Manager	2008
Federal Heights	Colorado	City Manager	2007
Federal Heights	Colorado	City Manager	2004
Federal Way	Washington	City Manager	1999
Flint	Michigan	City Manager	2001
Florence	South Carolina	City Manager	2011
Florence	South Carolina	City Manager	1996
Fort Lauderdale	Florida	City Manager	1998
Fort Smith	Arkansas	City Administrator	2008
Fort Smith	Arkansas	City Administrator	2006
Fountain Hills	Arizona	Town Manager	2011
Fountain Hills	Arizona	Town Manager	2002
Frankfort	Kentucky	City Manager	2003
Franklin Village	Michigan	Village Administrator	1998
G			
Gainesville	Florida	City Manager	2005
Gainesville	Florida	City Manager	1995
Galesburg	Illinois	City Manager	2006
Gastonia	North Carolina	City Manager	2007
Glen Ellyn	Illinois	Village Manager	2008
Glen Ellyn	Illinois	Village Manager	2006
Glencoe	Illinois	Village Manager	2000
Glendale	Arizona	Assistant City Manager	2010
Glendale	Arizona	Deputy City Manager-2	2004
Glenview	Illinois	Village Manager	2004
Glenwood	Illinois	Village Administrator	2008
Glenn Heights	Texas	City Manager	2006
Goldsboro	North Carolina	City Manager	2011
Goldsboro	North Carolina	City Manager	2004

CITY	STATE	POSITION	YEAR
Goodyear	Arizona	City Manager	2007
Grand Island	Nebraska	City Administrator	2007
Grand Ledge	Michigan	City Administrator	1999
Granville	Ohio	Village Manager	2005
Great Falls	Montana	Deputy City Manager	2006
Greeley	Colorado	Deputy City Manager	2006
Green Cove Springs	Florida	City Manager	1997
Greenfield	California	City Manager	1998
Greenville	North Carolina	City Manager	2007
Gulfport	Florida	City Manager	2003
Gulfport	Florida	City Manager	1989
GVR Metropolitan District, Green Valley Ranch - Denver	Colorado	District Manager	2008
H			
Hampton	Virginia	City Manager	2009
Hampton	Virginia	City Manager	1984
Hartford	Vermont	Town Manager	2015
Healdsburg	California	City Manager	1995
Highland Park	Michigan	Interim City Manager	2002-2003
Hobbs	New Mexico	City Manager	2002
Holland	Michigan	City Manager	2001
Howell	Michigan	Deputy City Manager for Financial Services	2004
Huber Heights	Ohio	City Manager	2000
Hudson	Ohio	City Manager	1997
Hyattsville	Maryland	City Administrator	2010
I			
Indian Rocks Beach	Florida	City Manager	1997
Indian Rocks Beach	Florida	Interim City Manager	2005
Indian Trail	North Carolina	Town Manager	2009
J			
Jackson	Michigan	City Manager	2004
Jackson	Michigan	City Manager	1996
Jacksonville	North Carolina	City Manager	2010
Jacksonville	North Carolina	City Manager	2005
Jacksonville	North Carolina	City Manager	1998
Jacksonville	North Carolina	Assistant City Manager	2007
Johns Creek	Georgia	City Manager	2006
Johnson City	Tennessee	City Manager	2005
Joplin	Missouri	City Manager	2014
Joplin	Missouri	City Manager	2004

CITY	STATE	POSITION	YEAR
K			
Kent	Ohio	City Manager	2005
Kent	Ohio	City Manager	1997
Key Biscayne	Florida	Village Manager	2018
Kiawah Island	South Carolina	Town Administrator	2015
Kingsport	Tennessee	City Manager	1999
L			
Lakeland	Florida	City Manager	2003
Lakeland	Florida	Assistant to the City Manager	2004
Lakeport	California	City Manager	2001
Lake Worth	Florida	City Manager	2009
Las Cruces	New Mexico	City Manager	2016
Las Vegas	New Mexico	City Manager	2009
Laurinburg,	North Carolina	City Manager	1999
Lapeer	Michigan	City Manager	2002
Largo	Florida	City Manager	2016
League City	Texas	City Manager	2012
League City	Texas	City Administrator	2009
League City	Texas	Assistant City Manager for Public Works	2009
League City	Texas	City Administrator	2004
Lebanon	New Hampshire	City Manager	2015
Lee's Summit	Missouri	City Manager	2008
Liberty	Texas	City Manager	2007
Littleton	Colorado	City Manager	2011
Livermore	California	City Manager	2000
Longboat Key	Florida	Town Manager	1997
Longboat Key	Florida	Town Manager	1993
Longboat Key	Florida	Assistant Town Manager	1996
Los Altos	California	City Manager	1998
Los Angeles	California	Chief Legislative Analyst	2005
Louisville	Ohio	City Manager	2001
M			
Macon	Georgia	Chief Administrative Officer	2008
Manistee	Michigan	City Manager	2001
Marco Island	Florida	City Manager	2017
Marco Island	Florida	City Manager	2004
Martinsville	Virginia	City Manager	2004
Mason	Ohio	City Manager	2006
Matthews	North Carolina	Town Manager	2002
McAlester	Oklahoma	City Manager	2006
McKinney	Texas	Assistant City Manager	2006
Melbourne	Florida	City Manager	2002

CITY	STATE	POSITION	YEAR
Middletown	Ohio	City Manager	1984
Middletown	Pennsylvania	Borough Manager	2001
Midland	Texas	City Manager	2008
Mill Valley	California	City Manager	1999
Milliken	Colorado	Town Administrator	2014
Minnetonka	Minnesota	City Manager	2000
Minster	Ohio	Village Administrator	1986
Monroe	Michigan	City Manager	1992
Monmouth	Illinois	City Administrator	2007
Montgomery	Illinois	Village Manager	2000
Mooresville	North Carolina	Town Manager	2008
Morgan Hill	California	City Manager	1996
Mound	Minnesota	City Manager	2000
Mount Holly	North Carolina	City Manager	2007
Muscatine	Iowa	City Administrator	2009
N			
Naples	Florida	City Manager	2007
Naples	Florida	City Manager	2003
Negaunee	Michigan	City Manager	2004
Newburgh	New York	City Manager	2010
Newport News	Virginia	City Manager	2005
New Carrollton	Maryland	City Administrative Officer	2016
New Shoreham	Rhode Island	Town Manager	2016
Norfolk	Virginia	City Manager	1999
North Miami	Florida	City Manager	2002
Northglenn	Colorado	City Manager	2001
Northville Township	Michigan	City Manager	1999
North Myrtle Beach	South Carolina	City Manager	2010
North Myrtle Beach	South Carolina	City Manager	2003
North Myrtle Beach	South Carolina	City Manager	1997
North Myrtle Beach	South Carolina	Assistant City Manager	2008
North Port	Florida	Assistant City Manager	2003
North Port	Florida	Assistant City Manager	2002
Novato	California	Assistant City Manager	2002
O			
Oak Ridge	Tennessee	City Manager	2010
Oak Ridge	Tennessee	City Manager	2003
Oakland Park	Florida	Assistant City Manager	2004
Oakland Park	Florida	Assistant City Manager	2002
Oklahoma City	Oklahoma	City Manager	1986
Oneonta	New York	City Manager	2012
Orlando	Florida	Chief Administrative Officer	2005
Overland Park	Kansas	City Manager	2010

CITY	STATE	POSITION	YEAR
Oxford	North Carolina	City Manager	2017
Oxford	Ohio	City Manager	2007
Oxnard	California	City Manager	1997
P			
Pagosa Springs	Colorado	Town Manager	2008
Parker	Colorado	Town Administrator	2005
Peoria	Illinois	City Manager	2008
Payson,	Arizona	Town Manager	2002
Petaluma	California	City Manager	1996
Petoskey	Michigan	City Manager	2014
Phoenix	Arizona	City Manager	1989
Piqua	Ohio	City Manager	2005
Pittsburg	Kansas	City Manager	2012
Plainview	Texas	City Manager	2003
Plant City	Florida	City Manager	2014
Pocomoke City	Maryland	City Manager	2015
Pompano Beach	Florida	City Manager	2009
Ponce Inlet	Florida	Town Manager	2001
Port Arthur	Texas	City Manager	2011
Port Huron	Michigan	City Manager	1997
Port Orange	Florida	City Manager	2015
Portsmouth	Virginia	City Manager	2015
Portsmouth	Virginia	Deputy City Manager	2015
Portsmouth	Virginia	City Manager	2000
Portsmouth	Virginia	City Manager	2009
Poughkeepsie	New York	City Administrator	2016
Powder Springs	Georgia	City Manager	2006
Prairie Village	Kansas	City Administrator	2007
Punta Gorda	Florida	City Manager	2004
Punta Gorda	Florida	City Manager	1998
Punta Gorda	Florida	City Manager	1995
Q			
Questa	New Mexico	City Manager	2011
R			
Raleigh	North Carolina	City Manager	2000
Raton	New Mexico	City Manager	2011
Reading	Pennsylvania	Managing Director	2003
Reno	Nevada	City Manager	1995
Richland	Washington	City Manager	2007
Richland	Washington	City Manager	2000
Richland	Washington	City Manager	1998
Richmond	Michigan	City Manager	1998

CITY	STATE	POSITION	YEAR
Richmond	Virginia	Chief Administrative Officer	2009
Rio Rancho	New Mexico	City Administrator	2003
Roanoke	Virginia	City Manager	1999
Rock Hill	South Carolina	City Manager	2001
Rock Hill	South Carolina	City Manager	1993
Rocky Hill	Connecticut	Town Manager	2014
Rockport	Texas	City Manager	2011
Rockville	Maryland	City Manager	1998
Rosenberg	Texas	City Manager	2015
S			
Safety Harbor	Florida	City Manager	2006
Saint Clair Shores	Michigan	City Manager	2013
Sandy Springs	Georgia	City Manager	2005
San Diego	California	Deputy City Manager	1988
San Diego	California	City Manager	2000
San Rafael	California	City Manager	1996
Santa Rosa	California	City Manager	2000
Sarasota	Florida	City Manager	2007
Sarasota	Florida	City Manager	1986
Saratoga	California	City Manager	2000
Saratoga	California	City Manager	1997
Savannah	Georgia	City Manager	1994
Scottsdale	Arizona	City Manager	2016
Sheridan	Colorado	City Manager	2011
Snellville	Georgia	City Manager	2008
Solana Beach	California	City Manager	2002
South Brunswick Township	New Jersey	Town Administrator	1987
South Haven	Michigan	City Manager	1999
Southlake	Texas	Assistant City Manager	2005
South Miami	Florida	City Manager	2010
South Miami	Florida	City Manager	2003
Southfield	Michigan	City Administrator	1999
Sparks	Nevada	City Manager	1989
Spartanburg	South Carolina	City Manager	2001
Spartanburg	South Carolina	City Manager	1995
Spartanburg	South Carolina	City Manager	1984
St. Cloud	Florida	City Manager	2015
St. Pete Beach	Florida	City Manager	2001
St. Petersburg	Florida	City Manager Public Works	1988
Suffolk	Virginia	City Manager	2002
Sun'n Lake Sebring Improvement District	Florida	General Manager	2006

CITY	STATE	POSITION	YEAR
Sun'n Lake Sebring Improvement District	Florida	General Manager	2004
Sun'n Lake Sebring Improvement District	Florida	General Manager	2002
Sunrise	Florida	City Manager	1989
Sun Valley	Idaho	City Administrator	2012
Superior	Colorado	Town Manager	2006
Swartz Creek	Michigan	City Manager	2000
T			
Taos	New Mexico	City Manager	2012
Takoma Park	Maryland	City Manager	2015
Takoma Park	Maryland	City Manager	2013
Takoma Park	Maryland	City Manager	2004
Talladega	Alabama	City Manager	2008
Talladega	Alabama	City Manager	2003
Tallahassee	Florida	City Manager	1994
Temple	Texas	City Manager	2004
Temple Terrace	Florida	City Manager	2016
The Sea Ranch	California	Community Manager	2002
Tiburon	California	City Manager	2000
Tifton	Georgia	City Manager	2007
Tifton	Georgia	City Manager	1996
Timnath	Colorado	Town Manager	2011
Tipp City	Ohio	City Manager	2008
Topeka	Kansas	Chief Administrative Officer	2002
Tracy	California	Deputy City Manager	1999
Traverse City	Michigan	City Manager	1987
Treasure Island	Florida	City Manager	2004
Treasure Island	Florida	City Manager	1996
Trophy Club	Texas	Town Manager	2010
Troy	Michigan	City Manager	2012
Tucson	Arizona	City Manager	2004
U			
Union City	California	City Manager	1995
Union City	Georgia	City Administrator	2007
University City	Missouri	City Manager	2005
V			
Vero Beach	Florida	City Manager	2004
Virginia Beach	Virginia	City Manager	1991
Virginia Beach	Virginia	Deputy City Manager	1987

CITY	STATE	POSITION	YEAR
Wentzville	Missouri	City Administrator	2013
Wentzville	Missouri	City Administrator	2012
Westminster	Colorado	City Manager	2000
Westminster	Maryland	City Administrator	2016
Westminster	Maryland	City Administrator	2006
West Palm Beach	Florida	City Manager	1988
Westerville	Ohio	City Manager	2007
White House	Tennessee	City Administrator	2012
White House	Tennessee	City Administrator	2005
Wichita	Kansas	City Manager	2008
Wichita Falls	Texas	City Manager	2005
Wilmington	North Carolina	City Manager	2002
Wilmington	North Carolina	Deputy City Manager	2003
Wilson	North Carolina	City Manager	2004
Winchester	Virginia	City Manager	2011
Winter Haven	Florida	City Manager	2001
Winter Haven	Florida	City Manager	1986
Woodstock	Georgia	City Manager	2008
Worcester	Massachusetts	City Manager	1993
Worthington	Minnesota	City Manager	1988
Worthington	Ohio	City Manager	2007
Wylie	Texas	City Manager	2004
Y			
Yankton	South Dakota	City Manager	2012
York	Pennsylvania	Business Administrator & Assistant Solicitor	2000

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COUNTY	STATE	POSITION	YEAR
Alachua County	Florida	County Manager	1999
Alachua County	Florida	County Manager	1984
Arapahoe County	Colorado	County Administrator	1999
Archuleta County	Colorado	County Administrator	2013
Athens/Clarke County Unified Government	Georgia	Manager	1995
Athens/Clarke County Unified Government	Georgia	Manager	2001
Beaufort County	South Carolina	County Administrator	1992
Bernalillo County	New Mexico	County Manager	2011
Brevard County	Florida	County Manager	2017
Broward County, Florida	Florida	Assistant to the County Administrator for Affordable Housing	2004
Charleston County	South Carolina	County Administrator	2008
Charleston County	South Carolina	County Administrator	1998
Charlotte County	Florida	County Administrator	2002
Charlotte County	Florida	County Administrator	1995
Chesterfield County	Virginia	County Administrator	1983
Citrus County,	Florida	County Administrator	2014
Clarke County	Georgia	County Administrator	1984
Collier County	Florida	County Administrator	2000
Cumberland County	North Carolina	County Manager	2014
DeSoto County	Florida	County Administrator	2005
Forsyth County	Georgia	County Manager	2017
Gaston County	North Carolina	County Administrator	2013
Grady County	Georgia	County Administrator	1999
Gwinnett County	Georgia	County Manager	1987
Gwinnett County	Georgia	Executive Assistant to the Board	1985
Hamilton County	Ohio	County Administrator	2005
Henry County	Georgia	County Administrator	1984
Hernando County	Florida	County Administrator	2000
Hillsborough County	Florida	County Administrator	1986
Hillsborough County	Florida	Deputy County Administrator	2004
Hillsborough County	Florida	Assistant County Admin. Human Services	2004
Hillsborough County	Florida	Assistant County Admin. Development & Infrastructure	2006
Horry County	South Carolina	County Administrator	2009
Indian River County	Florida	County Administrator	1987

COUNTY	STATE	POSITION	YEAR
Jackson County	Missouri	Chief Administrative Officer	2007
Jackson County	Missouri	Deputy Chief Administrative Officer	2007
Johnson County	Kansas	County Administrator	1998
Lee County	Virginia	County Administrator	1991
Leon County	Florida	County Administrator	1989
Leon County	Florida	Assistant County Administrator	1989
Long County	Georgia	County Administrator	2008
Los Alamos County	New Mexico	County Administrator	2003
Los Alamos County	New Mexico	County Administrator	1998
Lowndes County	Georgia	County Manager	2001
Manatee County	Florida	County Administrator	1993
Manatee County	Florida	County Administrator	1984
Martin County	Florida	Assistant County Administrator	2006
Mesa County	Colorado	County Administrator	2011
Northampton County	Virginia	County Administrator	1999
Nye County	Nevada	County Manager	1998
Oconee County	South Carolina	County Administrator	2010
Orange County	North Carolina	County Manager	2009
Orange County	North Carolina	County Manager	2006
Orange County	North Carolina	County Manager	1987
Osceola County	Florida	County Administrator	2003
Palm Beach County	Florida	County Administrator	1985
Park County	Colorado	County Administrator	2011
Pickens County	South Carolina	County Administrator	2016
Pinal County	Arizona	County Manager	2013
Polk County	Florida	County Administrator	1989
Powhatan County	Virginia	County Administrator	2017
Prince William County	Virginia	County Executive	1990
Ramsey County	Minnesota	County Manager	1999
Richland County	South Carolina	County Administrator	2016
Richland County	South Carolina	County Administrator	2006
St. Louis County	Minnesota	County Administrator	1987
Santa Rosa County	Florida	County Administrator	1988
Sarasota County	Florida	County Administrator	2011
Spartanburg County	South Carolina	County Administrator	1999
Stafford County	Virginia	County Administrator	2001
Summit County	Colorado	County Administrator	2007
Summit County	Colorado	County Administrator	2001
Sumter County	Florida	County Administrator	2011
Sumter County	Florida	County Administrator	2005

COUNTY	STATE	POSITION	YEAR
Sumter County	Florida	Interim Assistant County Administrator/Admin. Services Dir.	2006
Sumter County	Georgia	County Administrator	2011
Union County	North Carolina	County Manager	2008
Union County	North Carolina	County Manager	2001
Union County	North Carolina	Assistant County Manager	2007
Volusia County	Florida	County Manager	1995
Wise County	Virginia	County Administrator	2001

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info@srnsearch.com

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P 512.843.5439 | F 850.391.0002
info@srnsearch.com
www.srnsearch.com

A PROPOSAL TO CONDUCT
EXECUTIVE RECRUITMENT SERVICES
FOR
CITY MANAGER
ON BEHALF OF THE
CITY OF COOPER CITY, FL





S. RENÉE NARLOCH
& ASSOCIATES
PROFESSIONAL EXECUTIVE RECRUITMENT

January 31, 2019

Mayor Greg Ross
and City Commissioners
Attn: Ms. Kathryn Sims
City Clerk/Director of Administrative Services
City of Cooper City
909 SW 50th Place
Cooper City, FL 33329

Submitted via email: ksims@coopercityfl.org

Dear Mayor Ross and Commissioners:

We appreciate the opportunity to provide the City of Cooper City with a proposal to conduct a search for the position of City Manager. Our proposal includes an overview of our qualifications and costs related to our services.

With respect to this recruitment for the City of Cooper City, you should know:

- ❑ S. Renée Narloch & Associates has extensive experience conducting quality searches that result in the placement of candidates ideally suited to clients' needs. S. Renée Narloch & Associates is incorporated in the State of Florida and is a small, woman-owned business. For many years, Ms. Narloch, President, served as the Senior Vice President of Recruitment for a national public sector consulting firm, responsible for recruitments in 40+ states. Her career in public sector recruitment spans over 25 years, during which time she has participated in hundreds of public sector searches nationwide.
- ❑ S. Renée Narloch & Associates is currently conducting recruitments on behalf of the [City of Charlottesville, VA](#) (City Manager); [City of Newport News, VA](#) (Fire Chief); [City of Dania Beach, FL](#) (City Manager); [City of Dunedin, FL](#) (City Clerk); [Consolidated Dispatch Agency \(CDA\) \(Tallahassee\), FL](#) (Director); [Greater Richmond Transit Co. \(GRTC\), VA](#) (Chief Executive Officer); and [Norfolk Redevelopment and Housing Authority \(NRHA\), VA](#) (Chief Financial Officer; Chief Community Engagement Officer).
- ❑ Ms. S. Renée Narloch, President, has extensive experience conducting public sector executive recruitments throughout the nation, including more than 400 searches for clients such as [Broward County, FL](#) (Assistant Director of Economic & Small Business Development; County Attorney; Port Everglades Chief Executive/Port Director; Port Everglades Director of Business Development); [Early Learning Coalition of Broward County, FL](#) (Chief Executive Officer); [Palm Beach County, FL](#)



S. RENÉE NARLOCH
& ASSOCIATES
PROFESSIONAL EXECUTIVE RECRUITMENT

(County Administrator; Director of Capital Improvements); *City of Fort Lauderdale, FL* (City Manager; Building Official; City Attorney; Director of Sustainable Development); *City of Coral Springs* (City Manager; Deputy City Manager; Director of Economic Development; Finance Director); *City of Dunedin, FL* (City Manager; Finance Director); *City of Tallahassee, FL* (City Manager; Human Resources Manager; Fire Chief; Director of Airport; Consolidated Dispatch Agency Director); *Alachua County, FL* (County Manager); *Lee County, FL* (County Manager; County Attorney); *Town of Palm Beach, FL* (Town Manager); *Town of Jupiter, FL* (Town Manager); *Town of Addison, TX* (City Manager); *City of Dallas, TX* (City Manager; Assistant Director of Water Utilities; Assistant Director of Transportation Operations); *City of Topeka, KS* (City Manager); *City of Virginia Beach, VA* (Deputy City Manager; Deputy Director Human Services); *Franklin County (Columbus), OH* (County Administrator; Animal Care and Control Services Director); *Wake County, NC* (County Manager); and many others. Ms. Narloch will conduct the recruitment for the City Manager for the City of Cooper City. A sample of her past clients is included in our proposal (Clients, Page 7).

- ◆ S. Renée Narloch & Associates has highly trained staff, a vast network of contacts and professional affiliations in public sector management, and a proven recruitment process tailored to our clients' needs which will result in a quality pool of candidates.

Thank you for your consideration. Please do not hesitate to contact us at 850.391.0000 should you have questions or need additional information.

Sincerely,

S. Renée Narloch, President

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ABOUT US

OUR UNDERSTANDING OF THE REQUESTED SERVICES

S. Renée Narloch & Associates is highly qualified to assist the City of Cooper City in the recruitment of the new City Manager. We have extensive experience providing recruitment services, ranging from the initial contact with candidates to the successful hiring and placement of candidates.

We are able to successfully manage all aspects of the recruitment process and will work closely with the City to protect the integrity of the recruitment and to ensure a successful outcome. The City can be assured we will place a high priority on this recruitment, and our dedicated staff will provide their full attention throughout the entire recruitment process. Our recruiters have serviced hundreds of public sector clients, and we understand the importance of an objective and thorough process.

PRIMARY CONTACT

Ms. S. Renée Narloch, President, will conduct the City Manager recruitment for the City of Cooper City. Her contact information is as follows:

S. Renée Narloch, President
2910 Kerry Forest Pkwy D4-242
Tallahassee, FL 32309
P: 850.391.0000 | F: 850.391.0002
Email: reneen@srnsearch.com
Website: www.srnsearch.com

OUR FIRM HISTORY AND EXPERIENCE

S. Renée Narloch & Associates' recruiters are known throughout the industry as leading public sector recruiters by both clients and candidates. We have a reputation for conducting quality searches that result in the placement of candidates ideally suited to meet our clients' needs. We pride ourselves on our responsiveness to clients and candidates, and we assure the City of Cooper City that the highest caliber of service will be provided throughout the recruitment process.

S. Renée Narloch & Associates is incorporated in the State of Florida and is a small, woman-owned business. For many years, Ms. Narloch served as the Senior Vice President of Recruitment for a national public sector consulting firm. Her career in public sector recruitment spans over 25 years, during which time she has participated in hundreds of public sector searches nationwide. In addition, our firm is comprised of individuals who are highly trained and experienced in the recruitment of public sector executives. We have offices in Tallahassee, Florida, and Georgetown (Austin), Texas.

Ms. S. Renée Narloch, President, has extensive experience conducting public sector executive recruitments throughout the nation, including more than 400 searches for clients such as [Broward County, FL](#) (Assistant Director of Economic & Small Business Development; County Attorney; Port Everglades Chief Executive/Port Director; Port Everglades Director of Business Development); [Early Learning Coalition of Broward County, FL](#) (Chief Executive Officer); [Palm Beach County, FL](#) (County Administrator; Director of Capital Improvements); [City of Fort Lauderdale, FL](#) (City Manager; Building Official; City Attorney; Director of Sustainable Development); [City of Coral Springs](#) (City

Manager; Deputy City Manager; Director of Economic Development; Finance Director); **City of Dunedin, FL** (City Manager; Finance Director); **City of Tallahassee, FL** (City Manager; Human Resources Manager; Fire Chief; Director of Airport; Consolidated Dispatch Agency Director); **Alachua County, FL** (County Manager); **Lee County, FL** (County Manager; County Attorney); **Town of Palm Beach, FL** (Town Manager); **Town of Jupiter, FL** (Town Manager); **Town of Addison, TX** (City Manager); **City of Dallas, TX** (City Manager; Assistant Director of Water Utilities; Assistant Director of Transportation Operations); **City of Topeka, KS** (City Manager); **City of Virginia Beach, VA** (Deputy City Manager; Deputy Director Human Services); **Franklin County (Columbus), OH** (County Administrator; Animal Care and Control Services Director); **Wake County, NC** (County Manager); and many others. Ms. Narloch will conduct the recruitment for the City Manager for the City of Cooper City. She will be assisted by other senior staff members, as outlined in this proposal (The Team, Page 6). A sample of her past clients is included in our proposal (Clients, Page 7).

We maintain a database of potential candidates, and our vast network of contacts and resources will be invaluable in identifying outstanding candidates, including those who may not be currently looking for opportunities. Our experience, combined with our proven recruitment process, expansive network of contacts, and knowledge of outstanding candidates, will ensure the City of Cooper City has a quality group of finalists from which to select the new City Manager.

SMALL BUSINESS/MINORITY BUSINESS

S. Renée Narloch & Associates is, by federal and state guidelines, considered a small, woman-owned business based on the size of our firm, our annual business earnings, and the percentage of ownership held (100%) by a woman/minority.

STATEMENT OF PROFESSIONAL STANDARDS

S. Renée Narloch & Associates believes in sound and ethical business practices. We understand that confidence and respect are imperative to our success. Our services to clients and candidates involve relationships which depend on good faith efforts. We conduct business forthrightly with no intentional misrepresentations which could mislead clients or candidates. We refrain from using any sourcing techniques that involve deception or falsehood and do not engage in activities which violate antitrust laws.

Communication between us, our clients, and candidates are impartial and accurate, and we make a concerted effort to see that the position, our clients, and candidates are represented honestly and factually. We honor the confidentiality of proprietary information received from clients and candidates and will disclose any knowledge of potential conflicts of interest to client agencies and candidates.

OUR RECRUITMENT PROCESS

S. Renée Narloch & Associates' unique, client-driven approach to executive search will ensure that the City of Cooper City has a pool of high-quality candidates from which to select the new City Manager. Outlined below are the services we provide in our recruitment process.

DEVELOPING THE CANDIDATE PROFILE

Our understanding of the City's requirements will be the foundation to a successful search. We will work directly with City staff and others involved in the process in order to learn as much as possible about what the organization expects of a new City Manager. We can also meet with other key staff or community members to gather information. We want to learn about the values and culture of the organization, as well as understand the current issues, challenges, and opportunities that face the City of Cooper City. We also want to be fully acquainted with the City's expectations regarding the knowledge, skills, and abilities sought in the ideal candidate, and we will work with your organization to identify expectations regarding education and experience. Additionally, we want to discuss expectations regarding compensation and other items necessary to complete the successful appointment of the ideal candidate. As part of this process, we will provide an evaluation of the compensation and benefits of the City Manager position. Based on these discussions, we will develop a profile that addresses the responsibilities, core competencies and professional characteristics and traits, education and training, operational and organizations issues, and other factors relevant to this position. The profile that we develop together at this stage will guide our recruitment efforts.

ADVERTISING CAMPAIGN AND RECRUITMENT BROCHURE

After gaining an understanding of the City's needs, we will design an effective advertising campaign that is appropriate for the recruitment. We will focus on professional journals that are specifically suited to the City Manager search, such as the ICMA Newsletter, utilizing venues that will ensure a diverse pool of applicants, including qualified minority and women candidates. We will also utilize social media and will develop a professional recruitment brochure on the City's behalf that will discuss the community, organization, position, and compensation. Once completed, we will mail the brochure to an extensive audience, making them aware of the exciting opportunity with the City of Cooper City.

RECRUITING CANDIDATES

After cross-referencing the profile of the ideal candidate with our database of thousands of candidates and our contacts in the field, we will conduct an aggressive outreach effort that includes making personal calls to prospective applicants in order to identify and recruit outstanding candidates, including qualified minority and women candidates. We realize that the best candidate is often not looking for a new job, and this is the person that we actively pursue to become a candidate. Aggressively marketing the City Manager position to prospective candidates will be essential to the success of the search.

SCREENING CANDIDATES

Following the closing date for the recruitment, we will screen all resumes and cover letters using the criteria established in our initial meetings to narrow the field of candidates.

PRELIMINARY INTERVIEWS

We will conduct preliminary interviews with the top 10 to 12 candidates in order to determine which candidates have the greatest potential to succeed in your organization. During the interviews, we will explore each candidate's background and experience as it pertains to the City Manager position. In addition, we will discuss the candidate's motivation for applying for the position and make an assessment of his/her knowledge, skills, and abilities. We will devote specific attention to determining the likelihood of the candidate's acceptance of the position if an offer of employment is made.

PUBLIC RECORDS SEARCH

Following the interviews, we will conduct a review of published articles that reference each candidate. Various sources will be consulted, including Lexis-Nexis[®], a newspaper/magazine search engine, Google, and local papers from the communities in which the candidates have worked. This brings to our attention any further detailed inquiries that we may need to make at this time.

RECOMMENDATIONS

Based on the information gathered through meetings with your organization and preliminary interviews with candidates, we will typically recommend three to five candidates for your consideration. We will prepare a report on each candidate that focuses on the results of our interviews and public record searches, to include detailed information pertaining to the candidates' professional experiences and accomplishments, strengths and potential gaps, and background information. We will make specific recommendations, but the final selection of those to be considered will be up to you.

FINAL INTERVIEWS

Our years of experience will be invaluable as we help you to develop an interview process that objectively assesses the qualifications of each candidate. We will adopt an approach that fits your needs, whether it is a traditional interview, multiple interview panel, or assessment center process. We will provide you with suggested interview questions and rating forms, and we will be present at the interviews to facilitate the process. Our expertise lies in facilitating the discussion that can bring about a consensus regarding the final candidates.

We will work closely with your staff to coordinate and schedule interviews and candidate travel. Our goal is to ensure that each candidate has a very positive experience, since the manner in which the entire process is conducted will have an effect on the candidates' perception of your organization.

BACKGROUND CHECKS/DETAILED REFERENCE CHECKS

Based on final interviews, we will conduct credit, criminal, civil litigation, and motor vehicle record checks for the top one to three candidates. In addition, those candidates will be the subjects of detailed, confidential reference checks. In order to gain an accurate and honest appraisal of the candidates' strengths and weaknesses, we will talk candidly with people who have direct knowledge of their work and management style. We will ask candidates to provide the names of their supervisors, subordinates, and peers for the past several years. Additionally, we will make a point of speaking confidentially to individuals known to have insight into a candidate's abilities, but who may not be on his/her preferred list of contacts. At this stage in the recruitment, we will also verify candidates' educational backgrounds and any required certifications.

NEGOTIATIONS

We recognize the critical importance of successful negotiations and can serve as your representative during this process. Our experience provides us with insight into current industry standards and expectations in negotiating contracts, and we will be available to advise you regarding current approaches to difficult issues such as housing and relocation. Working to secure the appointment of your chosen candidate, we will represent your interests and advise you regarding salary, benefits, and employment agreements. We have the expertise to turn a very sensitive aspect of the recruitment into one that is viewed positively by both you and the candidate.

COMPLETE ADMINISTRATIVE ASSISTANCE

Throughout the recruitment, we will provide the City with updates on the status of the search, and we will provide a schedule for actions and deliverables at the beginning of the process. We will also take care of all administrative details on your behalf. Candidates will receive personal correspondence advising them of their status at each critical point during the recruitment. In addition, we will respond to inquiries about the status of their candidacy within 24 hours. Every administrative detail will receive our attention.

THE TEAM

Our staff at S. Renée Narloch & Associates is comprised of a diverse group of individuals who have extensive experience in the recruitment of public sector executives. The team assigned to the City Manager search will include Ms. Narloch, who will be the lead consultant, with assistance from Mr. Elliott Pervinich and Ms. Liana Velez Thompson.

S. RENÉE NARLOCH, PRESIDENT

Ms. Narloch is the President of S. Renée Narloch & Associates and the Director of our offices located in Tallahassee, Florida, and Georgetown (Austin), Texas. She is recognized as one of the nation's leading public sector recruiters. She has more than 25 years of experience conducting public sector recruitments and has participated in more than 400 searches nationwide. Prior to forming S. Renée Narloch & Associates, Ms. Narloch spent 10 years as the Senior Vice President of a public sector executive search firm with responsibilities for clients in 40 states from Texas northward to the East Coast. She also previously served as a Senior Recruiter with DMG and MAXIMUS with sole responsibility for the firm's executive search practice in the Southeastern, Mid-Atlantic, and Mid-Western states. Ms. Narloch is considered an expert in public sector recruitment and is often a guest speaker at the national International City/County Management Association (ICMA) Conference. Ms. Narloch received her Bachelor of Science degree in Information Studies, summa cum laude, from Florida State University, Tallahassee, Florida.

ELLIOTT S. PERVINICH, VICE PRESIDENT

Mr. Pervinich is the Vice President of S. Renée Narloch & Associates offices located in Tallahassee, Florida and Georgetown (Austin), Texas. He concentrates on client outreach and business operations. Mr. Pervinich previously worked for a local city government in central Texas as a team building trainer and facilitator in corporate development, which has given him great insight into the needs of our clients. He has eight years of experience working in executive administration in both local government and the for-profit sectors. Mr. Pervinich received his Bachelor of Science degree in Recreation and Leisure Services Administration from Florida State University, Tallahassee, Florida.

LIANA VELEZ THOMPSON, SENIOR CONSULTANT

As a Senior Consultant with S. Renée Narloch & Associates, Ms. Thompson is responsible for research, candidate recruitment, screening, reference checks, and background verifications. She focuses on client communication and works closely with clients to coordinate candidate outreach and ensure a successful search. Prior to joining S. Renée Narloch & Associates, Ms. Thompson spent several years in the field of special education. Ms. Thompson received her Bachelors of Arts degree, magna cum laude, and Master degree in Special Education from Florida State University, Tallahassee, Florida.

CLIENTS/REFERENCES

CLIENTS

S. Renée Narloch & Associates' recruiters have extensive experience, placing more than 400 public sector professionals. Below is a list of some of the clients for which Ms. Narloch has recruited in the last few years. For a complete client list, please contact us.

Broward County, FL

Assistant Director of Economic & Small Business Development; County Attorney; Port Everglades Chief Executive/Port Director; Port Everglades Director of Business Development
Early Learning Coalition of Broward County, FL

Chief Executive Officer

City of Coral Springs, FL

Director of Economic Development; City Manager; Deputy City Manager; Director of Finance

City of Fort Lauderdale, FL

City Manager; Building Official; City Attorney; Director of Sustainable Development

City of Boca Raton, FL

Building Official; Risk Manager

City of Tallahassee, FL

City Manager; Human Resources Manager; Fire Chief; and Director of Airport

City of Dunedin, FL

City Manager; Finance Director

City of Delray, FL

City Attorney

Palm Beach County, FL

County Administrator; Director of Capital Improvements

Hillsborough County, FL

Director of Head Start; Affordable Housing Services Director

Sumter County, FL

Public Works Director; Fire Chief; Development Services Director; Assistant Public Works Director Engineer; Staff Engineer

Pasco County, FL

County Manager

Alachua County, FL

County Manager

City of Miami Beach, FL

City Manager

San Antonio Housing Authority (SAHA), TX

Director of Community Development Initiatives; Development Services & Neighborhood Revitalization Officer; Director of Human Resources & Employee Development; Director of Information Technology; Chief Operations Officer

Alexandria Redevelopment and Housing Authority (ARHA), VA

Chief Executive Officer

Portsmouth Redevelopment & Housing Authority (PRHA), VA

Executive Director

Housing Authority of the City of Tulsa, OK

President/CEO

Houston Housing Authority, Houston, TX

President/CEO

City of Topeka, KS

City Manager

City of Arlington, TX

Deputy City Manager; Parks & Recreation Director

Florida Public Transportation Association (FPTA)

Executive Director

Housing Authority of the City of Austin (HACA), TX

Vice President/Chief Financial Officer;

President/CEO

City of Dallas, TX

Assistant Director of Transportation Operations; Assistant Director of Water Utilities; City Manager; Managing Director of Environmental Quality; Assistant Director of Street Services (Maintenance)

Children's Board of Hillsborough County, FL

Executive Director

Lee County, FL

County Manager; County Attorney

Fort Worth Housing Authority, TX

President/CEO

Wake County, NC

County Manager

City of Virginia Beach, VA

Deputy City Manager; Assistant Human Services Director

City of West Palm Beach, FL

Director of Public Utilities; Director of Engineering Services

City of Rye, NY

City Manager

Franklin County, OH

County Administrator; Animal Care & Control Services Director; Director of Job & Family Services

Sedgwick County, KS

County Manager; Health Department Director; Director of Human Resources

Town of Addison, TX

City Manager

REFERENCES

Clients and candidates provide the best testament of our ability to conduct quality searches. Listed below are a few clients for whom Ms. Narloch has conducted searches. The average tenure of placements is approximately five years.

CLIENT: City of Coral Springs, FL
REFERENCE: Mr. Dale Pazdra, Human Resources Director
9551 W. Sample Road, Coral Springs, FL
(954) 344-1152; dpazdra@coralsprings.org
POSITIONS: City Manager; Deputy City Manager (2 positions); Director of Economic
Development; Finance Director

CLIENT: City of Tallahassee, FL
REFERENCE: Ms. Ellen Blair, Director, Human Resources & Workforce Development
300 South Adams Street, Tallahassee, FL 32301
(850) 891-8321; ellen.blair@talgov.com
POSITIONS: City Manager; Human Resources Manager; Fire Chief; Director of Airport

CLIENT: Wake County (Raleigh), NC
REFERENCE: Ms. Angela Crawford, Human Resources Director
Wake County Government, Post Office Box 550, Raleigh, NC 27602
(919) 856-6104; Angela.Crawford@wakegov.com
POSITION: County Manager

CLIENT: City of Dania Beach, FL
REFERENCE: Commissioner Bill Harris
100 W Dania Beach Blvd., Dania Beach, FL 33004
(954) 608-0066; bharris@daniabeachfl.gov
POSITION: City Manager

COST PROPOSAL

PROFESSIONAL FEE AND EXPENSES

The professional fee for conducting this recruitment on behalf of the City of Cooper City is \$16,500, plus actual expenses. Services covered by the fee consist of all steps outlined in this proposal, including up to three (3) onsite visits. Expenses are estimated to not exceed \$7,500 and include items such as the cost of consultant travel, clerical support, placement of ads, newspaper searches, education verification, as well as credit, criminal, and civil checks. In addition, postage, photocopying, and telephone charges are included and will be allocated. Expenses related to the use of audio/video conferencing equipment by the City for interviews and candidates' travel for interviews are the responsibility of the City of Cooper City.

CANDIDATE TRAVEL

With respect to candidate travel for interviews, we typically ask candidates to make their travel arrangements and advise them the City will reimburse them directly for reasonable airfare, hotel, and auto expenses, if allowed. We advise candidates what is standard and customary in the industry, as well as the City's expectations and parameters regarding travel. Our experience has been that candidates use discretion and stay within reasonable limits both in pricing and scheduling.

PAYMENT

We will invoice the City of Cooper City monthly for professional fees and expenses for services incurred as of the date of the invoice. We expect payment of invoice within 30 days of receipt by the City. Typically, this results in three monthly invoices of 30% of professional fees and expenses, with a final invoice for the remaining ten percent of professional fees due upon the selection of the finalist.

GUARANTEE

We guarantee that, should the selected candidate be terminated for cause within the first year of employment, we will conduct the search again at no cost (with the exception of expenses) to the City. We are confident in our ability to recruit outstanding candidates and do not expect the City to find it necessary to exercise this provision.

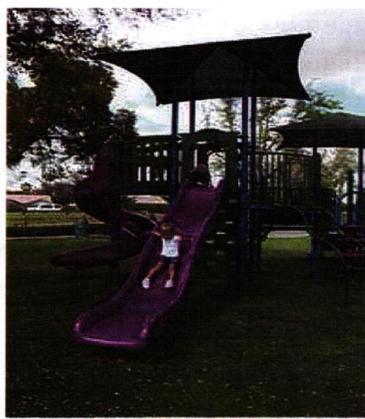
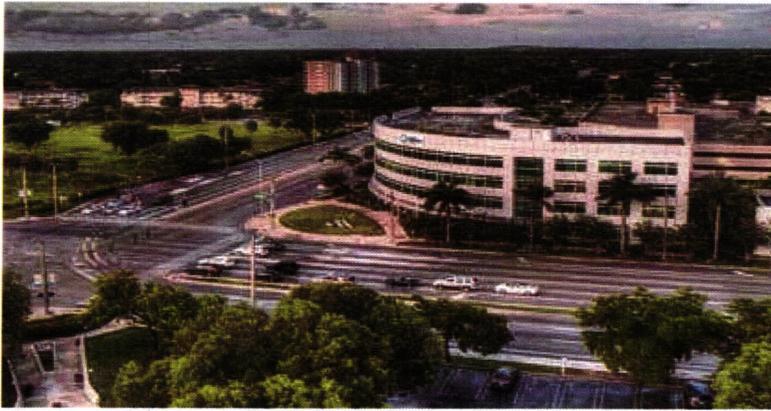
SCHEDULE

We are available to begin the search for the City Manager immediately, and our current workload is such that we can ensure the City will receive our full attention throughout the entire recruitment process. We will be prepared to make our recommendation regarding finalists within 75 to 90 days from the start of the search. A standard recruitment can typically be completed in less than 16 weeks and follows an approach and schedule similar to the one below:

WEEK	TASK:
1	Conduct meeting with the Mayor, City Commissioners, staff and others involved in the process
2	Develop recruitment brochure and advertisements
3	City reviews recruitment brochure and advertisements
4	Recruitment brochure printed and advertisements placed
5	Active recruitment of candidates begins
9	Closing date
10	Screen resumes
11-12	Recruiter interviews top candidates
12-13	Public records search
14	Review recommendations with the Mayor, City Commissioners, staff and others involved in the process
15	Candidates interview with the City, follow-up interviews, and consultant reference/background checks
16	Candidate selected



S. RENÉE NARLOCH
& ASSOCIATES
PROFESSIONAL EXECUTIVE RECRUITMENT



THE CITY OF CORAL SPRINGS, FL
INVITES YOUR INTEREST IN THE POSITION OF
CITY MANAGER

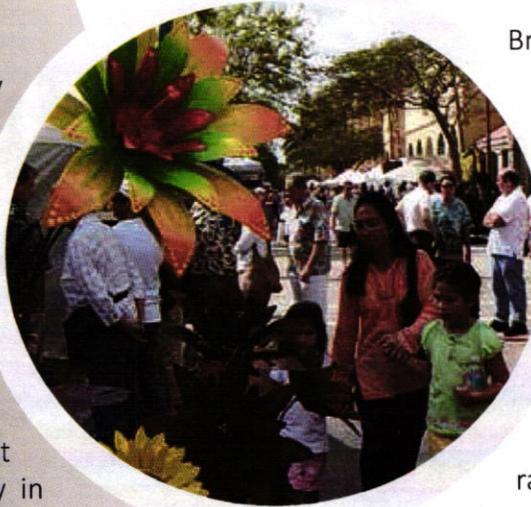
THE COMMUNITY

Located in Broward County between the cities of Fort Lauderdale and Boca Raton, the City of Coral Springs is a vibrant community known for its excellent quality of life which includes top-rated schools, beautiful parks, and an active business community. Incorporated in 1963, the City of Coral Springs was the fastest growing city in Broward County in the 1990s. Today, with an estimated 126,200 residents, it is the fifth largest city in the County. The land area is 24 square miles, with 48 public parks on 764 acres and three nature preserves.

In the early 1990s, the City implemented a total quality management program to overhaul operations and service delivery by becoming customer-focused and quality-oriented, taking the organization from “government as usual” to a high-performance municipal corporation. Today, the City has a reputation for providing exceptional service and having strong connections to the community. The City is in its 20th year of “Slice of the Springs” community meetings at which residents have an opportunity to meet City staff and discuss relevant issues or concerns affecting their neighborhoods.

The City has earned numerous awards and recognitions, including its mark of distinction as a two-time winner of the State of Florida’s Governor’s Sterling Award, and the first City in the nation to win the Malcolm Baldrige National Award for Excellence in recognition for outstanding business practices. Money Magazine named Coral Springs as one of the 10 Best Places to Live.

The City of Coral Springs is a city on the move with a great sense of pride and a long list of accomplishments. Recently, the City made several renovations and expansions of its parks and facilities, including breaking ground on a new five-story, state-of-the-art Municipal Complex scheduled to be completed in late 2017. The first phase of the Downtown Development project was recently completed—a pedestrian-friendly area which hosts community events including the ArtWalk, Downtown in December, Unplugged, Jazz



Brunch, and the Farmer’s Market.

Quality of life remains a high priority for the City of Coral Springs. Its many beautification programs, landscaping, signage and parks upgrades ensure the community remains attractive and inviting. For its size, the City has the lowest crime rate in Broward County with a 94% satisfaction rating by residents for crime prevention efforts. In addition to

the innovative Coral Springs Charter School for middle and high school students, the City has top-rated public schools, including 12 elementary schools, four middle schools, and four high schools, as well as several private and public charter options. The City is culturally diverse and offers many recreational programs and cultural activities through venues including the Museum of Art and the Coral Springs Center for the Arts.

The City is working diligently to attract new businesses, diversify the tax base, and increase property values by investing in curb appeal, safety, and the educational resources of the community. The City’s ability to leverage its strengths and recent recommitment for aesthetic improvements have set the stage for redevelopment, with the City realizing a positive trend in commercial and residential development.

The unemployment rate for the City (3.8%) remains low compared to State and National standards. The median age is 36 years old, and the median income is \$66,271.

THE ORGANIZATION

The City is governed by a five-member City Commission comprised of the Mayor and four City Commissioners, all of whom are elected non-partisan and at-large. The City Commission is responsible for setting policies to advance the interest, welfare, health, morals, comfort, safety, and value of the City and its residents.

The Mayor is elected during each election year and serves a two-year term, and the City Commissioners serve staggered four-year terms. The City has a council-manager form of government, and the City Manager and City Attorney are appointed by

and serve at the pleasure of the City Commission.

The City is a full-service city with approximately 825 full-time and 300 part-time and temporary staff, an annual budget of \$198 million, and a AAA Bond Rating from two of Wall Street's credit rating agencies. Departments of the City include City Clerk; Community Redevelopment Agency; Communications and Marketing; Development Services; Economic Development; Financial Services; Fire/EMS; Human Resources; Information Technology; Management and Budget; Parks and Recreation; Police; and Public Works. The City also provides some public safety and water services to neighboring communities through interlocal agreements.

The City's mission statement is "To be the nation's premier community in which to live, work and raise a family." Customer service is the City's top priority as evidenced by a continuous effort to solicit residents' input and an active City presence on social media. The City's business model includes a state-of-the-art strategic planning process, benchmarking with other leading organizations, performance measurements, and customer focus to provide the best services to residents and businesses.

The City's core values include Customer Focus, Leadership, Empowered Employees, Continuous Quality Improvement, and Sustainability. The City's five Strategic Priorities are:

- A Family-Friendly Community: Augment the quality of life that defines the hometown feel of the community by assuring public safety and good schools, promoting arts and culture, capitalizing on the strength of its diversity, and embracing its inclusive, welcoming nature.
- A Thriving Business Community: Continue to provide fiscal benefit and economic stability to the City by encouraging and supporting economic development and redevelopment as well as expansion and retention of existing businesses.
- An Attractive Community: Take proactive measures to preserve and enhance the community's appearance and maintain its vital infrastructure. Lead by example in the stewardship and conservation of natural resources.
- An Active, Healthy Community: Influence and support an environment that promotes active, healthy, and enriched lifestyles for residents of all ages. Focus on leisure, cultural, recreational, and sporting activities and events that infuse dollars into the local economy.
- Innovative, High Performing Organization: The City is committed to



ethical governance, adherence to its Core Values, transparency, innovation, collaboration, and exceeding customer expectations by delivering high-quality programs and services that meet the needs of an increasingly diverse community.

The City of Coral Springs takes pride in its collaborative, solutions-oriented culture and is highly-rated in customer service by residents and businesses. Programs and procedures are designed and redesigned based on citizen surveys and focus groups, which help to identify the community's needs and priorities. Volunteer boards and committees play a key role in City operations. Through an independent agency, a bi-annual survey of residents and businesses is conducted, resulting in consistently outstanding satisfaction ratings. Also, the City consistently receives high marks for employee satisfaction and was recently recognized as one of the Top Work Places (nominated by its employees).

THE POSITION

The City Manager serves as the chief executive officer and is responsible for carrying out commission policies and directives, as well as planning and directing activities to ensure the efficient and effective operations of the City. The City Manager attends Commission meetings, makes recommendations to the Commission, and keeps the Commission equally and fully advised on matters of the City, including its financial condition. The City Manager provides general leadership,

direction, guidance, and management to City departments through two Deputy City Managers and several Department Directors. In addition, the City Manager is responsible for facilitating the City's goals and objectives, preparing the City's annual budget, and coordinating the City's efforts to accomplish cost savings and increased efficiencies.

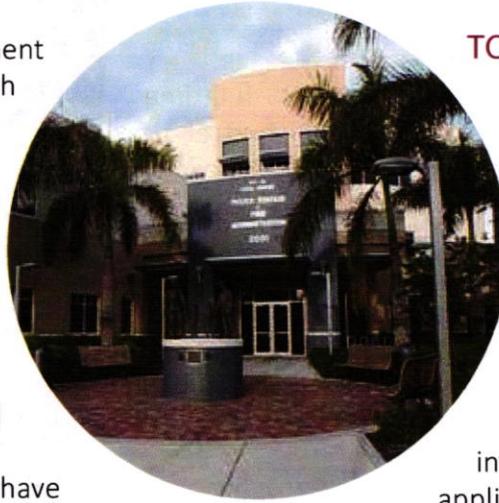
The new City Manager must have exceptional leadership skills, along with a collaborative, team-oriented management style. A visionary with business acumen and solid financial and budgetary skills is sought. Originality, resourcefulness, initiative and ingenuity are highly desirable characteristics.

The City Manager will promote a positive, supportive work environment; mentor, develop, and empower staff; and embrace a culture that encourages, recognizes and rewards excellence. The ideal candidate will be open, honest, fair, and of strong moral and ethical character. Candidates who are approachable, pleasant, and self-motivated are sought. Excellent interpersonal and communication skills are essential. The City Manager must be politically sensitive, diplomatic, respectful of others and encourage a creative approach to solving challenges and resolving differences.

Requirements for the position include a Bachelor's degree with an emphasis in Public or Business Administration; a Master's degree is preferred. Candidates should have at least ten years of senior management experience in public administration, preferably with a municipality of similar size and complexity. Candidates should also have experience in strategic planning, performance measurements, benchmarking, budgeting for outcomes, and union negotiations.

COMPENSATION

The salary range is open, dependent upon qualifications. The starting salary will be negotiable based upon the qualifications and experience of the individual selected. The City offers an attractive benefits package. The State of Florida does not have a state income tax.



TO APPLY

If interested in this outstanding opportunity, please visit our website at www.srnsearch.com and apply online. The first review of applicants will take place on February 27, 2017; position is open until filled. Résumés will be screened according to the qualifications outlined above. Screening interviews with the most qualified applicants will be conducted by S. Renée Narloch & Associates to determine a select group of finalist candidates who will be asked to provide references; references will be contacted only following candidate consent. Final interviews will be held with the City of Coral Springs. Candidates will be advised of the status of the recruitment following the selection of the City Manager. Questions regarding this recruitment may be directed to Ms. S. Renée Narloch at info@srnsearch.com or 850.391.0000. Questions regarding recruitment may be directed to:

Ms. S. Renée Narloch, President
S. Renée Narloch & Associates
info@srnsearch.com | 850.391.0000
www.srnsearch.com

The City of Coral Springs is an Equal Opportunity/ADA Employer. According to Florida's broad Public Records/Sunshine Law, applications and résumés are subject to disclosure.



S. RENÉE NARLOCH
& ASSOCIATES
PROFESSIONAL EXECUTIVE RECRUITMENT

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