

Continued  
City of Hallandale Beach  
City Manager  
(Executive Search Firm for City Manager) - Request for Quotes

**CONTRACT:**

All questions about this request for quotes shall be submitted via e-mail.  
The contact for this RFQ is:

Contact Name:	Radu Dodea
Address:	400 South Federal Highway
City/State/Zip Code:	Hallandale Beach, FL 33009
Email:	rdodea@cohb.org

**CONSLUSION:**

All purchase orders issued as a result of this request for quote issued to your firm are bound by the terms and conditions of the COHB. To review the purchase order terms and conditions please visit:

<http://www.cohb.org/1086/Forms>

**REQUEST FOR QUOTE SUBMITTED BY:**

The Vendor must return the entire Request for Quotes including this page signed by a member of the company that is duly authorized to execute agreements for your firm. By signing below the firm acknowledges and agrees to the terms and conditions of this RFQ and following:

COMPANY NAME:	<i>The Mercer Group, Inc.</i>
SIGNATURE OF PRESIDENT AND/OR OWNER:	<i>W.D. Higginbotham, Jr.</i> <i>Senior Vice President</i>
PRINT THE NAME OF PERSON SIGNING ABOVE:	<i>W.D. Higginbotham, Jr.</i> <i>(See attached Resolution)</i>

DATE OF SIGNATURE *Oct 24, 2018*

**CERTIFIED COPY OF RESOLUTION OF BOARD OF DIRECTORS  
THE MERCER GROUP, INC.**


**STATE OF GEORGIA  
COUNTY OF DEKALB**

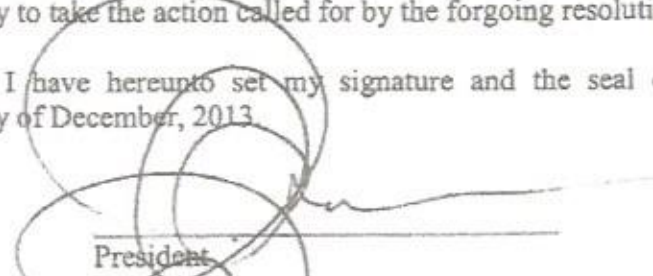
I, James L. Mercer, hereby certify that I am President and Secretary, respectively of The Mercer Group, Inc., a corporation incorporated under the laws of the State of Georgia, and that the following is a true and correct copy of a resolution duly and regularly passed and adopted by the Board of Directors of said corporation at a meeting duly called and held in the City of Santa Fe, State of New Mexico, on December 5, 2013.


Be it resolved by the Board of Directors of The Mercer Group, Inc., a corporation, that W. D. Higginbotham, Jr., Senior Vice President, The Mercer Group, Inc. has the authority to execute contracts and to legally bind The Mercer Group, Inc. on behalf of the corporation.


I further certify that I am the sole Director of said corporation and I have waived any and all notice of time, place and purpose of holding of said meeting and consented thereto and as evidence of such waiver and consent signed the minutes of said meeting; that said resolution and said signatures appear in the Minute Book of said corporation; and that said resolution has not been rescinded or modified and is now in full force and effect. I further certify that said corporation is duly organized and existing and that the Board of Directors thereof has authority to take the action called for by the forgoing resolution.

IN WITNESS WHEREOF, I have hereunto set my signature and the seal of said corporation on this the 5th day of December, 2013.



  
\_\_\_\_\_  
President

  
\_\_\_\_\_  
Secretary

  
\_\_\_\_\_  
Assistant Secretary



Executive  
Search & Recruitment Services  
**CITY MANAGER**

October 24, 2018



**The Mercer Group, Inc.**

*Consultants To Management*



## **Executive Search & Recruitment Services**

# **CITY MANAGER**

**October 24, 2018**

### **THE MERCER GROUP, INC.**

**W. D. Higginbotham, Jr.**

**Senior Vice President**

**3245 S. Atlantic Avenue, Suite 607**

**Daytona Beach Shores,, Florida 32118-8202**

**727-214-8673**

**[WDHiggin@mercergroupinc.com](mailto:WDHiggin@mercergroupinc.com)**

**[www.mercergroupincflorida.com](http://www.mercergroupincflorida.com)**

**[www.mercergroupinc.com](http://www.mercergroupinc.com)**



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# The Mercer Group, Inc.

## *Consultants To Management*

October 24, 2018

3245 S. Atlantic Ave Ste. 607  
Daytona Beach Shores, FL 32118  
Cell (727) 214-8673  
E-mail: [wdhiggin@bellsouth.net](mailto:wdhiggin@bellsouth.net)

Radu Dodea  
400 South Federal Highway  
Hallandale Beach, FL 33009

The Mercer Group, Inc. understands the City of Hallandale Beach 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 Commission 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.mercergroupincflorida.com](http://www.mercergroupincflorida.com)

City of Hallandale Beach  
Page Two  
October 24, 2018

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

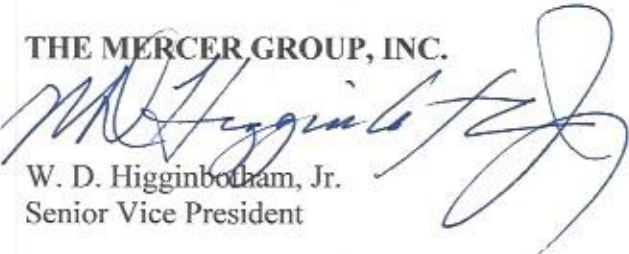
The purpose for engaging the services of an executive search firm is to seek out and recruit experienced candidates and to assist the City Commission in selecting highly qualified individuals who meet the profile and needs of the City and who might not otherwise apply. The Mercer Group is well-qualified to assist the City with this project. Most recently we have successfully completed and/or currently engaged in searches for the Town of Indian River Shores, Cities of Delray Beach, Key Biscayne, Gainesville, Deltona, Port Orange, Deerfield Beach, Hallandale Beach, Hollywood, Marco Island, Cape Coral, Largo, St. Cloud, Temple Terrace, St. Petersburg, St. Pete Beach, 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 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 Hallandale Beach'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** **Hallandale Beach, Florida** **(Referenced Pages are in our October 24, 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 Hallandale Beach for City Manager Search and Recruitment Services and he will serve Hallandale Beach 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 seven (7) years Executive Recruiting; a brief bio is available at: <http://mercergroupincflorida.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.**

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### **Schedule (page 10)**

While the schedule and timeline will be determined by the City of Hallandale Beach 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 Hallandale Beach.

**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 Hallandale Beach. 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 Hallandale Beach as long as he/she is employed by Hallandale Beach without the full agreement of Hallandale Beach.
3. We will not recruit other candidates from Hallandale Beach for two years after completion of this proposed search assignment.
4. We **will not present a candidate simultaneously** to Hallandale Beach and any other client. This permits us to represent Hallandale Beach without any conflicts of interest.
5. If the candidate we place with Hallandale Beach leaves Hallandale Beach 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 once again being of service to the City of Hallandale Beach.

### **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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## **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 Hallandale 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

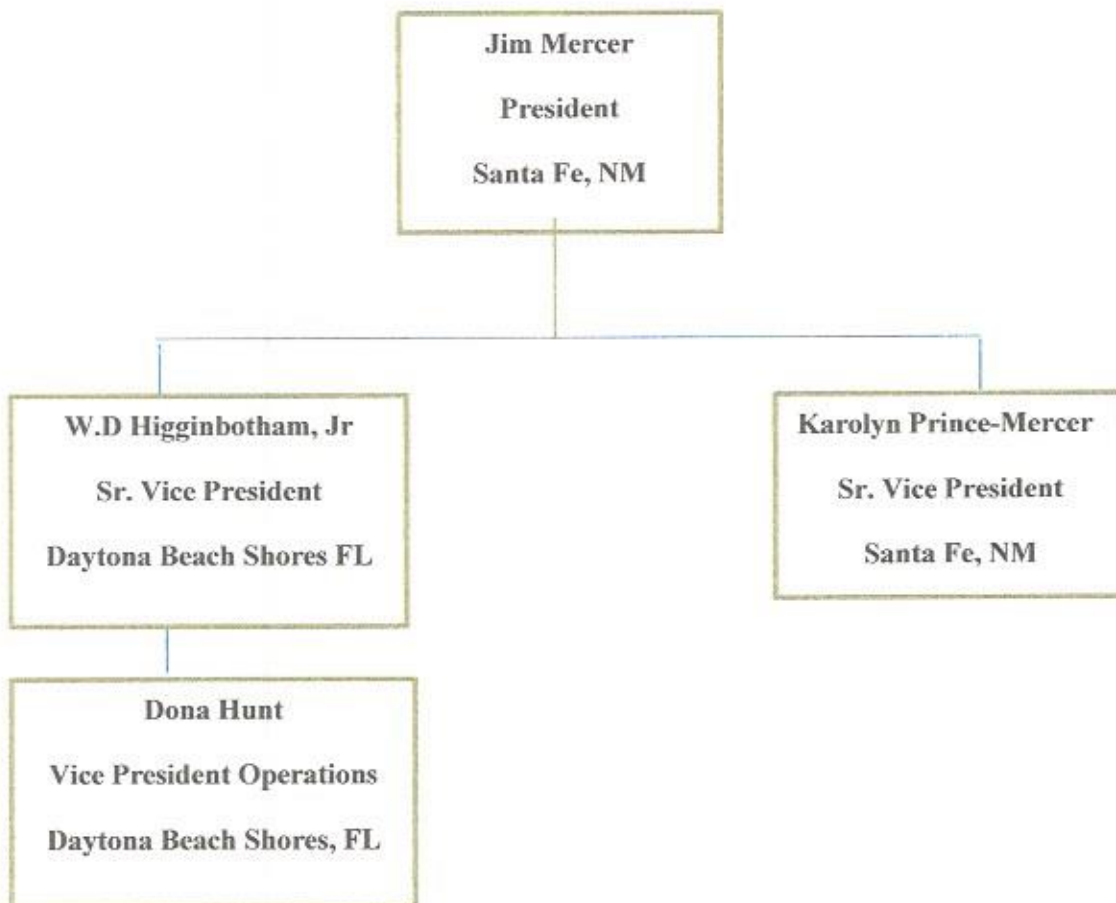
Primary contact information is as follows:

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  
[WDHiggin@mercergroupinc.com](mailto:WDHiggin@mercergroupinc.com)  
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[www.mercergroupincflorida.com](http://www.mercergroupincflorida.com)

**B. Organizational Chart for the City of Hallandale Beach Search Team**

# **The Mercer Group, Inc.**

**EXECUTIVE SEARCH TEAM  
for  
HALLANDALE BEACH  
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 within the past four 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; 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, 2018
- Hallandale Beach, Florida – Assistant Director of Public Works – Utilities, 2015
- Hallandale Beach, Florida - Finance Director, 2018
- 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 – City Manager, 2014; Police Chief, 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 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 Hallandale Beach'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 Hallandale Beach. Our approach and style are interactive; we form a partnership with our client to conduct a project from which the City of Hallandale Beach 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 Hallandale Beach'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 Hallandale Beach, 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 Hallandale Beach'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 Hallandale Beach 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 Hallandale Beach'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 Hallandale Beach'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 Hallandale Beach will be needed, as follows:

- Arranging interviews with Hallandale Beach'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 Hallandale Beach)

**HALLANDALE BEACH  
CITY MANAGER SEARCH**

<b>PROJECTED TIMELINE</b>	<b>DELIVERABLE</b>
<b>One week following execution of agreement</b>	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
<b>Week Three</b> - 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
<b>TOTAL FEE</b>	<b>\$16,750</b>

The costs for final candidates to travel to Hallandale Beach for interviews, as the Mayor and Commission desire, 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.

Hallandale Beach's liability to The Mercer Group, Inc. for services rendered, including 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**

We can 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 24, 2018, proposal is accepted for the City of Hallandale Beach 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 Hallandale Beach, a governmental corporation.

#### **WITNESSETH:**

WHEREAS, Hallandale Beach (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 24, 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 will 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 HALLANDALE BEACH**

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. 1<sup>st</sup> Avenue  
Delray Beach, FL 33602  
561-243-7015 Ext 1212  
[gyoung@mydelraybeach.com](mailto:gyoung@mydelraybeach.com)

Finance Director – 2017; City Manager 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](mailto: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](mailto:ssinz@largo.com)

City Manager Search - 2016

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#### 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
<b>A</b>			
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>B</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
<b>C</b>			
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
<b>D</b>			
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
<b>E</b>			
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
Eric	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
<b>F</b>			
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
<b>G</b>			
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
<b>H</b>			
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
<b>I</b>			
Indian Rocks Beach	Florida	City Manager	1997
Indian Rocks Beach	Florida	Interim City Manager	2005
Indian Trail	North Carolina	Town Manager	2009
<b>J</b>			
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
<b>K</b>			
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
<b>L</b>			
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
<b>M</b>			
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
<b>N</b>			
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
<b>O</b>			
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
<b>P</b>			
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
<b>Q</b>			
Questa	New Mexico	City Manager	2011
<b>R</b>			
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
<b>S</b>			
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
<b>T</b>			
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
<b>U</b>			
Union City	California	City Manager	1995
Union City	Georgia	City Administrator	2007
University City	Missouri	City Manager	2005
<b>V</b>			
Vero Beach	Florida	City Manager	2004
Virginia Beach	Virginia	City Manager	1991
Virginia Beach	Virginia	Deputy City Manager	1987

<b>CITY</b>	<b>STATE</b>	<b>POSITION</b>	<b>YEAR</b>
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
<b>Y</b>			
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



<b>COUNTY</b>	<b>STATE</b>	<b>POSITION</b>	<b>YEAR</b>
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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