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# CITY COUNCIL REGULAR SESSION

## CITY OF LAKE CITY

August 16, 2021 at 6:00 PM

Venue: City Hall

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## AGENDA

The meeting will be held in the City Council Chambers on the second floor of City Hall located at 205 North Marion Avenue, Lake City, FL 32055. Members of the public may also view the meeting live on our Youtube channel. Youtube channel information is located at the end of this Agenda.

### Pledge of Allegiance

### Invocation - Council Member Todd Sampson

***Ladies and Gentlemen; The Lake City Council has opened its public meeting. Since 1968, the City Code has prohibited any person from making personal, impertinent, or slanderous remarks or becoming boisterous while addressing the City Council. Yelling or making audible comments from the audience constitutes boisterous conduct. Such conduct will not be tolerated. There is only one approved manner of addressing the City Council. That is, to be recognized and then speak from the podium.***

### Roll Call

### Proclamations

### Minutes

- [1.](#) 7-6-2021 Emergency Called Special Session
- [2.](#) 7-12-2021 Special Called Session
- [3.](#) 8-2-2021 Regular Session

### Approval of Agenda

### Approval of Consent Agenda

### Presentations

- [4.](#) Council Member Todd Sampson Institute for Elected Municipal Officials Certificate of Completion (Mayor Witt)

**Persons Wishing to Address Council**

*Citizens are encouraged to participate in City of Lake City meetings. The City of Lake City encourages civility in public discourse and requests that speakers direct their comments to the Chair. Those attendees wishing to share a document and or comments in writing for inclusion into the public record must email the item to [submissions@lcfla.com](mailto:submissions@lcfla.com) no later than noon on the day of the meeting. Citizens may also provide input to individual council members via office visits, phone calls, letters and e-mail that will become public record.*

**Old Business**Ordinances**Open Public Hearing**

- [5.](#) City Council Ordinance No. 2021-2199 (final reading) - An ordinance of the City of Lake City, Florida, pursuant to Petition No. ANX 20-03, relating to voluntary annexation; making findings; annexing certain real property located in Columbia County, Florida, which is reasonable compact, and contiguous to the boundaries of the City of Lake City, Florida, into the boundaries of the City of Lake City, Florida; providing severability; repealing all ordinances in conflict; and providing an effective date.

Passed on first reading on 8/2/2021

**Close Hearing**

Adopt City Council Ordinance No. 2021-2199 on final reading

Other Items

6. Discussion and Possible Action - Fire Pension Board Appointee (Mayor Witt)
- [7.](#) Discussion and Possible Action - Selecting a firm to assist in City Manager search (Mayor Witt)

**New Business**Resolutions

- [8.](#) City Council Resolution No. 2021-119 - A resolution of the City Council of the City of Lake City, Florida, authorizing the execution of the Landlord's release and consent in favor of a tenant at the Lake City Gateway Airport known as 406 Aviation, LLC, and the tenant's lender; and providing an effective date.
- [9.](#) City Council Resolution No. 2021-125 - A resolution of the City Council of the City of Lake City, Florida, authorizing the execution of Task Assignment Sixteen with Passero Associates LLC, for professional services; providing for the



development of an Airport Strategic Business Plan which is an element of the Airport Master Plan, providing for a cost not-to-exceed \$95,833.00; and providing for an effective date.

- [10.](#) City Council Resolution No. 2021-126 - A resolution of the City Council of the City of Lake City, Florida approving improvements at the Lake City Gateway Airport to be constructed by the United States Department of Agriculture, Forest Service, providing for the expansion of aircraft parking apron pavement to facilitate aircraft deployed by the forest service; and providing for an effective date.

#### Other Items

- [11.](#) Discussion and Possible Action - Appeal by Brad Dicks agent for D D of North Florida Inc, of Planning and Zoning Board's decision to deny the rezoning of four (4) parcels of land located on the undeveloped SE Dade Street between SE Church Avenue and SE McCray Avenue considered by Planning and Zoning Board application Z 21-05. (Dave Young)
- [12.](#) Discussion and Possible Action - On May 3, 2021 City Council Ordinance No. 2021-2189 was passed and adopted relating to the establishment of a temporary moratorium for 180 days related to the issuance of new business tax receipts that are related to activities that include electronic simulated gaming promotion or electronic sweepstakes and excepting renewals of existing business tax receipts. The temporary moratorium is set to expire on October 30, 2021.

#### **Departmental Administration - None**

#### **Comments by Council Members**

#### **Adjournment**

#### **Youtube Chanel Information**

Members of the public may also view the meeting live on our Youtube channel at:  
<https://www.youtube.com/channel/UC28Eyfa2Uogc-8VTWqafG3w>

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**Pursuant to 286.0105, Florida Statutes, the City hereby advises the public if a person decides to appeal any decision made by the City with respect to any matter considered at its meetings or hearings, he or she will need a record of the proceedings, and that, for such purpose, he or she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.**

**SPECIAL REQUIREMENTS:** *Pursuant to 286.26, Florida Statutes, persons needing special accommodations to participate in these meetings should contact the **City Manager's Office at (386) 719-5768.***

**File Attachments for Item:**

1. 7-6-2021 Emergency Called Special Session

The City Council in and for the citizens of the City of Lake City, Florida, met in Emergency Called Special Session, on July 6, 2021 beginning at 4:00 P.M., in the City Council Chambers, located at City Hall 205 North Marion Avenue, Lake City, Florida. The meeting was also held via Communications Media Technology.

PLEDGE OF ALLEGIANCE

INVOCATION – Mayor Stephen M. Witt

ROLL CALL

Mayor/Council Member	Stephen M. Witt
Vice Mayor/Council Member	Chris Greene - absent
City Council	Jake Hill, Jr.
	Eugene Jefferson
	C. Todd Sampson
City Attorney	Frederick Koberlein, Jr. - absent
Interim City Manager	Ami Mitchell Fields
Sergeant-at-Arms	Chief Argatha Gilmore
Deputy City Clerk	Michelle Cannon

APPROVAL OF AGENDA

**Mr. Hill made a motion to approve the agenda as presented. Mr. Sampson seconded the motion and the motion carried unanimously on a voice vote.**

PERSONS WISHING TO ADDRESS COUNCIL – None

NEW BUSINESS

Declare a State of Emergency as a result of Tropical Storm Elsa.

**Mr. Sampson made a motion to adopt a resolution to declare a State of Emergency as a result of Tropical Storm Elsa. Mr. Hill seconded the motion. A roll call vote was taken and the motion carried.**

<b>Mr. Sampson</b>	<b>Aye</b>
<b>Mr. Hill</b>	<b>Aye</b>
<b>Mr. Jefferson</b>	<b>Aye</b>
<b>Mayor Witt</b>	<b>Aye</b>

Note: Due to the short time frame, the resolution was not ready at the time of the meeting and was prepared by the City Attorney after the meeting. This was assigned City Council Resolution No. 2021-115 – A resolution of the City Council of the City of Lake City, Florida, finding and declaring the existence of an emergency arising from and out of Tropical Storm Elsa.

#### COMMENTS BY COUNCIL MEMBERS

Mayor Witt confirmed with Interim City Manager Ami Mitchell Fields that just City Hall is closed tomorrow. Mrs. Fields also confirmed sandbags would be available to the public at the Public Works building.

Utilities Director Paul Dyal addressed Council and stated the Utility Department will remain at work, and will be in tomorrow, July 7, 2021 at 5:00 AM. He confirmed Public Works will be fully staffed.

Mayor Witt asked Mr. Dyal if he had a projection of when the storm would hit Lake City. Mr. Dyal reported the storm would make landfall as a hurricane, and it was expected that Lake City would receive two to four inches of rain.

#### ADJOURNMENT

**All matters having been handled, the meeting adjourned at 4:04 P.M. on a motion made and duly seconded.**

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Michelle Cannon, Deputy City Clerk

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Stephen M. Witt, Mayor/Council Member

**File Attachments for Item:**

2. 7-12-2021 Special Called Session

The City Council in and for the citizens of the City of Lake City, Florida, met in a Special Called Session, on July 12, 2021 beginning at 6:00 P.M., in the City Council Chambers, located at City Hall 205 North Marion Avenue, Lake City, Florida. The meeting was also held via Communications Media Technology.

#### PLEDGE OF ALLEGIANCE

INVOCATION – Mayor Stephen M. Witt

#### ROLL CALL

Mayor/Council Member  
Vice Mayor/Council Member  
City Council

Stephen M. Witt  
Chris Greene  
Jake Hill, Jr.  
Eugene Jefferson  
C. Todd Sampson  
Frederick Koberlein, Jr.  
Ami Mitchell Fields  
Chief Argatha Gilmore  
Michelle Cannon

City Attorney  
Interim City Manager  
Sergeant-at-Arms  
Deputy City Clerk

PROCLAMATIONS – None

#### MINUTES

1. Special Called City Council Meeting June 21, 2021
2. Regular Session June 21, 2021

**Mr. Hill made a motion to approve the Special Called City Council Meeting Minutes for June 21, 2021 and the Regular Session Minutes for June 21, 2021 as presented. Mr. Jefferson seconded the motion and the motion carried unanimously on a voice vote.**

#### APPROVAL OF AGENDA

Mayor Witt stated due to advertising the Ordinances, the Council needed to remove the follow items from the agenda: City Council Ordinance No. 2021-2190, City Council Ordinance No. 2021-2191, City Council Ordinance No. 2021-2192, City Council Ordinance No. 2021-2194 and City Council Ordinance No. 2021-2199. **Mr. Jefferson made a motion to approve the agenda as amended. Mr. Hill seconded the motion and the motion carried unanimously on a on voice vote.**

APPROVAL OF CONSENT AGENDA – None

#### PRESENTATIONS

3. Blanche Update – Dennille Decker

Dennille Decker presented the Council with a presentation and update on the Blanche Hotel.

4. Curtis Burgess - Columbia Youth Football Association - 1st Annual Vince Timmons Youth Football Tournament.

Mr. Burgess presented Council with the 1<sup>st</sup> Annual Vince Timmons Youth Football Tournament. He asked if the Council would be interested in funding the event every year, it will be held November 13<sup>th</sup>, 20<sup>th</sup> and 23<sup>rd</sup>, and cost \$8,000.00.

Mayor Witt stated that the Council will consider this during the budget process.

5. Dr. Christopher Esing - Bicentennial Founders Day event for Saturday, November 20, 2021.

Mr. Esing presented to Council his idea for the Bicentennial Founders Day event for Saturday, November 20, 2021, and asked if the City would be interested in sponsoring the event. This would allow him to use the City Parks and possibly be under the City's Insurance. Mr. Esing is to get with the Interim City Manager to go over insurance and the use of the parks, if it is acceptable.

## PERSONS WISHING TO ADDRESS COUNCIL

Glennel Bowden addressed Council and requested consideration during the budget meetings of the new National Holiday of Juneteenth, and it being a paid holiday. – Mayor Witt stated the Council would take a look at the budget and get with the City Attorney on whether or not it will need to be a Resolution.

Sylvester Warren addressed Council and stated he would not be speaking to Item 21 as listed on his speaker sheet, but asked the Council on the background information on how it would be possible for Dr. Esing to use the City Insurance for his event.

Derrick Snead addressed Council and asked if they were going to be looking into the requested records that he has not yet received. He mentioned the pending lawsuits brought on by Travis Koon and Sylvester Warren. He stated he wanted the Council to look into the records that he requested, and felt wasn't fulfilled. He asked if this item could be put on the next agenda. Mayor Witt stated this could be put on the next agenda, and Mr. Snead could speak with the Interim City Manager.

## NEW BUSINESS

### Ordinances

6. City Council Ordinance No. 2021-2190 (final reading) - An ordinance of the City of Lake City, Florida, amending the future land use plan map of the City of Lake City Comprehensive Plan, as amended; relating to an amendment of ten or less acres of land, pursuant to an application, CPA 21-01, by the property owners of said acreage, under the amendment procedures established in sections 163.3161 through 163.3248, Florida Statutes, as amended; providing for changing the future land use classification from commercial to residential moderate density (less than or equal to 4 dwelling units per acre) of certain lands within the corporate limits of the City of Lake City, Florida; providing severability; repealing all ordinances in conflict; and providing an effective date. **Removed from agenda under approval of agenda.**
7. City Council Ordinance No. 2021-2191 (final reading) - An ordinance of the City of Lake City, Florida, amending the official zoning atlas of the City of Lake City Land Development Regulations, as amended, relating to the rezoning of less than ten contiguous acres of land, pursuant to an application, Z 21-03, by the property owners of



said acreage, providing for rezoning from commercial general (CG) to residential, single family-2 (RSF-2) of certain lands within the corporate limits of the City of Lake City, Florida; providing severability; repealing all ordinances in conflict; and providing an effective date. **Removed from agenda under approval of agenda.**

8. City Council Ordinance No. 2021-2192 (final reading) - An ordinance of the City of Lake City, Florida, amending the text of the City of Lake City Land Development Regulations, as amended, pursuant to an application, LDR 21-02, by the City Council, providing for amending section 4.16.9 entitled maximum lot coverage by all buildings by changing the floor area ratio from 0.75 to 1.0 within the "ILW" industrial, light and warehousing zoning district; providing for amending section 4.17.9 entitled maximum lot coverage by all buildings by changing the floor area ratio from 0.50 to 1.0 within the "I" industrial zoning district; providing severability; repealing all ordinances in conflict; and providing an effective date. **Removed from agenda under approval of agenda.**
9. City Council Ordinance No. 2021-2194 - (final reading) An ordinance of the City of Lake City, Florida, amending the official zoning atlas of the City of Lake City Land Development Regulations, as amended; relating to the rezoning of less than ten contiguous acres of land, pursuant to an application, Z21-04, by the property owner of said acreage, providing for rezoning from residential single-family-3 (RSF-3) to commercial, neighborhood (CN) of certain lands within the corporate limits of the City of Lake City, Florida; providing severability; repealing all ordinances in conflict; and providing an effective date. **Removed from agenda under approval of agenda.**
10. City Council Ordinance No. 2021-2198 - (first reading) An ordinance of the City of Lake City, Florida, providing for the permanent closing of all that portion of real property owned by the City and identified in a boundary survey and the official records of Columbia County, Florida; finding that the vacating of the real property will not adversely affect the public health, safety, or welfare; finding that the vacating of the real property is in the best interest of the City and for the general welfare of its citizens; providing for the repeal of conflicting ordinances; providing for severability; providing for inclusion into the City Code; and providing an effective date. **Mr. Sampson declared a conflict of interest with City Council Ordinance No. 2021-2198. Mr. Sampson stated he owns the company requesting this, and it was started before he was elected to Council. He asked to step off the dais while the Council discussed the ordinance. Per guidance from Mr. Koberlein, Mr. Sampson decided to stay at the dais, in order to answer any questions that may arise. After Mr. Koberlein read the ordinance by title, Mayor Witt called for a motion. No motion was made. Mr. Witt called a second time for a motion. No motion was made.**
11. City Council Ordinance No. 2021-2199 - (first reading) - An ordinance of the City of Lake City, Florida, pursuant to Petition No. ANX 20-03, relating voluntary annexation; making finding; annexing certain real property located in Columbia County, Florida, which is reasonably compact, and contiguous to the boundaries of the City of Lake City, Florida, into the boundaries of the City of Lake City, Florida; providing severability; repealing all ordinances in conflict; and providing an effective date. **Removed from agenda under approval of agenda.**

## Resolutions

12. City Council Resolution No. 2021-099 - A resolution of the City Council of the City of Lake City, Florida, approving a second amendment of the agreement between the Florida Department of Environmental Protection and the City related to the Interstate 75 and State Road 47 wastewater improvement project, phase one; providing for an extension of the agreement to December 31, 2022; providing for any necessary future amendments; providing for costs eligible for reimbursement or matching requirement; providing for a revised grant work plan; and providing for an effective date. **Mr. Jefferson made a motion to adopt City Council Resolution No. 2021-099, a resolution approving a second amendment of the agreement between the Florida Department of Environmental Protection and the City related to the Interstate 75 and State Road 47 wastewater improvement project, phase one; providing for an extension of the agreement to December 31, 2022; providing for any necessary future amendments; providing for costs eligible for reimbursement or matching requirement; and providing for a revised grant work plan. Mr. Sampson seconded the motion. A roll call vote was taken and the motion carried.**

Mr. Jefferson	Aye
Mr. Sampson	Aye
Mr. Hill	Aye
Mr. Greene	Aye
Mayor Witt	Aye

13. City Council Resolution No. 2021-100 - A resolution of the City Council of the City of Lake City, Florida authorizing the execution of a second amendment to the contract between the City and Jones Edmunds & Associates, Inc., relating to the professional services connected to State Road 47 and Interstate 75 wastewater improvements project; providing for modification to tasks six, seven, and eight; providing for an increase in the compensation to \$19,000.00, to be paid by the City; and providing for an effective date. **Mr. Sampson made a motion to adopt City Council Resolution No. 2021-100, authorizing the execution of a second amendment to the contract between the City and Jones Edmunds & Associates, Inc., relating to the professional services connected to State Road 47 and Interstate 75 wastewater improvements project; providing for modification to tasks six, seven, and eight; and providing for an increase in the compensation to \$19,000.00, to be paid by the City. Mr. Jefferson seconded the motion. A roll call vote was taken and the motion carried.**

Mr. Sampson	Aye
Mr. Jefferson	Aye
Mr. Hill	Aye
Mr. Greene	Aye
Mayor Witt	Aye

14. City Council Resolution No. 2021-102 - A resolution of the City Council of the City of Lake City, Florida, authorizing the execution of an amendment to the Traffic Signal Maintenance and Compensation Agreement with the State of Florida, Department of Transportation, previously authorized by City Council Resolution No. 2015-030; and providing an effective date. **Mr. Jefferson made a motion to adopt City Council Resolution No. 2021-102, authorizing the execution of an amendment to the Traffic Signal Maintenance and Compensation Agreement with the State of Florida, Department of Transportation, previously authorized by City Council Resolution No. 2015-030. Mr. Hill seconded the motion. A roll call vote was taken and the motion carried.**

Mr. Jefferson	Aye
Mr. Hill	Aye
Mr. Sampson	Aye
Mr. Greene	Aye
Mayor Witt	Aye

15. City Council Resolution No. 2021-103 - A resolution of the City Council of the City of Lake City, Florida, authorizing Task Assignment Number Three to the continuing contract with GMUER Engineering, LLC, a Florida limited liability company, for the extension of a force main and water main to better serve the Cypress Lake Business Park; providing for a cost not-to-exceed \$15,000.00; and providing for an effective date. **Mr. Sampson made a motion to adopt City Council Resolution No. 2021-103, authorizing Task Assignment Number Three to the continuing contract with GMUER Engineering, LLC, a Florida limited liability company, for the extension of a force main and water main to better serve the Cypress Lake Business Park; and providing for a cost not-to-exceed \$15,000.00. Mr. Hill seconded the motion. A roll call vote was taken and the motion passed.**

Mr. Sampson	Aye
Mr. Hill	Aye
Mr. Jefferson	Aye
Mr. Greene	Aye
Mayor Witt	Aye

16. City Council Resolution No. 2021-104 - A resolution of the City Council of the City of Lake City, Florida, ratifying the Mayor's extension of the State of Emergency arising from the Covid-19 Public Health Emergency. **Mr. Jefferson made a motion to adopt City Council Resolution No. 2021-104, ratifying the Mayor's extension of the State of Emergency arising from the Covid-19 Public Health Emergency. Mr. Hill seconded the motion. A roll call vote was taken and the motion carried.**

Mr. Jefferson	Aye
Mr. Hill	Aye
Mr. Sampson	Aye
Mr. Greene	Aye
Mayor Witt	Aye

17. City Council Resolution No. 2021-107 - A resolution of the City Council of the City of Lake City, Florida authorizing the addition of Ami Mitchell Fields, as Interim City Manager, as an authorized signor of all checks, vouchers, transfers or disbursement on all bank accounts of the City of Lake City, Florida; and providing for an effective date. **Mr. Hill made a motion to adopt City Council Resolution No. 2021-107, authorizing the addition of Ami Mitchell Fields, as Interim City Manager, as an authorized signor of all checks, vouchers, transfers or disbursement on all bank accounts of the City of Lake City, Florida. Mr. Jefferson seconded the motion. A roll call vote was taken and the motion carried.**

Mr. Hill	Aye
Mr. Jefferson	Aye
Mr. Sampson	Aye
Mr. Greene	Aye
Mayor Witt	Aye

18. City Council Resolution No. 2021-108 - A resolution of the City Council of the City of Lake City, Florida, accepting a bid from Legacy Water Group, LLC, for utility improvement near the Interstate 75 and State Road 47 interchange; providing for the execution of an agreement with Legacy Water Group, LLC, at a cost not-to-exceed \$3,269,000.00; and providing an effective date. **Mr. Sampson made a motion to adopt City Council Resolution No. 2021-108, accepting a bid from Legacy Water Group, LLC, for utility improvement near the Interstate 75 and State Road 47 interchange, and providing for the execution of an agreement with Legacy Water Group, LLC, at a cost not-to-exceed \$3,269,000.00. Mr. Hill seconded the motion.**

Mr. Greene discussed his concerns with a price discrepancy of \$571,544 with Finance Director Donna Duncan, Project Manager Jaime Bell, and Utility Director Paul Dyal. Mr. Greene stated he wanted to make sure there was a contingency plan in place to cover the shortfall incase the City was unable to secure grant monies and receive assistance from the County.

**A roll call vote was taken and the motion carried.**

Mr. Sampson	Aye
Mr. Hill	Aye
Mr. Jefferson	Aye
Mr. Greene	Aye
Mayor Witt	Aye

19. City Council Resolution No. 2021-109 - A resolution of the City Council of the City of Lake City, Florida, authorizing the removal of the City Manager pursuant to Section 402 of the City Charter; providing for conflicts; and providing for an effective date. **Mr. Sampson made a motion to adopt City Council Resolution No. 2021-109, authorizing the removal of the City Manager pursuant to Section 402 of the City Charter. Mr. Hill seconded the motion. A roll call vote was taken and the motion carried.**

Mr. Sampson	Aye
Mr. Hill	Aye
Mr. Jefferson	Aye
Mr. Greene	Aye
Mayor Witt	Nay

## Other Items

### 20. Discussion and Possible Action - Continuation of State of Emergency Covid-19 Public Health Emergency (Mayor Witt)

Mayor Witt brought up for discussion the need for the continuation of the State of Emergency for Covid-19 with the Council and City Attorney. Mr. Koberlein stated the state-wide State of Emergency ended on June 26, 2021.

Mr. Greene stated if there were no opportunities for funding, he would support the termination of the State of Emergency.

PUBLIC COMMENT: Glennel Bowden addressed Council and brought to the attention the high case numbers of Covid-19 in Columbia County. He inquired if there was a policy for the City and its employees wearing masks to work. Mayor Witt deferred to Interim City Manager Ami Mitchell Fields; she stated she was unsure.

### 21. Discussion and Possible Action - RFP Process for City Manager Search (Mayor Witt)

Mayor Witt opened discussion for the RFP Process for the City Manager Search with Council.

PUBLIC COMMENT: Sylvester Warren addressed Council and disagreed with the need to search for a City Manager at this time.

PUBLIC COMMENT: Glennel Bowden addressed Council and agreed with a search but not at this time. He suggested to wait until the budget can be completed.

Mr. Hill stated that past City Manager Scott Reynolds was untruthful about his education and there was no rush then to replace him; that Mrs. Fields has way more education than Mr. Reynolds did, he felt there was something wrong with wanting to replace her so quickly.

Mr. Sampson stated Mrs. Fields came in at a difficult time, but has turned moral around, and has support from the directors. He thought she should continue on a six-month basis to get through the budget and then reevaluate. **Mr. Sampson made a motion to make Ami Fields the Interim City Manager for the next six-months. Mr. Hill seconded the motion.**

Mr. Greene stated he would like to move forward with the hiring process and suggested the City hire a company who can specialize in recruitment for Cities, and for Mrs. Fields to apply. The process was important for the citizens. He mentioned the City of Live Oak used the company Narlock to assist in their search for a City Manager, and suggested using them or a company like them to assist the City.

Mr. Jefferson stated Mrs. Fields came in at a difficult moment, and didn't want to take anything away from her, that she is trying. But the City is without a City Manager, Assistant City Manager, IT Director, and HR Director, and he feels the City is vulnerable. The City needs a fulltime and experienced City Manager, he supports moving forward with a search for a City Manager, but is not pushing Mrs. Fields out.

Mr. Sampson asked Mr. Greene about the cost of using the Narlock company, Mr. Greene stated he was unsure, that he was only familiar with the company because he knew the City of Live Oak just used them.

Mrs. Fields thanked those who spoke on her behalf, but felt she needed to speak for herself. She stated she has tried her absolute best, and felt she needed to give an update on what she has been working on these last three weeks. She stated she has been working with the Airport Manager and HAECO, working with the Fire Chief on a new fire station, working with Growth Management Director David Young on a new City Hall location. Also, she has not forgotten about the current vacancies, and has been advertising them, she will be interviewing for an IT Director on Friday, July 16, 2021. She stated she has not seen any investment into the employees, and that is what her primary focus is. She would like to propose, if the budget permits, a 6% raise for all City Employees.

Mr. Greene stated he was not concerned about the person selected, just concerned with the process, and advocating to hire a company to take over the process. He asked if the City Attorney would be able to assist in getting quotes from different companies. Mr. Koberlein stated that would be a conflict for him as the City Attorney.

Mr. Koberlein stated there are plenty of companies out there that could assist, the cost would be under \$20,000.00, and suggested to defer to the Florida League of Cities.

**A roll call vote was taken and the motion failed on a 3-2 vote.**

<b>Mr. Sampson</b>	<b>Aye</b>
<b>Mr. Hill</b>	<b>Aye</b>
<b>Mr. Jefferson</b>	<b>Nay</b>
<b>Mr. Greene</b>	<b>Nay</b>
<b>Mayor Witt</b>	<b>Nay</b>

**Mr. Greene made a motion to ask the City Attorney to bring back three quotes from organizations from the Florida League of Cities that performs the executive recruitment process and can provide three quotes so the Council can select one of those companies. Mr. Jefferson seconded the motion.**

Mr. Sampson stated that this topic was not listed as a possible action item and asked the City Attorney if that would be ok. Mr. Koberlein stated it would be improper for the attorney to be going out and getting the information, because he would then have to construct the contract. He suggested one of the Council Members to be the one to do that, and he could possibly assist, but the information could be found with a call to the League of Cities and the Range Riders.

**Mr. Greene revised the motion as follows: made a motion for the Mayor to research and provide back to the Council three names of companies for the RFP process for the search for the City Manager. Mr. Jefferson seconded the motion.**

Mr. Sampson asked how it would go for the RFP process, would it go out for bid and companies that were interested would apply for it.

Mr. Koberlein explained the different RFP processes.

**A roll call vote was taken and the motion carried.**

<b>Mr. Greene</b>	<b>Aye</b>
<b>Mr. Jefferson</b>	<b>Aye</b>
<b>Mr. Hill</b>	<b>Nay</b>
<b>Mr. Sampson</b>	<b>Nay</b>
<b>Mayor Witt</b>	<b>Aye</b>

Mr. Koberlein asked to stay on Item 21 and stated that Mrs. Ami Mitchell Fields and the Council need to discuss her employment, as she is employed by the City with no contract. He stated the issues needing to be addressed cannot be done by Mrs. Mitchell Fields and himself, it would need to be discussed with the Council. The items needing to be addressed were, outside employment, residency, and the term of employment.

Mr. Greene stated it would be unreasonable to ask for a residency requirement while under an interim basis, with outside employment, as long as Mrs. Fields was not under any contract with the City of Lake City, he felt she should be able to continue that business, and for the term of the agreement, it would be prudent for it to remain in place until the Council selects a City Manager. If that happens to be Mrs. Fields, or someone else, then the Council can decide at that time on her contract.

Mayor Witt stated he agreed with Mr. Greene.

Mr. Sampson stated Mrs. Fields was still helping with the HR department, and inquired if there would there be the potential for her to go back to that HR position if she was not selected as City Manager, if she was interested.

Mr. Koberlein stated that by default, with Mrs. Fields being the Interim City Manager, and the HR position not filled, it would be up to her to handle those duties, unless she assigns it to someone else.

22. Florida Airport Council Conference - The regular scheduled City Council Meeting will be on Monday, July 19, 2021. Mayor Witt, Council Member Hill and Attorney Fred Koberlein, Sr. will be out of town attending the Florida Airport Conference from Sunday, July 18, 2021 through Wednesday, July 21, 2021. (Mayor Witt)

Mayor Witt stated that he, Councilman Hill, and Attorney Koberlein will be attending the Florida Airport Council Conference, but that there would still be a Council meeting on July 19, 2021.

#### DEPARTMENTAL ADMINISTRATION

23. Discussion and Possible Action - Additional clarification needed for sale of properties - Affordable Housing (Dave Young)

Growth Management Director Dave Young addressed Council with the need for clarification for the sale of properties associated with GovDeals. He stated the bidder should be responsible for the taxes and fees that would be associated, with the fee being \$1.00.

Mr. Greene agreed and stated the cost needed to be as low as possible, and let the bidder take care of that cost, as long as the buyer was aware they were paying for it.

Mr. Sampson agreed and confirmed with Mr. Young whether there was an entry cost when applying on the Gov website; Mr. Young stated there was not.

COMMENTS BY COUNCIL – None

#### ADJOURNMENT

**All matters having been handled, the meeting adjourned at 8:11 p.m. on a motion made and duly seconded.**

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Stephen M. Witt, Mayor/Council Member

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Michelle Cannon, Deputy City Clerk



**File Attachments for Item:**

3. 8-2-2021 Regular Session

The City Council in and for the citizens of the City of Lake City, Florida, met in Regular Session, on August 2, 2021 beginning at 6:00 P.M., in the City Council Chambers, located at City Hall 205 North Marion Avenue, Lake City, Florida. The meeting was also held via Communications Media Technology.

## PLEDGE OF ALLEGIANCE

INVOCATION –Mayor Stephen M. Witt

## ROLL CALL

Mayor/Council Member  
Vice Mayor/Council Member  
City Council

City Attorney  
City Manager  
Sergeant-at-Arms  
City Clerk

Stephen M. Witt  
Chris Greene  
Jake Hill, Jr.  
Eugene Jefferson  
C. Todd Sampson  
Frederick Koberlein, Jr.  
Joseph Helfenberger  
Chief Argatha Gilmore  
Audrey Sikes

PROCLAMATIONS – None

## MINTUES

1. 7-19-2021 Regular Session

**Mr. Greene made a motion to approve the July 19, 2021 Regular Session minutes as presented. Mr. Jefferson seconded the motion and the motion carried unanimously on a voice vote.**

## APPROVAL OF AGENDA

Mayor Witt stated item #11 on the agenda, City Council Resolution No. 2021-123, needed to be moved above item #6, which is the beginning of the Resolutions. Jaime Bell with Jones Edmonds would be added under Persons Wishing to Address Council to give an update, and the Council would add an Emergency Walk On Item under Departmental Administration for the Water Plant. **Mr. Hill made a motion to approve the agenda as amended. Mr. Jefferson seconded the motion and the motion carried unanimously on a voice vote.**

## APPROVAL OF CONSENT AGENDA

2. Permit application from Dr. Christopher M. Esing to hold a Bicentennial Founders Day Celebration on Saturday, November 20, 2021.
3. Approval for the Lake City Gateway Airport to apply for the Federal Aviation Administration (FAA), Airport Rescue Grant Program (ARGP), in an amount up to \$59,000.

**Mr. Hill made a motion to approve the consent agenda consisting of items 2-3 identified above. Mr. Jefferson seconded the motion and the motion carried unanimously on a voice vote.**

PRESENTATIONS – None

PERSONS WISHING TO ADDRESS COUNCIL

Sylvester Warren stated he wanted to speak later in the meeting.

Anthony Newton addressed Council and stated he was opposed to the League of the South coming into the City limits.

Glennel Bowden addressed Council and stated he was opposed to the League of the South coming into the City limits. Mr. Bowden stated he intended to be at the Lake City Garden Club and to have a peaceful protest.

Chief Gilmore addressed Council and stated there would not be an event at that location.

Councilman Greene inquired about other facilities the City sublets to non-profits and stated those relationships with those groups needed to be reviewed.

Jaime Bell with Jones Edmunds provided members with an update on the State Road 47 and Interstate 75 wastewater project. Ms. Bell stated the materials arrived early and they are a few months ahead of schedule, with construction now starting in September. Ms. Bell would like for the Council to start considering a date for groundbreaking. She also stated Legacy Water Group is contractually allowed twelve (12) months for the project.

OLD BUSINESS

Ordinances

**At this time Mayor Witt closed the regular session and opened a public hearing for the purpose of hearing comments on City Council Ordinance No. 2021-2195. City Council Ordinance No. 2021-2195 was read by title. Mayor Witt asked if anyone wanted to be heard regarding City Council Ordinance No. 2021-2195. No one asked to be heard therefore Mayor Witt closed the public hearing.**

4. City Council Ordinance No. 2021-2195 (final reading) - An ordinance of the City Council of the City of Lake City, Florida, amending section 22-4 of article 1 of chapter 22 of the City Code of the City of Lake City; providing for a schedule of permit fees; providing for the relocation or demolition of buildings and structures; providing for the set-up of mobile homes, manufactured homes, and modular homes; providing for the addition of driveway access; providing for the establishment of the City's military veteran building permit discount program, providing for the repeal of conflicts; providing for severability; providing for codification; and providing an effective date. **Mr. Greene made a motion to adopt City Council Ordinance No. 2021-2195, amending section 22-4 of article 1 of chapter 22 of the City Code of the City of Lake City; providing for a schedule of permit fees; providing for the relocation or demolition of buildings and**

structures; providing for the set-up of mobile homes, manufactured homes, and modular homes; providing for the addition of driveway access, and providing for the establishment of the City's military veteran building permit discount program. Mr. Sampson seconded the motion. A roll call vote was called and the motion carried.

Mr. Greene	Aye
Mr. Sampson	Aye
Mr. Jefferson	Aye
Mr. Hill	Aye
Mayor Witt	Aye

## NEW BUSINESS

### Ordinances

5. City Council Ordinance No. 2021-2199 (first reading) - An ordinance of the City of Lake City, Florida, pursuant to Petition No. ANX 20-03, relating to voluntary annexation; making findings; annexing certain real property located in Columbia County, Florida, which is reasonable compact, and contiguous to the boundaries of the City of Lake City, Florida, into the boundaries of the City of Lake City, Florida; providing severability; repealing all ordinances in conflict; and providing an effective date. **Mr. Sampson made a motion to adopt City Council Ordinance No. 2021-2199, pursuant to Petition No. ANX 20-03, relating to voluntary annexation; making findings; annexing certain real property located in Columbia County, Florida, which is reasonable compact, and contiguous to the boundaries of the City of Lake City, Florida, into the boundaries of the City of Lake City, Florida. Mr. Jefferson seconded the motion. A roll call vote was called and the motion carried.**

Mr. Sampson	Aye
Mr. Jefferson	Aye
Mr. Hill	Aye
Mr. Greene	Aye
Mayor Witt	Aye

11. City Council Resolution No. 2021-123 - A resolution of the City Council of the City of Lake City, Florida, authorizing the acceptance of a grant award in an amount of up to \$166,520.00, from the United States of America acting through the Federal Aviation Administration in accordance with the Department of Transportation Appropriations Act of 2021, for projects at the Lake City Gateway Airport; providing for the realignment of Taxiway C; providing for the rehabilitation of the apron and taxi lanes; and providing for an effective date. **Mr. Hill made a motion to adopt City Council Resolution No. 2021-123, authorizing the acceptance of a grant award in an amount of up to \$166,520.00, from the United States of America acting through the Federal Aviation Administration in accordance with the Department of Transportation Appropriations Act of 2021, for projects at the Lake City Gateway Airport; providing for the realignment of Taxiway C, and providing for the rehabilitation of the apron and taxi lanes. Mr. Sampson seconded the motion. A roll call vote was called and the motion carried.**

Mr. Hill	Aye
Mr. Sampson	Aye
Mr. Jefferson	Aye
Mr. Greene	Aye
Mayor Witt	Aye

Note: This item was moved up on the agenda via the approval of the agenda.

6. City Council Resolution No. 2021-082 - A resolution of the City Council of the City of Lake City, Florida, authorizing the execution of Task Assignment Fourteen with Passero Associates, LLC, for professional services related to the realignment of Taxiway C at the Lake City Gateway Airport at a cost not-to-exceed \$59,150.00; and providing for an effective date. **Mr. Greene made a motion to adopt City Council Resolution No. 2021-082, authorizing the execution of Task Assignment Fourteen with Passero Associates, LLC, for professional services related to the realignment of Taxiway C at the Lake City Gateway Airport at a cost not-to-exceed \$59,150.00. Mr. Hill seconded the motion. A roll call vote was called and the motion carried.**

Mr. Greene	Aye
Mr. Hill	Aye
Mr. Jefferson	Aye
Mr. Sampson	Aye
Mayor Witt	Aye

7. City Council Resolution No. 2021-087 - A resolution of the City Council of the City of Lake City, Florida, authorizing the execution of Task Assignment Fifteen with Passero Associates, LLC, for professional services related to the rehabilitation of the apron and taxi lanes at the Lake City Gateway Airport at a cost not-to-exceed \$103,370.00; and providing for an effective date. **Mr. Sampson made a motion to adopt City Council Resolution No. 2021-087, authorizing the execution of Task Assignment Fifteen with Passero Associates, LLC, for professional services related to the rehabilitation of the apron and taxi lanes at the Lake City Gateway Airport at a cost not-to-exceed \$103,370.00. Mr. Hill seconded the motion. A roll call vote was called and the motion carried.**

Mr. Sampson	Aye
Mr. Hill	Aye
Mr. Jefferson	Aye
Mr. Greene	Aye
Mayor Witt	Aye

8. City Council Resolution No. 2021-106 - A resolution of the City Council of the City of Lake City, Florida, authorizing and ratifying the appointment of Ami Mitchell Fields as Interim City Manager; providing for the execution of an Employment Agreement with Ami Mitchell Fields; and providing for an effective date. **Mr. Hill made a motion to adopt City Council Resolution No. 2021-106, authorizing and ratifying the**

**appointment of Ami Mitchell Fields as Interim City Manager, and providing for the execution of an Employment Agreement with Ami Mitchell Fields. Mr. Jefferson seconded the motion.**

Mr. Greene expressed concerns with the resolution as written and felt it did not fully recognize this was a temporary position. He suggested an agreement that the City could renew during this process.

**A roll call vote was called and the motion carried.**

<b>Mr. Hill</b>	<b>Aye</b>
<b>Mr. Jefferson</b>	<b>Aye</b>
<b>Mr. Greene</b>	<b>Nay</b>
<b>Mr. Sampson</b>	<b>Aye</b>
<b>Mayor Witt</b>	<b>Nay</b>

9. City Council Resolution No. 2021-120 - A resolution of the City Council of the City of Lake City, Florida, authorizing the execution of an agreement with Englewood Electrical Supply Company for the purchase of programmable logic controllers at a price not-to-exceed \$139,496.20; providing for an exception to the competitive procurement of the commodity; and providing for an effective date. **Mr. Jefferson made a motion to adopt City Council Resolution No. 2021-120, authorizing the execution of an agreement with Englewood Electrical Supply Company for the purchase of programmable logic controllers at a price not-to-exceed \$139,496.20, and providing for an exception to the competitive procurement of the commodity. Mr. Sampson seconded the motion.**

Mr. Greene expressed concerns with the \$139, 496.20 as it was coming from an account that had been set aside for an infrastructure project for the installation of a new well. Water Treatment Plant Director Mike Osborn reported this was funded as extra and was not needed. He stated the estimated cost now for the well is 1 million versus \$350,000.

**A roll call vote was taken and the motion carried.**

<b>Mr. Jefferson</b>	<b>Aye</b>
<b>Mr. Sampson</b>	<b>Aye</b>
<b>Mr. Hill</b>	<b>Aye</b>
<b>Mr. Greene</b>	<b>Nay</b>
<b>Mayor Witt</b>	<b>Aye</b>

10. City Council Resolution No. 2021-121 - A resolution of the City Council of the City of Lake City, Florida, declaring one firearm to be surplus to the City's needs; providing for the conveyance of the firearm to Lieutenant Keith Heston for his outstanding service to the City and its citizens during his career with the Lake City Police Department; and providing for the removal of the firearm from the fixed assets of the City. **Mr. Greene**

made a motion to adopt City Council Resolution No. 2021-121, declaring one firearm to be surplus to the City's needs; providing for the conveyance of the firearm to Lieutenant Keith Heston for his outstanding service to the City and its citizens during his career with the Lake City Police Department; and providing for the removal of the firearm from the fixed assets of the City. Mr. Sampson seconded the motion. A roll call vote was taken and the motion carried.

Mr. Greene	Aye
Mr. Sampson	Aye
Mr. Jefferson	Aye
Mr. Hill	Aye
Mayor Witt	Aye

11. City Council Resolution No. 2021-123 - This item was moved up on the agenda via the approval of the agenda. Presented and adopted prior to item #6 above.
12. City Council Resolution No. 2021-124 - A resolution of the City Council of the City of Lake City, Florida, constituting the fiscal year 2021-22 preliminary fire assessment resolution; relating to the provision of fire protection services, facilities and programs in the City of Lake City, Florida; confirming previous resolution as amended; reimposing fire protection assessments and establishing fire protection not-to-exceed assessment rates; directing the preparation of the preliminary assessment roll; authorizing a public hearing and directing the provision of notice thereof; and providing an effective date. **Mr. Greene made a motion to adopt City Council Resolution No. 2021-124, constituting the fiscal year 2021-22 preliminary fire assessment resolution; relating to the provision of fire protection services, facilities and programs in the City of Lake City, Florida; confirming previous resolution as amended; reimposing fire protection assessments and establishing fire protection not-to-exceed assessment rates; directing the preparation of the preliminary assessment roll; authorizing a public hearing and directing the provision of notice thereof. Mr. Hill seconded the motion. A roll call vote was taken and the motion carried.**

Mr. Greene	Aye
Mr. Hill	Aye
Mr. Jefferson	Aye
Mr. Sampson	Aye
Mayor Witt	Aye

#### OTHER ITEMS

13. Discussion and Possible Action - Extension of State of Emergency (Mayor Witt)

Mayor Witt asked if the City needed to readdress this and asked the members if they would like to do anything different.

Mr. Greene stated this would be a question for the City Manager. He stated City Hall was previously closed, and inquired about the City's Covid policy.

Interim City Manager Ami Mitchell Fields reported there are five employees actively sick, and five coming back to work soon. She stated the City would maintain CDC guidelines and City Hall is fully open.

14. Discussion and Possible Action - Selecting a firm to assist in City Manager search (Mayor Witt)

Mayor Witt stated information for five (5) firms were emailed out today and asked members to review with the topic coming back at the next meeting.

DEPARTMENTAL ADMINISTRATION

Emergency Walk-on Item – Refurbishment and upgrade for generators

Mike Osborne addressed Council and stated this Emergency Walk-on Item is for the refurbishment and upgrade proposal is to receive from Xylon, one of the Ozone Generators. He stated one generator is extremely close to failing, and it would take 6-8 weeks to get the items manufactured. The cost to refurbish and upgrade would be \$124,770.00, with the funding source being funds leftover from the well infrastructure. **Mr. Greene made a motion to approve the Emergency refurbishment and upgrade of the Ozone generator at the Water Treatment Plant in the amount of \$124,770.00. The motion identifies the funding source as budgeted funds from the well project. Mr. Sampson seconded the motion. A roll call vote was taken and the motion carried.**

Mr. Greene	Aye
Mr. Sampson	Aye
Mr. Jefferson	Aye
Mr. Hill	Aye
Mayor Witt	Aye

15. Discussion and Possible Action - Fire Pension Board Appointee (Donna Duncan)

Donna Duncan addressed Council and stated she would be filing the annual report for pensions. She reported the number of Board members currently sits at four (4) members and the Fire Pension Board needs five (5) members.

Members were asked to consider a person to serve in this role.

16. Discussion and Possible Action - City's options to deal with complaints regarding the homeless in downtown (Ami Fields)

PUBLIC COMMENT- Glennel Bowden addressed Council and stated the City needed to be as compassionate as possible regarding the homeless.

Interim City Manager Ami Mitchell Fields reported there is a homeless issue and no ordinance so options are limited. She stated there needs to be an ordinance from the City Council, to create a space for the homeless.

Mr. Sampson concurred this is a real problem for business owners and agreed there needs to be an ordinance to provide balance and safety.



Mr. Greene suggested appealing to Church pastors and faith-based leaders.

Chief Gilmore stated she has been meeting for two years with a Committee via the United Way to come up with solutions. This group recently toured the Ability House in Jacksonville to see if something similar could be done in Lake City. Chief Gilmore reported County Manager David Kraus has committed funds to coming up with a solution. She stated there will be a Homeless Services Summit at the American Legion on Tuesday, August 31, 2021, from 9AM-12PM and encouraged the members to attend.

PUBLIC COMMENT: Anthony Newton suggested incorporating the help and expertise of a mental health expert to help the homeless.

PUBLIC COMMENT: Rachel Walker addressed Council and requested funding to research and determine the need for public transportation. She reported this research would show there is a need for public transportation.

COMMENTS BY COUNCIL – None

#### ADJOURNMENT

**All matters having been handled, the meeting adjourned at 7:14 PM on a motion made and duly seconded.**

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Stephen M. Witt, Mayor/Council Member

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Audrey Sikes, MMC City Clerk

**File Attachments for Item:**

4. Council Member Todd Sampson Institute for Elected Municipal Officials Certificate of Completion (Mayor Witt)

# IEMO



## Certificate of Completion

May 7-9<sup>th</sup>, 2021 • Tampa, FL

*Presented to*

**Todd Sampson**

Councilmember

*City of Lake City*

**File Attachments for Item:**

5. City Council Ordinance No. 2021-2199 (final reading) - An ordinance of the City of Lake City, Florida, pursuant to Petition No. ANX 20-03, relating to voluntary annexation; making findings; annexing certain real property located in Columbia County, Florida, which is reasonable compact, and contiguous to the boundaries of the City of Lake City, Florida, into the boundaries of the City of Lake City, Florida; providing severability; repealing all ordinances in conflict; and providing an effective date.

Passed on first reading on 8/2/2021

ORDINANCE NO. 2021-2199

AN ORDINANCE OF THE CITY OF LAKE CITY, FLORIDA, PURSUANT TO PETITION NO. ANX 20-03, RELATING TO VOLUNTARY ANNEXATION; MAKING FINDINGS; ANNEXING CERTAIN REAL PROPERTY LOCATED IN COLUMBIA COUNTY, FLORIDA, WHICH IS REASONABLY COMPACT, AND CONTIGUOUS TO THE BOUNDARIES OF THE CITY OF LAKE CITY, FLORIDA, INTO THE BOUNDARIES OF THE CITY OF LAKE CITY, FLORIDA; PROVIDING SEVERABILITY; REPEALING ALL ORDINANCES IN CONFLICT; AND PROVIDING AN EFFECTIVE DATE

WHEREAS, the owner of certain real property more particularly described herein below, has petitioned that the same be voluntarily annexed and incorporated into the boundaries of the City of Lake City, Florida, hereinafter referred to as the City.

NOW, THEREFORE, BE IT ORDAINED BY THE PEOPLE OF THE CITY OF LAKE CITY, FLORIDA, AS FOLLOWS:

Section 1. Pursuant to a petition, ANX 20-03, by Hunter Farm Properties, LLC, the owner of real property, as described below and depicted on Schedule A: Location Map, attached hereto and incorporated as part of this ordinance, which real property is contiguous to the existing boundaries of the City and is reasonably compact, has petitioned the City to have said real property annexed into the City.

Parcel No. 03-4S-17-07593-000

A parcel of land lying in Section 3, Township 4 South, Range 17 East, Columbia County, Florida. Being more particularly described, as follows: The Southeast 1/4 of said Section 3.

Containing 154.00 acres, more or less.

LESS AND EXCEPT:

A parcel of land lying in Section 3, Township 4 South, Range 17 East, Columbia County, Florida. Being more particularly described, as follows: Commence at the intersection of the South line of said Section 3 and the West right-of-way line of County Road 245; thence North 1,120.00 feet, along the West right-of-way line of said County Road 245, for the Point of Beginning; thence West 350.00 feet; thence North 750.00 feet; thence East 350.00 feet to the West right-of-way line of said County Road 245; thence South 750.00 feet, along the West right-of-way line of said County Road 245, to the Point of Beginning.

Containing 6.03 acres, more or less.

All said lands containing 147.97 acres, more or less.

Section 2. The City Council of the City of Lake City, Florida, hereinafter referred to as the City Council, finds that the petition bears the signatures of all owners of the real property in the area proposed to be annexed.

Section 3. The City Council finds that the real property, described in Section 1 above, presently is contiguous to the boundaries of the City that said real property meets the criteria established by Chapter 171, Florida Statutes, as amended, and that said real property should be annexed to the boundaries of the City.

Section 4. The real property, described in Section 1 above and depicted on Schedule A: Location Map, attached hereto and incorporated as part of this ordinance, is hereby annexed to the boundaries of the City, and said real property in every way is a part of the City.

Section 5. The boundaries of the City are hereby redefined to include the real property described in Section 1 hereof.

Section 6. Annexation. The real property, described in Section 1 above, shall continue to be classified as follows:

RESIDENTIAL, VERY LOW DENSITY (1 dwelling unit per acre) under the land use classifications as designated on the Future Land Use Plan Map of the County Comprehensive Plan and classified as RURAL RESIDENTIAL, RURAL (RR) under the zoning districts as designated on the Official Zoning Atlas of the County Land Development Regulations until otherwise changed or amended by appropriate ordinance of the City.

Section 7. Effective January 1, 2022, all real property lying within the boundaries of the City, as hereby redefined, shall be assessed for payment of municipal ad valorem taxes, and shall be subject to all general and special assessments.

Section 8. All persons who have been lawfully engaged in any occupation, business, trade or profession, within the area, described in Section 1 above, upon the effective date of this ordinance under a valid license or permit issued by the County and all other necessary state or federal regulatory agencies, may continue such occupation, business, trade or profession within the entire boundaries of the City, as herein defined, upon securing a valid occupational license from the City, which shall be issued upon payment of the appropriate fee, without the necessity of taking or passing any additional examination or test which otherwise is required relating to the qualification of such occupations, businesses, trades or professions.

Section 9. The City Clerk is hereby directed to file, within seven (7) days of the effective date of this ordinance, a certified copy of this ordinance with the following:

- a) Florida Department of State, Tallahassee, Florida;
- b) Florida Office of Economic and Demographic Research, Tallahassee, Florida;
- c) Clerk of the Circuit Court of the County;
- d) Chief Administrative Officer of the County;
- e) Property Appraiser of the County;
- f) Tax Collector of the County; and
- g) All public utilities authorized to conduct business within the City.

Section 10. Severability. If any provision or portion of this ordinance is declared by any court of competent jurisdiction to be void, unconstitutional or unenforceable, then all remaining provisions and portions of this ordinance shall remain in full force and effect.

Section 11. Conflict. All ordinances or portions of ordinances in conflict with this ordinance are hereby repealed to the extent of such conflict.

Section 12. Effective Date. This ordinance shall become effective upon adoption.

PASSED UPON FIRST READING on the 2nd day of August 2021.

PASSED AND DULY ADOPTED UPON SECOND AND FINAL READING, in regular session with a quorum present and voting, by the City Council this 16th day of August 2021.

Attest:

CITY COUNCIL OF THE  
CITY OF LAKE CITY, FLORIDA

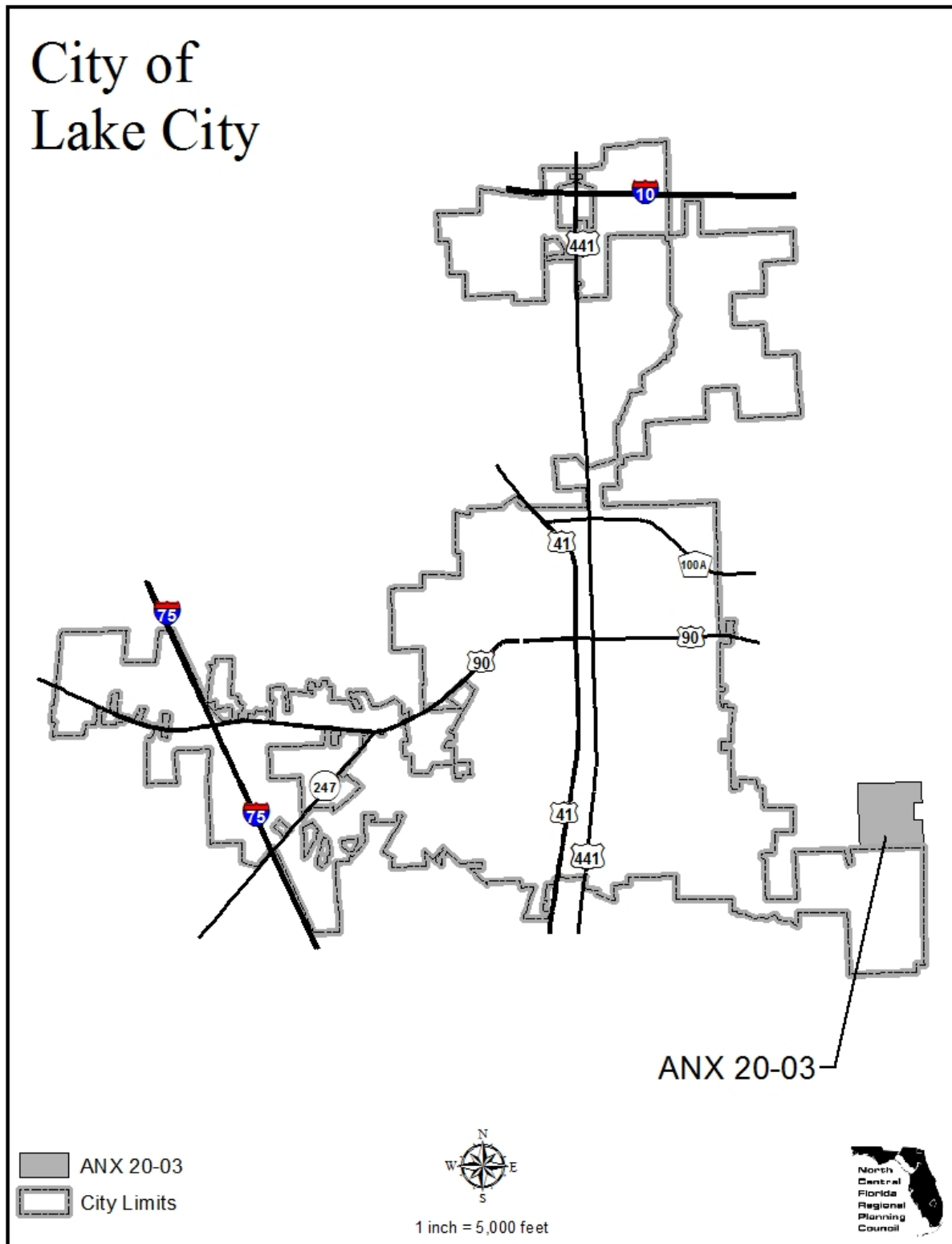
\_\_\_\_\_  
Audrey Sikes, City Clerk

\_\_\_\_\_  
Stephen M. Witt, Mayor

APPROVED AS TO FORM AND LEGALITY:

\_\_\_\_\_  
Fred Koberlein Jr., City Attorney

Schedule A: Location Map



**Record of Vote on First Reading**

	For	Against	Absent	Abstain
Stephen Witt, Mayor/Council Member	<u>✓</u>	_____	_____	_____
Chris Greene, Council Member	<u>✓</u>	_____	_____	_____
Jake Hill, Jr., Council Member	<u>✓</u>	_____	_____	_____
Eugene Jefferson, Council Member	<u>✓</u>	_____	_____	_____
Todd Sampson, Council Member	<u>✓</u>	_____	_____	_____

**Certification**

I, Audrey Sikes, City Clerk for the City of Lake City, Florida, hereby certify that the above record vote is an accurate and correct record of the votes taken on the Ordinance by the City Council of the City of Lake City.

  
\_\_\_\_\_  
AUDREY E. SIKES, MMC  
City Clerk

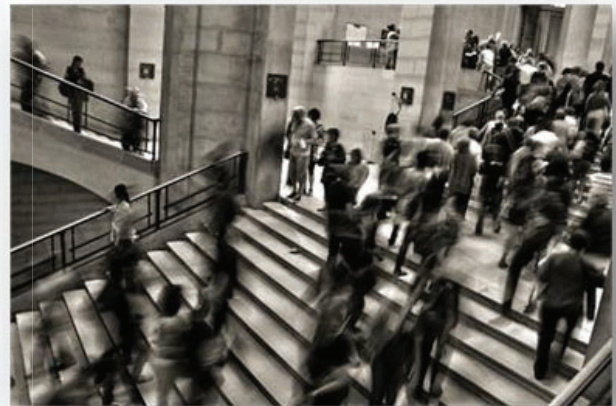
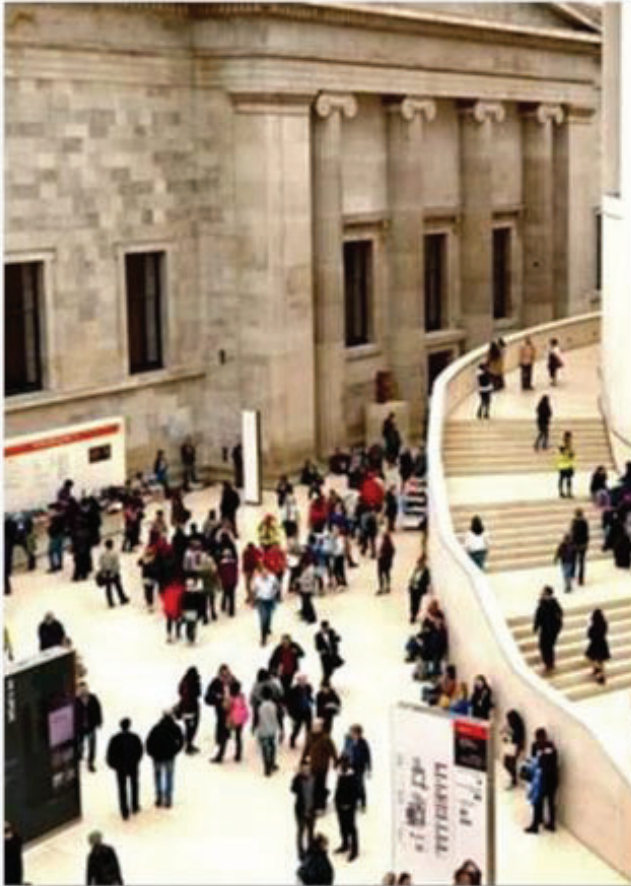


**File Attachments for Item:**

7. Discussion and Possible Action - Selecting a firm to assist in City Manager search (Mayor Witt)

# ADK

## ADK Introduction



### Let Us Help You Find Your City/County/Regional Leaders

- Executive Leadership
- Finance and Administration
- Strategy
- Legal
- Human Resources
- Economic Development
- Information Technology
- Marketing & Communications
- Planning & Engineering
- Operations & Facilities
- Chamber of Commerce
- Safety & Security

ADK is an industry leader in executive recruiting and organizational development. With an over 98% placement record, our roots date back to our incorporation in 2003 in Jacksonville, Florida.

Our early success in identifying and providing outstanding leaders has not only enhanced our clients' organizations but provided a positive impact on their communities and regions. Many of these executive placements have affected legislation on the national level and are recognized as industry top leaders.

*Over half of ADK's clients are cities and counties. We understand their procurement processes and human resource requirements. ADK has placed over 110 airport CEOs since 2003. We have successfully conducted well over 300 senior executive level searches in many industries, which is why over 80% of our business comes from repeat clients.*

## Our Growth – Expanded Industries & Services

ADK has grown to serve other industries including cities, counties, special districts, transit, industry associations, airports, authorities, and private sector. Due to requests from our clients, board members, representatives of city/county governing bodies and others, we've expanded our services to include our HR Solutions services and our international joint venture with the Kilpatrick Group in Lugano, Switzerland, providing worldwide search and HR services through our sister company, ADK International.

### Services We Provide:

- Full Service Executive Search, Recruitment & Consulting
- HR Assisted Executive Searches
- ADK Staffing Solutions
- Organizational Evaluation & Development
- Compensation & Job Description Studies
- Interim / Transitional Management / Temporary HR Services
- Team Analysis, Coaching & Leadership Development
- Succession Planning
- Pre-Hiring Screening
- Performance Management



## Client Input & Communication

We attribute our success to active participation and consultation with our clients. Whether a consulting or recruitment project, we understand there are unique differences that reflect the history, culture, current needs, and strategic vision of your organization. We become your working partner in the process and communicate with you every step of the way.

## Over 80% of Our Business Comes from Repeat Clients

Our reputation speaks for itself. We have an enviable record for staying on schedule and completing projects on time. We are happy to provide references!

---

*ADK is continuously flexible and responsive to SJC's executive staffing and recruitment needs. Their value-added approach is both attentive and supportive, providing a balanced focus on client needs and candidate experience. They use the latest tools and technologies to ensure that hiring managers have exceptional candidate pools that are both thoroughly vetted and thoughtfully matched to their client's needs.*

*~Matt Shelton, Human Resources Manager San José International Airport  
City of San José, CA*

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### Our Philosophy

Our goal is 100% customer satisfaction. To achieve that goal, we constantly remind ourselves of our founding principles and guidelines:

**Partnership:** partner with our clients at the onset of the search or consulting process as well as beyond for their success.

**Expert Knowledge:** fully understand current and impending senior management and leadership issues with a talented team of experienced and human resources staff.

**Proven Methodology:** use proven and innovative recruitment techniques, including marketing, sourcing, outreach, assessment, and thorough screening processes.

**Exceptional Service:** implement customized attention to detail coupled with comprehensive communications to our clients.

**Superior Value:** provide quality services at a fair and reasonable cost to our clients.

**Lasting Relationships:** maintain a robust network of professional colleagues.

**Outstanding Results:** provide our clients with candidates or consulting solutions that exceed our customers' expectations.

### Search Services

---

We offer a variety of search options to allow you the best search process to fit your organization, timeline, and budget. Regardless of the service selected, we provide the highest level of service, dedication, and results. We are committed to being nimble and flexible to meet the needs of all of our clients. We are dedicated to their success.

[For Search Testimonials: Click Here](#)

### HR Solutions

---

Our team can deliver expert HR solutions at every stage from strategy, to pre-hire, interim positions, organizational development, team assessment, transitional management and more.

[For testimonials: Click Here](#)



## Our Team

### Executive Leadership Team



Doug Kuelpman  
President /  
Chief Executive Officer



Annell Kuelpman  
Chair / Chief  
Operating Officer



Blake Astran  
J.D. Vice  
President,  
Business  
Operations



Vicki Floyd  
Director of  
Administration



Ann Roberts  
Director,  
Marketing &  
Research

### Management & Operations Team



Linda Frankl  
AAE  
Senior Project  
Manager



Rod Dinger  
AAE  
Senior Project  
Manager



Kenneth  
Gwyn  
AAE  
Senior  
Project  
Manager



Dan Sprinkle  
AAE  
Senior  
Project  
Manager



Cindy Chase  
SHRM-SCP  
Sr HR  
Consultant



Christine Santiago  
SHRM-SCP  
Sr HR  
Consultant



Nedra Farrar Swift  
IPMA-CP,  
SHRM-SCP  
Sr HR  
Consultant



Barry Bratton  
AAE  
Associate



Jim Samuels  
Information  
Technology



Katy Vaughn  
Marketing Design  
Social Media  
Editor



Jennifer Sharp  
Communications  
Coordinator



Shannon Tutt  
Administrative  
Assistant



Stephanie  
Adams  
Researcher

**Our Team** has decades of experience in the following:

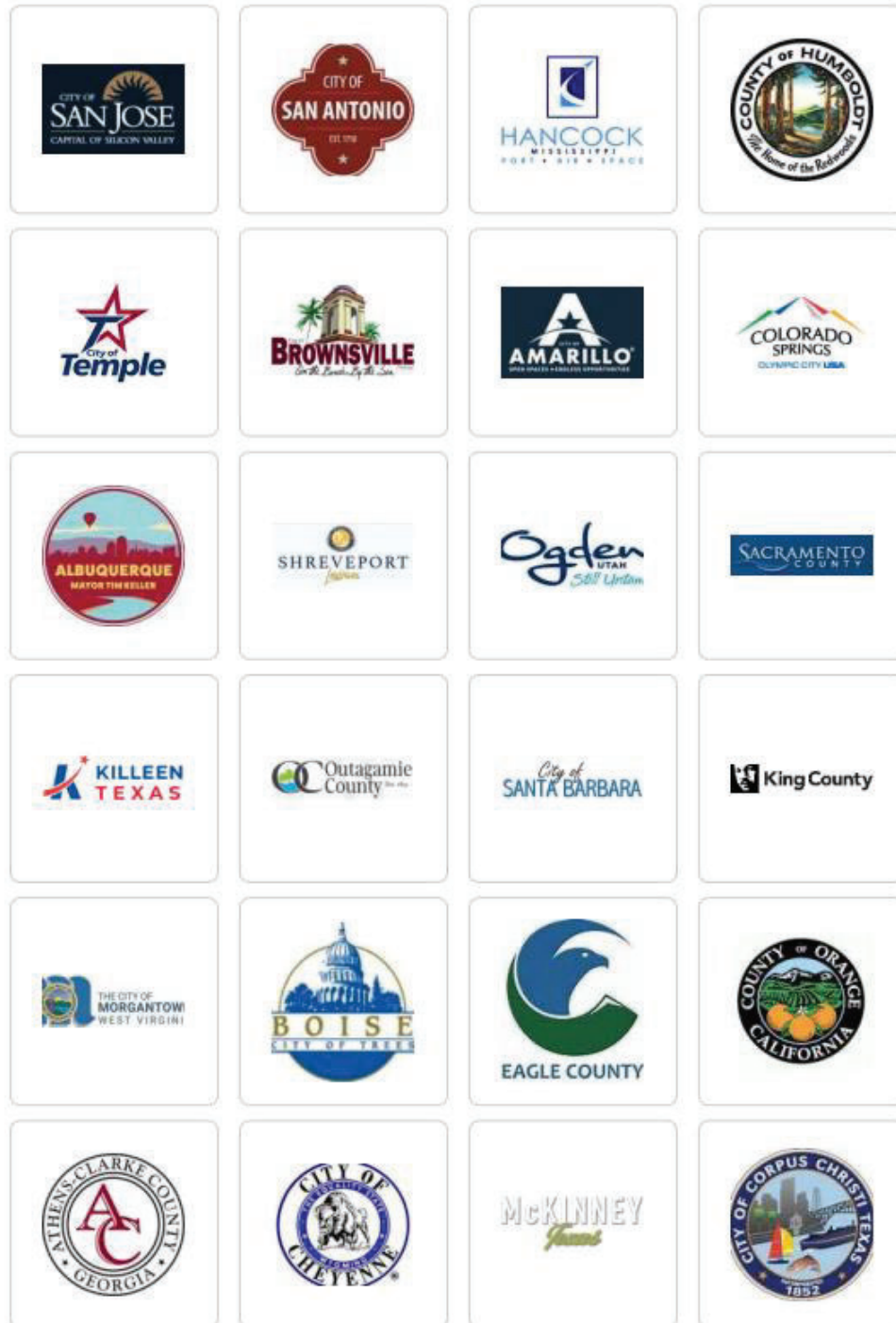
- Executive Recruitment
- Human Resources
- Solutions, Strategic/Business Management
- Organizational Leadership Publicly Elected Board experience
- Compensation Studies
- Information Technology
- Marketing
- Research
- Sourcing and more!

Click [here](#) for bios.



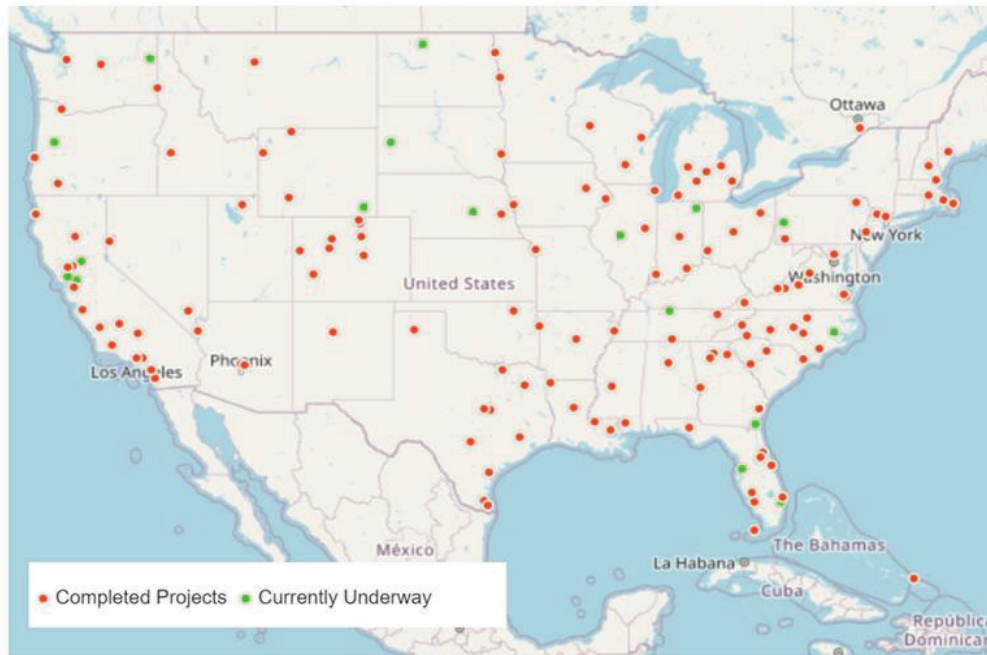
*"Our clients are our reason for our existence. When they express a need, we listen."*  
*~Doug Kuelpman, President / CEO, ADK Consulting & Executive Search*

## Some of our Clients



... And More! Click [here](#) for a complete list.

## Where We've Worked



## Contact Us:

### **ADK Consulting & Executive Search**

PO Box 330906  
Atlantic Beach, FL 32225  
844-577-4400

### **Douglas Kuelpman, President / CEO**

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F: 904.527.8398  
[doug@adkexecutivesearch.com](mailto:doug@adkexecutivesearch.com)

### **Annell Kuelpman, Chair / COO**

P: 904.536.8102  
F: 904.527.8398  
[annell@adkexecutivesearch.com](mailto:annell@adkexecutivesearch.com)

### **Blake Astran, J.D., Vice President – Business Operations**

P: 240.338.4800  
[blake@adkexecutivesearch.com](mailto:blake@adkexecutivesearch.com)

### **UPS or FedEx Deliveries:**

ADK Consulting, Inc.  
802 Providence Island Ct.  
Jacksonville, FL 32233

### **Visit Us Online:**

<https://adkexecutivesearch.com>

*Thank you for your consideration!  
We look forward to working with you!*



# **Proposal for Executive Search Services**

**City Manager  
Lake City, Florida**



**Prepared for the City of  
Lake City**

by

**ADK Consulting and Executive Search**

**July 30, 2021**

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## **Proposal for Executive Search Services**

**City of Lake City, Florida**

**City Manager**

**July 30, 2021**

ADK Consulting & Executive Search (ADK) is pleased to offer its Full-Service executive search services to the City of Lake City, Florida (Client) in response to its verbal request for proposal.

## **ADK Consulting & Executive Search**

### **Objectives**

The objective of our ADK Team is to assist in filling positions with the best talent and cultural fit available.

We believe that working collaboratively and understanding the client's organization, the position to be filled, and the needs of the client are critical to finding the best fit candidates.



## Executive Summary

ADK is an industry leader in executive recruiting and organizational development. Our roots date back to our incorporation in 2003 in Jacksonville, FL. Our early success in identifying and providing outstanding leaders not only enhanced our clients' organizations but made a positive impact on their communities and regions. Many of our executive placements are recognized as top leaders in the industry associations, affecting policy, best practices and legislation on the national level.

Our early success in identifying and providing outstanding leaders has not only enhanced our clients' organizations but provided a positive impact on their communities and regions. Many of these executive placements are recognized as industry top leaders in their areas of expertise.

The testimony for any search organization is the success and repeat business that has been achieved between them and their clients. Repeat clients account for over 80% of our projects since 2003. We are honored that we have performed multiple searches for many of our clients and are the "go to" firm for their ongoing HR solutions. We have filled many positions in Human Resources, Financial/Accounting, and a variety of public sector-centric positions.

### ADK Team

The ADK Team, with 19 professionals, has decades of experience in executive recruitment, organizational reviews, compensation studies, business strategies / strategic planning, succession planning, board experience, and interim management, just to name a few. We have the knowledge and expertise to recruit the best fit executives for our clients and continually strive to exceed both client and candidate expectations. Our search managers developed their roots working at airports and other public sector organizations prior to ADK and are fully committed to providing the highest level of service and results in the recruitment and development of your leadership team. Just ask *any* of our clients.



## ADK Executive Leadership Team

### **Doug Kuelpman**

#### **President / Chief Executive Officer**

Doug is the founder and co-owner of ADK. Doug has over thirty years of experience in the aviation industry and eighteen years in the executive recruiting industry. In 2003, he started ADK Consulting & Executive Search, specializing exclusively in airports. Prior to starting ADK, he was with UPS Airlines for eighteen years. As Vice President, he was a member of the initial startup team for the airline. Doug holds a bachelor's degree from the University of Washington, served as an engineering officer in the U.S. Navy, and is a licensed commercial pilot with instrument ratings.

### **Annell Kuelpman**

#### **Executive Vice President / Chief Operating Officer**

Annell is co-owner of ADK. She has over thirty years of recruitment experience and provides leadership for strategic planning initiatives including innovative recruitment processes. Her early career and success in commercial real estate and consulting business led to recruiting, marketing, training and business development for private companies and business development and coaching for individuals. Annell holds a bachelor's degree from the University of Kentucky.

### **Blake Astran, J.D.**

#### **Vice President, Business Operations**

Blake has years of executive recruiting experience primarily focusing on public sector clients including aviation, transportation, and local governments. Prior to joining ADK, Blake practiced law in both the public and private sectors, with a concentration on criminal law. Most recently, Blake was a senior associate at Krauthamer & Associates, Inc. He received his bachelor's degree from the University of Florida and Juris Doctorate from Barry University.

### **ADK Team Approach**

Every search is assigned a team of professionals and is led by a Senior Project Manager with years of experience working at airports prior to joining ADK. All search managers have proven project management experience in recruiting. Included on the team is an experienced assistant project manager, a SHRM certified HR specialist, a sourcing strategy specialist, an advertising coordinator, and administrative support staff. All members of the entire ADK team have input to every search. See a complete list of our team bios at: [Our ADK Team](#)

## Key Elements for Every Search

***Our focus is on top performers*** directing our principal energy and attention to the candidates who show highest potential of a good match for this position. At ADK, we target and identify top performing industry professionals who demonstrate a proven track record of success and best cultural fit for your organization. ADK's recruitment plan below can be tailored or amended to meet the Client's needs and/or expectations.

### **Communication:**

We strongly believe that communication with our clients and candidates is essential to a successful search. Throughout the search, we communicate with our clients and candidates so that we all have the same shared expectations.

### **Hot Buttons:**

At the start of the search we schedule a "Hot Buttons" discussion that includes our client (Hiring Manager and/or Executive Sponsor) and those associated with the search as well as our Project Manager and the Team that will work closely on the search. We will collectively determine the profile of what you are looking for in your new hire, discuss your expectations, express your priorities for the position, define the exceptional qualities that you want to see in your new hire, and learn about your culture. The information we gather will help our team build their strategic approach for the search. With the development and posting of a recruitment brochure, we will develop a firm timetable for the search.

### **Direct Sourcing Strategy and Team Approach:**

Every search is touched by multiple members of our team working collaboratively on all of our searches. The assigned Project Manager and Project Team who are responsible for your search thoughtfully create a target list of known potential candidates and a list of organizations that will most likely provide the best fit candidates for the position. Our team has an incredibly large network in the industry and first-hand knowledge of key leaders and resources throughout the country. Our role is to make the opportunity known to passive candidates. Personal contact is critical to success in recruiting these candidates.

### **Unmatched Database:**

We have been developing a database of industry professionals since 2003. It currently includes nearly 60,000 professionals. We electronically contact nearly 40,000 subscribers announcing our searches through our widely read e-newsletter. We believe our database is unmatched because we make a concerted effort to keep contact information current and continually add new subscribers through our website and new applicants for our many C-level searches.



## Key Elements for Every Search

### Our focus is on top performers... (Continued)

#### **Diversity, Equity, and Inclusion:**

We are committed to the advancement of the principles of diversity, equity and inclusion. We believe that the most diverse candidate pool starts with our own intentional, thoughtful and targeted personal outreach which is an extremely important role and responsibility of our ADK Team. Our firm belief is that organizations that employ/promote people of different genders, ages, races, cultural backgrounds, languages and national origins offer creativity, problem-solving, engagement, innovation, strategic thinking, better decisions and improved results. Our role and commitment to ourselves and to our clients is to promote an inclusive culture where every individual is valued, respected, and supported and everyone has the opportunity to achieve their potential.

#### **Internal Candidates and External Candidates:**

We are your partner in this search irrespective of the source of the candidates. Many of our searches include internal candidates and our client has the opportunity to see how their internal candidates compete on the national level. If candidates are generated internally or if Client receives applications/résumés directly, they should be referred to ADK to be included in the overall candidate pool. All candidates are assessed on their own merits.

#### **Applicant Tracking System (ATS):**

Candidates submit directly through our website to our secure online applicant tracking system, iCIMS, that is used by companies such as Amazon and Microsoft. At this location, candidates are requested to respond to initial screening questions that give us additional information about their background and qualifications related to the position that are not necessarily obvious in their résumé. Our screening process moves through various phases where our Project Manager advances the candidates to next steps including written responses to essay questions and self-directed video interviews explained in Phase 2 Screening. Top candidates and their screening materials are shared with our client through our dedicated Confidential Client Portal when Client wants to see them.

#### **Notification:**

ADK has an outstanding reputation for keeping candidates apprised of their status throughout the search process. After the search, those who seek guidance as to their possible shortcomings are given a courteous and professional response. Many candidates have expressed appreciation over the years for our thoughtful, helpful guidance.

# Full-Service Summary

Any search level can be **customized** to fit client’s needs, timeline and budget .

## Full-Service Search

- Visits to Client (not including travel expenses)
- Phase 1: Candidate Pool Development
- Phase 2: Screening Levels 1, 2, and 3
- Phase 3: Screening Level 4
- Phase 4: Interviews and Negotiations
- A-Z Recruitment includes Final Selection Support and Offer Acceptance
- Consultation and communication with Client throughout process
- Placement Guarantee as outlined on Page 15



# Work Scope

## Phase 1: Candidate Pool Development

### Candidate Pool Development

***Our objective is to attract*** as many top quality candidates as possible by casting as wide a net. We believe the best finalists come from being thoughtful in our outreach to find outstanding candidates who may or may not be looking for a job.

#### 1.0 Human Resources Compliance

ADK will work with Client and ensure compliance with Client's Human Resources processes regarding applications, testing, and timing.

#### 1.1 Recruitment Brochure Development & Posting

The development of a comprehensive and outstanding recruitment brochure is synonymous with ADK. It allows interested candidates to learn about the community, the organization, and the Position Profile that establishes what is being sought in your ideal candidate. A link to the brochure will be provided for posting on Client's website if applicable. The posting of the brochure is the "official kick-off" of the search campaign and the basis of the timeline.

#### 1.2 ADK Network and Direct Sourcing

ADK retains staff who are industry specialists for a reason. We are widely known throughout the U.S., have personal knowledge of available talent, and know what the typical requirements are for the positions we are retained to help fill. We use our direct outreach process to actively recruit qualified and diverse candidates for this position. Our knowledge of the industry and nationwide outreach also allows purposeful involvement of women and minority candidates in our selection pool.

Many of the most talented candidates we have placed come from our direct sourcing and targeted outreach through personal and direct telephone contacts as well as our industry leading e-newsletter. Our role is to make this position known to a wide universe of potential applicants and to cultivate an interest in the vacancy. The quality and diversity of the final list of candidates is totally dependent on the qualifications of the initial candidate pool; hence, the amount of time we spend on candidate pool development is critical to the success of our search process.

#### 1.3 Marketing & Advertisment

We will post electronic recruiting ads with appropriate national organizations and other mediums as determined necessary and appropriate in consultation with the Client. Ads attract people who are typically looking for a move and sometimes these ads reach potentially good candidates by word of mouth through this process. We capture passive candidates through our ADK e-Newsletter that is widely read by nearly 60,000 subscribers; and through our team strategy and targeted approach.

## Work Scope

### Phase 2: Screening

**ADK uses a variety of tools** to assesses all candidates, internal and external. Through our vetted and thorough screening phases, we assess background and skill sets, level of enthusiasm for the position, cultural and personality fit, reputation, and leadership style. We determine the closest match to background and experience that is relevant to the position.

#### **Level 1 Screening:**

##### **2.0 Job Specific Questionnaire:**

These questions are the first screening questions that are presented to the candidates at the time they apply. They are quick multiple choice questions that tell us whether the candidate meets the minimum qualifications for the position as developed with Client's input.

##### **2.1 Résumé Review:**

Résumés are reviewed by the Project Manager and the Assistant Project Manager.

##### **2.2 Next Steps:**

Top candidates meeting the qualifications and expectations are moved to the next stage of ADK's screening process.

#### **Level 2 Screening:**

##### **2.3 Client's Application (if required)**

If Client has a required application process, candidates will be notified via email and an included link that leads to the Client's application that must be filled out to be considered for this position. Candidates will be notified that this application does not come to ADK.

##### **2.4 Questionnaire**

Candidates will be asked to respond to essay questions at this point. These supplemental responses give us additional insight into the candidates, how they think, an example of their written communication skills, and more information than is typically found in a résumé.

##### **2.5 Video Recordings**

We provide a 10-12 minute video interview snippet to gain insight into a candidate's presence and demeanor.

##### **2.6 Deliverables**

Candidate submittals and screening results are made available in real-time for easy viewing through the Confidential Client Portal or at the time Client wishes to review them after certain application and/or testing procedures have taken place.

# Work Scope

## Phase 2: Screening

### Level 3 Screening:

#### 2.7 Review of Essay Questionnaires & Video Recordings

The ADK Search Manager and associated team members review all Essay Questions and Recorded Video Interviews and makes recommendations to Client, upon request, based on best match for qualifications, interest level of the candidates, and personality.

#### 2.8 Conversations

The Search Manager explores any areas that may need to be clarified before moving candidates forward.

#### 2.9 Client Consultation

Recommendations to Client for next steps in the client screening on Client’s schedule.

## Work Scope

### Phase 3: Screening

#### **Level 4 Screening**

##### **3.1 In-depth Conversational Interviews and Executive Summaries**

HR conversational interviews are conducted by one of our SHRM certified team members to obtain a better understanding of each candidate's depth of knowledge in the industry, the personality of each of the candidates, and their enthusiasm for this position. We acquire an in-depth understanding of the candidate's communication, management and leadership style through our conversational interviews and provide our Client an interview summary as another tool in the toolbox.

##### **3.2 Executive Summaries**

The Project Manager will provide Executive Summaries on the top candidates that will include all of the information we have developed during the search.

##### **3.3 Internet Media**

We research and investigate the candidates using media search engines looking for any questionable items/red flags that need to be considered so there are no surprises.

##### **3.4 References**

Verifiable references are generally performed after the selection of the final list of candidates upon request of Client. Professional references give us a great deal of supporting information about the candidates. We look for consistency in remarks and gain insight into how the person is perceived by others in a working environment. These may provide areas to be explored during the final interviews.

##### **3.5 Client Consultation**

Consultation with Client and recommendations for final interviews.

## Work Scope

### Phase 4: Interviews & Negotiations

## Final Interviews & Negotiations

### 4.0 Assessments

ADK has certified assessors with years of experience in utilizing a variety of assessments. We conduct a research-validated assessment that offers personalized insights into the candidates' motivations and communication styles. Assessments should not be over-weighted in the overall analysis but are simply one more tool in the toolbox. A full-service search will include DISC assessments for the candidates invited for final interviews. Additional assessments are available for an additional fee.

### 4.1 Background Checks (Optional)

Many clients prefer to do their own background checks or may have their own regulatory requirements to perform a background check when someone is being hired. There are some states, cities, and counties that have passed regulations prohibiting background checks until someone is selected for a position. At Client's request, ADK will perform background checks (credit, criminal, education, and motor vehicle) through our third party provider (ISP) for an additional fee. See compensation section for details.

### 4.2 Final Interviews

ADK has years of experience in assisting and conducting final interviews for our clients. We will collaborate with the Client to assist in the final interview process commensurate with Client's established processes and preferences. We can assist in helping to plan and be a part of the interview process, prepare the hiring manager for the interviews, handle the logistics for the candidates, and provide specific targeted questions to be used by Client, as needed and requested.

### 4.4 Negotiations and Close-out

Negotiations and hiring assistance are natural for us. While some clients prefer to do their own negotiations, we always offer assistance upon request from our clients for all of our searches. This service is as simple as consulting on terms of the offer to providing full negotiations through an acceptance of an offer between the Client and the selected candidate.

## Compensation

### ADK Professional Fees are for Retained Search Services

**Full Service Search Fee: 28% of guaranteed base salary only.**  
**(Excludes benefits, bonuses, and any other compensation for the position)**

Included:

- Visits to Client (not including travel expenses)
- Phase 1: Candidate Pool Development
- Phase 2: Screening Levels 1, 2, and 3
- Phase 3: Screening Level 4
- Phase 4: Interviews and Negotiations
- A-Z Recruitment includes Final Selection Support and Offer Acceptance
- Consultation and communication with Client throughout process
- Placement Guarantee as outlined on Page 16

Installments for **Full-Service** searches are:

- Installment 1: One-third billed immediately and due upon recruitment brochure posting.
- Installment 2: One-third due 30 days after recruitment brochure posting.
- Installment 3: One-third due after contract completion.

This pricing structure is valid for 90 days from the date of this proposal. Optional add-on services are offered for additional fees if requested.

Terms: Net 30 days. Late fees accrue on payments that are over 30 days late at 1.5% per month.

Continued Next Page...

## Compensation (Continued)

### Options:

If Client desires that ADK perform additional services, we will provide a quote to you for any additions to the Work Scope you may need or bill on a time and material basis at our rate of \$150.00 per hour. Multiple searches performed under the same contract qualify for a discount. Contact ADK for more information.

Background checks are optional. Background checks are performed by our 3rd party provider, ISP Pro Mesa. Checks include criminal, credit, education, and motor vehicle checks. Checks normally take 3-5 business days to complete after receipt of consent from candidate. Background checks can be provided at \$300.00 per candidate upon request from Client.

### Additional Recruitments:

Any additional staff placements by Client that occurs within 12 months of a placement whereby the candidate was identified in this specific recruitment process, shall incur an additional fee of \$10,000.00.

### Travel Expenses:

The professional fees above do not include any travel related expenses. With client's approval, ADK's Search Manager will travel to client's location as part of the search process. Client will be invoiced for applicable travel expenses at cost.

### Compensation Parameters:

- We do not add *any* overhead fees to the fees described above.
- This is not a contingency search. ADK's fees are consistent with the standards of the retained search profession.
- ADK is due full payment of the professional fee above regardless of the source of the candidate chosen by Client to fill the position.
- Out-of-pocket expenses, as approved and requested by Client in writing, for ADK travel, lodging, and search committee meeting expenses are billed separately at cost.
- There is no charge for video recordings.
- We do not charge an additional fee for administrative and clerical support, teleconferencing, office copies, and computer/telephone usage.
- We do charge, at cost, for reproduction, binding, and courier services if requested by Client.
- All deliverables are provided to Client at no cost electronically.
- Reimbursement of candidate travel expenses *is the responsibility of Client*.

## FAQs

### ➡ Do you have a Placement Guarantee?

Yes...we stand behind our full-service searches with a powerful, but remarkably simple, guarantee. Should a candidate leave (except for health related issues) or be terminated for cause<sup>1</sup> (with supporting documentation such as a termination letter) within the first year after they begin their new position, we will conduct another search to replace the individual at:

- No charge if departure is within the first 4 months;
- 25% of the professional fee paid for the initial search within 5-8 months of start date; or
- 50% of the professional fee paid for the initial search within 9-12 months of start date.
- Any travel related expenses approved by Client under the guarantee, would be additional.

<sup>1</sup>For cause: Generally considered as intentional acts of fraud, embezzlement, theft, or material violation of law that occurs within the course of employment; intentional damage to organization assets; intentional disclosure of organization confidential information; intentional breach of organization policies; willful conduct injurious to the organization, monetary or otherwise; and/or willful breach of employee's obligations.

### ➡ Who will be my point of contact and the person responsible for my search?

The Primary Search Manager for overall project oversight and direct responsibility for the search process will be designated, in writing, at the time of a notice to proceed on the contract is received. Doug Kuelpman, President & CEO, will be your Client Manager for the proposal, contracting and financial relationships. Client has the right to approve any proposed placement or replacement of the Primary Search Manager upon request.

### ➡ What does Contract Completion mean?

Contract completion means a job offer has been communicated to and accepted by the selected finalist for either type of executive search.



## FAQs

### ➡ How long will it take to complete the contract?

The posting of the recruitment brochure is the “official kick-off” of the search for the timeline. The time to develop the brochure depends on how quickly the client furnishes the necessary information. Once the brochure is posted, a firm timetable can be provided by ADK for the various phases of the Scope of Work. Variables to be considered for the search schedule include the type of search selected, the process for Client to confirm and approve the recommended candidates, the establishment of the final interview dates, and the actual interview process itself. Holidays, vacations and conference schedules need to be considered as well. Relocation time for the selected candidate also needs to be considered. It is difficult to provide a firm timeline before we have the opportunity to discuss the various process items with our client.

A typical timeline is listed below. If additional flexibility is required, ADK will work with Client to develop appropriate changes.

**Full-Service Search:** 2.5 - 3.0 months from brochure posting to selection.

***Once Client has made a selection, the candidate may have to give 2 weeks to a month notice (or more) to his/her current organization, plus travel time, to relocate to Client’s location.***

### ➡ When does the search “officially” begin?

At the receipt of a Notice to Proceed (NTP). A typical NTP would be in the form of a Purchase Order referencing this proposal, a simple Services Agreement for execution (ADK has one client can use), or a Professional Services Agreement supplied by Client. Any of these will be our “Notice to Proceed”.

### ➡ What are best practices to attract and maintain a strong candidate pool?

Understanding the desired ideal candidate background, level of enthusiasm and traits that fit the culture of the organization are key to develop thoughtful strategies for outreach to develop a strong candidate. Keeping candidates updated on their status on a timely basis is extremely important to maintain the candidate pool. Candidates appreciate being informed and treated with respect and not being left in the dark. They often have other options that we are not aware of and keeping them apprised helps them make better decisions and have a more positive attitude about ADK and our client. Our Clients’ reputations are as important as our own.

## Company Address

### Contact Information

#### Business Address: UPS or Federal Express Deliveries:

Douglas R. Kuelpman  
ADK Consulting, Inc.  
PO Box 330906  
Atlantic Beach, FL 32233

Douglas R. Kuelpman  
ADK Consulting, Inc.  
802 Providence Island Ct.  
Jacksonville, FL 32225

#### Douglas Kuelpman - President/CEO

Phone: (904) 536-8102  
Email: [doug@adkexecutivesearch.com](mailto:doug@adkexecutivesearch.com)

#### Annell Kuelpman - Chief Operating Officer/Chair

Phone: (904) 536-8104  
Email: [annell@adkexecutivesearch.com](mailto:annell@adkexecutivesearch.com)

#### Blake Astran, J.D. - Vice President, Business Operations

Phone: (240) 338-4800  
Email: [blake@adkexecutivesearch.com](mailto:blake@adkexecutivesearch.com)

ADK Website: [www.adkexecutivesearch.com](http://www.adkexecutivesearch.com)

*Thank you for your consideration!  
We look forward to hearing from you.*

# **APCO**

## **International**



## Resume Review

Are you looking to make a career move but not getting calls from employers after you submit your resume? Or do you want to ensure you have an edge in the job market? If the answer is yes, we're here to help with a professional resume review and one-on-one interview coaching session.

### Let Our Expertise Be Your Guide

Getting your resume exactly right is hard work, and it can be difficult to know what or how to say what you've done in your career. Let us help you write an impactful resume to advance you professionally.

Upload your resume and our expert will review it and recommend edits to make it stand out. Next, they will schedule a one-hour coaching call to discuss interview tips, due diligence during your job search and strategy.

### Meet Dr. Steven M. Edwards

With 40 years of work in the law enforcement, criminal justice and leadership fields, Dr. Edwards has experiential and academic knowledge to fine-tune your resume and provide professional development guidance.



Learn more at [apcointl.org/resumereview](https://apcointl.org/resumereview) or email [apcoresumereview@apcointl.org](mailto:apcoresumereview@apcointl.org).

## APCO's CAREER SERVICES

GET STARTED ON YOUR FUTURE TODAY

## APCO's CAREER SERVICES

AGENCIES SEEKING EMPLOYEES | PROFESSIONALS SEEKING JOBS



APCO's Career Center is an unmatched opportunity for jobseekers and employers to connect. Find open positions, submit your resume or post a job today. Members receive discounted job postings.

Learn more at [apcointl.org/careercenter](https://apcointl.org/careercenter).





## APCO Executive Search

Using APCO's industry expertise and connections in emergency communications, Executive Search recruits top-tier talent to take your emergency communications center to the next level of performance. The Executive Search team works as an extension of your organization to identify, recruit and hire the best possible candidates for your agency.

## Key Components of APCO Executive Search



### Development of Executive Profile

APCO works with you to create a profile of the type of executive that is needed to lead your agency. We gain an understanding of the organization's philosophy, culture, current and future needs, and the key skills, strengths, and qualities of the ideal candidate to ensure the best fit.



### Search Strategy, Candidate Identification & Advertising

An extensive search strategy is created to identify potential candidates. We advertise directly to public safety-related state and national associations as well as job boards and social media platforms such as LinkedIn. We work to identify a diverse and highly qualified pool of candidates.



### Candidates Screening & Review

APCO performs an extensive and thorough screening process to learn about the potential candidates, including their previous experience, their accomplishments and what drives them to succeed.



### Candidate Selection & Interviews

Based on the screening process, we determine the top candidates to present to you for potential interviews. Complete candidate profiles are provided to you before the final interviews and the entire in-person interview process can be facilitated by the APCO Executive Search manager.



### Meet the Executive Search Manager

Executive Search Manager Tiffany McCarty's career spans over 25 years conducting executive-level search assignments for associations, private industry and government agencies. Her passion is strategically matching candidates to the tactical needs of a position and the organization's culture.



When our Executive Director resigned in 2020, it kind of put us in a panic. She recommended we reach out to APCO International to assist us with an executive search.

Over the course of about 60 days, Tiffany McCarty researched and recruited a number of extremely qualified candidates, giving the Cass County Emergency Services Board (CCESB) the luxury of choosing the perfect replacement.

The CCESB level of satisfaction of search services provided by APCO cannot be overstated as we are overwhelmed with the quality of the new director who has already hit the ground running. Our new director is uniquely qualified, and frankly, someone we thought we could not find nor would have found without Ms. McCarty's expertise in the discipline of public safety communications and her multifaceted recruitment efforts.

We could not be more pleased with the level of professionalism and extraordinary effort employed to ensure the future success of the Cass County Missouri Emergency Services Board.

- Cass County Emergency Services Board



Learn more at [apointl.org/executivesearch](https://apointl.org/executivesearch) or contact Tiffany McCarty at (301) 525-7552 or [mccartyt@apointl.org](mailto:mccartyt@apointl.org).

**EXECUTIVE SEARCH PROPOSAL FOR  
CITY OF LAKE CITY, FL  
FOR THE POSITION OF  
CITY MANAGER**

This Agreement is entered into between City of Lake City FL, with offices at City Hall, 205 N. Marion Ave, Lake City, FL 32055 hereafter referred to as the “City of Lake City, FL” and the Association of Public-Safety Communications Officials International, Inc., with offices at 1426 Prince St, Alexandria, VA 22314, hereafter referred to as “APCO.”

City of Lake City, FL agrees to exclusively engage the Executive Search services of APCO to conduct an executive search on behalf of the City of Lake City, FL. The services to be performed by APCO are generally described below, as is the fee, payment schedule and related terms.

**Search Process Components**

- a. Setup a phone call with hiring authority to review the duties and responsibilities of the position, and the qualifications needed to fill it.
- b. Create Executive Profile
- c. Finalize the position announcement, online application and begin advertising
- d. Initiate search. Resources to be engaged include governmentjobs.com, APCO’s contacts, other applicable job boards, email advertising and social media.
- e. Conduct screening interviews of the most promising candidates to determine compatibility with, and to confirm an understanding of, the responsibilities of the position as well as an interest in it.
- f. Setup a phone call with City of Lake City, FL hiring authority to review at least six candidate resumes and approval by City of Lake City, FL of typically three candidates for interview by City of Lake City, FL.
- g. Make arrangements with those to be interviewed, providing each candidate with a package of information on City of Lake City, FL.
- h. Provide City of Lake City, FL hiring authority and any involved in the interview process a complete package of candidate’s information.
- i. Manage interview process (remotely or in-person) and final notification of selected candidate. City of Lake City, FL to negotiate and issue offer directly to final candidate.
- j. Once candidate has accepted offer and cleared background check, APCO to notify remaining candidates that they were not selected.
- k. City of Lake City, FL to provide APCO final agreed upon salary and start date of hire for final invoicing.

**Fees**

The fee payable to APCO for conducting this search will be based on 31 percent of the first year's salary, plus any additional expenses approved by City of Lake City, FL. Based a salary range of \$88,000 to \$142,000, the fee will be based on an approximate salary of \$115,000, or \$35,000, the payment schedule would be:

- a. 30 percent, or \$10,500, deposit due upon signing of this agreement. This deposit is non-refundable and the search process will begin when payment is received.
- b. 30 percent, or \$10,500, payment due when City of Lake City, FL selects candidates to meet “in person.”

- c. The remainder of the fee, recalculated to reflect the final agreed upon gross compensation package, plus the expenses as defined below, are billable upon the date of an accepted offer of employment.

No purchase orders will be accepted. Payment must be made with credit card, check or EFT. Invoices are due upon receipt. Payments that are not received within 30 days of the applicable due date shall accrue interest at the rate of one and one-half percent (1.5%) per month (eighteen percent (18%) per annum), or at the maximum amount permitted by law, until paid to APCO in full. APCO may at its sole discretion defer or discontinue services to City of Lake City, FL while payments are in dispute and until APCO is paid in full.

#### **Billing Contact**

Name:

Address:

Email:

Phone

#### **Expenses**

Out of pocket expenses (ground transportation, parking, meals with candidates, etc.) will be billed to City of Lake City, FL at cost. APCO staff travel and lodging -- and that of candidates -- and other disbursements incurred with the approval of City of Lake City, FL are additional. Travel and lodging of APCO staff and candidates must be approved in advance by City of Lake City, FL.

#### **Off Limits**

APCO will not seek to recruit employees of City of Lake City, FL for positions in other organizations for one year (12 months) from the execution of this Agreement. APCO also agrees to not recruit the successful candidate in this search for three years (36 months) as long as s/he remains employed during such period by City of Lake City, FL in an undiminished capacity.

#### **Guarantee**

In the event that the executive hired as a result of this search departs from City of Lake City, FL employment (other than for reasons related to the disability or death of said executive) within one year of being hired, or is terminated for cause by City of Lake City, FL within one year of being hired, APCO will conduct another search without additional cost, other than expenses incurred, provided fees were paid on-time and APCO is notified of such separation within thirty days of its occurrence and that this option is exercised within thirty days of such notification.

#### **Term and Cancellation**

All referrals made by APCO will be considered effective for a period of 18 months. A fee is charged if City of Lake City, FL, its divisions, subsidiaries or affiliates engage the services in any capacity of a candidate submitted within 18 months of referral to City of Lake City, FL by APCO. This includes hiring any such referred candidate for a different position or in a temporary or contract capacity.

City of Lake City, FL may terminate this Agreement at any time, subject to payment to APCO of any fees then due and payable per the schedule below. APCO may terminate this Agreement at any time, subject to delivery to City of Lake City, FL of all information acquired by APCO in the executive search up through and including the date of termination.

In the event that APCO presents a qualified candidate for the post, but for *force majeure*, or other reasons not related directly to the search process, City of Lake City, FL nevertheless fails to make a hire,

City of Lake City, FL agrees to compensate APCO the full fee as calculated above.

City of Lake City, FL is obligated to pay a fee on a prorata basis in the event of cancellation of the opening or for other reasons under the following situations:

- a. Within 30 days from the date of execution of the Agreement, results in forfeiture of the deposit, plus reimbursement of expenses incurred;
- b. Between 31 and 90 days, results in payment of 60 percent of the fee, plus expenses incurred; or
- c. After 90 days, results in payment of 100 percent of the fee, plus expenses incurred.

APCO is owed such prorata sums by City of Lake City, FL as described above regardless of the status of fee payment at the time of cancellation.

#### **APCO Representations and Warranties**

APCO represents and warrants that: (i) it will use its best efforts to perform its obligations hereunder in a timely and professional manner; (ii) it is, and shall remain, in compliance with all applicable laws and regulations governing its conduct; and (iii) its performance of its obligations hereunder does not violate any agreement with any third party.

TO THE EXTENT PERMITTED BY APPLICABLE LAWS, APCO DISCLAIMS ANY AND ALL WARRANTIES NOT EXPRESSLY REFERENCED HEREIN, INCLUDING, WITHOUT LIMITATION, THE WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE.

#### **General Provisions**

The parties adhere to an equal employment opportunity policy. All applicants are referred based on their qualifications only, without regard for their race, gender, sex, age, religion, national origin, sexual orientation, marital status, veteran status or disability.

Resumes submitted to City of Lake City, FL by APCO contain information furnished by individual candidates. While APCO conducts reference checks, {CLIENT} acknowledges that all information has not been independently verified. All final reference checks and other background information verifications, unless otherwise specified, are the responsibility of the City of Lake City, FL.

This Agreement does not and shall not be construed to constitute a partnership or joint venture between APCO and the City of Lake City, FL. The parties agree that neither party shall, or has the authority to, obligate or bind the other party, and that no third party is granted rights hereunder.

IN NO EVENT WILL EITHER PARTY BE LIABLE TO THE OTHER FOR ANY SPECIAL, INDIRECT, INCIDENTAL, PUNITIVE, EXEMPLARY OR ECONOMIC CONSEQUENTIAL DAMAGES, OR ANY DAMAGES RESULTING FROM LOSS OF PROFITS, REVENUE, GOODWILL OR ANTICIPATED SAVINGS WHICH MAY ARISE IN CONNECTION WITH THIS AGREEMENT, EVEN IF THE PARTY AGAINST WHICH A CLAIM IS MADE HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES. THE ABOVE NOTWITHSTANDING, THE TOTAL CUMULATIVE LIABILITY OF EACH PARTY TO THE OTHER FROM ALL CAUSES OF ACTION OF ANY KIND, WHETHER ARISING UNDER CONTRACT, TORT, STRICT LIABILITY, BREACH OF WARRANTY OR OTHERWISE SHALL BE LIMITED TO THE COMPENSATION FOR THE SERVICES BEING RENDERED. THIS LIABILITY LIMITATION, HOWEVER, DOES NOT APPLY WITH REGARD TO CLAIMS CAUSED BY A PARTY'S GROSS NEGLIGENCE OR WILLFUL MISCONDUCT.

This Agreement comprises the entire understanding between the parties with respect to, and supersedes any prior understanding or agreement, oral or written, relating to, the subject matter herein. This Agreement may only be amended in writing signed by both parties.



In connection with any litigation or arbitration arising out of this Agreement, the prevailing party shall be entitled to recover all costs incurred, including reasonable attorneys' fees, whether incurred during settlement, at trial, in arbitration, on appeal, or in any bankruptcy proceeding.

The parties agree that this Agreement is being entered into in and shall be governed and construed in accordance with the laws of the Commonwealth of Virginia, without regard to conflicts of laws principles. The parties agree that in any action or proceeding arising out of the parties' relationship, such proceeding shall be brought exclusively in the courts of the Commonwealth of Virginia, County of Alexandria or the federal court with subject matter jurisdiction and encompassing the County of Alexandria, Virginia. Either party may, as a matter of convenience, request the other to execute the Agreement some place other than the Commonwealth of Virginia. In exchange for such convenience, each party hereby knowingly and voluntarily waives any defense it may have to jurisdiction and venue of any action brought on this Agreement, and irrevocably consents and submits to the jurisdiction of, and venue in, the aforementioned courts, and further waives any claim that a proceeding brought therein has been brought in an inconvenient forum. Each party acknowledges that such waiver is a condition precedent to this Agreement should this Agreement be executed outside of Virginia.

Any term or provision of this Agreement that is invalid or unenforceable in any jurisdiction shall, as to such jurisdiction, be ineffective to the extent of such invalidity or unenforceability without rendering invalid or unenforceable the remaining terms and provisions of this Agreement or affecting the validity or enforceability of any of the terms or provisions of this Agreement in any other jurisdiction. If any provision of this Agreement is so broad as to be unenforceable, such provision shall be interpreted to be only so broad as is enforceable.

This Agreement may be executed in several counterparts, each of which shall be deemed an original, and all of which together shall constitute one and the same agreement. The headings herein are inserted as a matter of convenience only, and do not define, limit, or describe the scope of this Agreement or the intent of the provisions hereof. This Agreement may be executed by facsimile or electronic signature.

**IN WITNESS WHEREOF**, the parties have caused this Agreement to be executed as of the date of the signature last affixed below.

For APCO International:

*Tiffany McCarty /s/*

By: Tiffany McCarty                      Date: 7/27/21  
Title: Executive Search Manager

For City of Lake City, FL:

By: \_\_\_\_\_ Date: \_\_\_\_\_

Title: \_\_\_\_\_

# Colin Baenziger



**PROPOSAL TO PROVIDE EXECUTIVE SEARCH SERVICES  
FOR CITY MANAGER FOR LAKE CITY, FL**

**Volume I: Proposal**

***Colin Baenziger & Associates***

**Project Manager and Contact Person:**

Colin Baenziger (561) 707-3537  
Colin Baenziger & Associates  
2055 South Atlantic Avenue • Suite 504  
Daytona Beach Shores, FL 32118  
e-mail: [Colin@cb-asso.com](mailto:Colin@cb-asso.com)  
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***...Serving Our Clients with a Personal Touch...***

# PROPOSAL TO PROVIDE EXECUTIVE SEARCH FIRM SERVICES

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August 2, 2021

The Honorable Mayor Stephen Witt and Councilmembers Chris Greene, Jake Hill Jr., Eugene Jefferson, Todd Sampson, and Audrey Sikes  
Attn: Karen Nelmes, Procurement Director  
City of Lake City  
205 North Marion Avenue  
Lake City, FL 32055

The Honorable Mayor Witt and Councilmembers Greene, Hill, Jefferson, Sampson, and Sikes:

Colin Baenziger & Associates (CB&A) would like to thank you for the opportunity to submit this proposal to assist in finding your next City Manager. While selecting key personnel is never easy, CB&A has developed a problem-free process that has been tested nationwide and found to be extremely effective.

While CB&A is a nationwide municipal recruiting firm, our home base is Florida. In fact, we have been selected to perform 121 of the last 178 recruitments where a Florida city or county has chosen to use a recruiter to find its Manager / Administrator. We pride ourselves on providing not just high-quality results, but, equally important, providing a great deal of personal attention to each of our local government clients and candidates. To conduct a proper recruitment, we feel the project manager must do more than just drop by occasionally. He/she must get to know the elected officials and the community firsthand. That effort takes time, but it is the only way to ensure the candidates we recommend are well qualified and fit well with you and your community. As a result, we only take a few clients at a time and focus on completing each assignment in an exemplary manner. Further, we routinely complete our work in ninety days. This timeframe includes preparation of recruitment and advertising materials, candidate outreach, candidate screening, finalist interviewing, and selection. Finally, we offer one of the better warranties in the industry.

Some of our Florida searches include City Managers for Aventura, Bay Harbor Islands, Destin, Fort Myers, Fruitland Park, Gainesville, Hallandale Beach, Lady Lake, Melbourne, Miramar, Mount Dora, Ocala, Orange City, Palm Beach Gardens, Palm Coast, St. Pete Beach, Tavares, Treasure Island, and West Melbourne. Nationally we have found City Managers for Ankeny, IA; Bellevue, WA; Fayetteville, NC; Portland, ME; Roanoke, VA; Scottsdale, AZ; Tacoma, WA; and Winchester, VA. We have also found the Borough Manager for Matanuska-Susitna Borough,

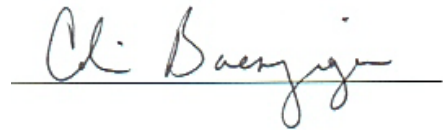
Alaska (a county the size of West Virginia) as well as County Managers for Brevard County, FL; Clackamas County, OR; Clay County, FL; El Paso County, TX; James City County, VA; Polk County, IA; St. Lucie County, FL; St. Johns County, FL; and Union County, NC.

Some of our current searches include City Managers for Lake Worth Beach, FL, Lantana, FL, Mascotte, FL, Sanibel, FL, and Sequim, WA, a Police Chief for Sunny Isles Beach, FL, and a CEO / General Manager for Tampa Bay Water.

Those authorized to bind the company are myself, Colin Baenziger, and Lynelle Klein, Vice President for Operations.

We look forward to formally presenting our credentials and working with you in the near future. If you have any questions, please feel free to contact me at (561) 707-3537.

Sincerely,



Colin Baenziger  
Principal / Owner

*...Serving Our Clients with a Personal Touch...*

## ***I. Qualifications and Experience of the Firm***

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### ***The Firm, Its Philosophy, & Its Experience***

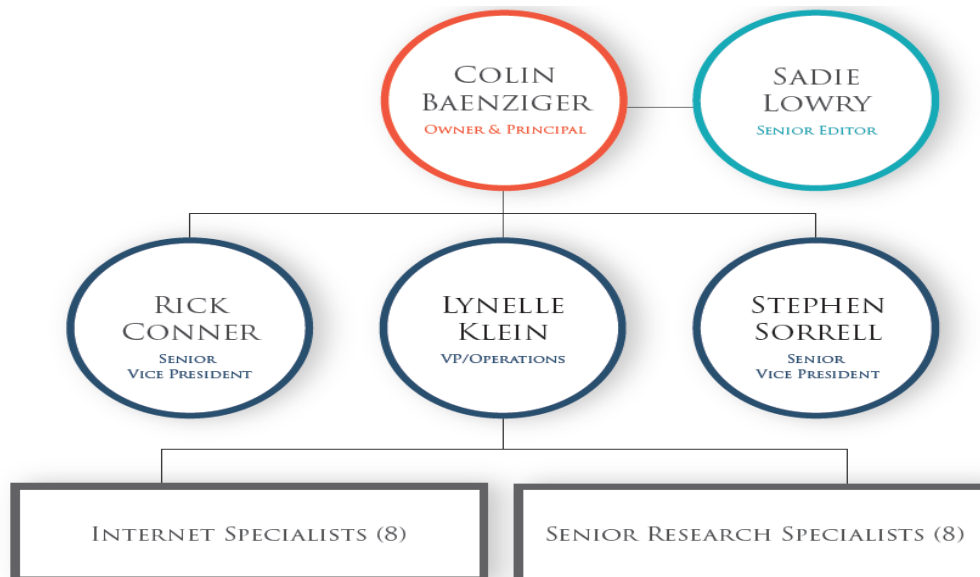
Colin Baenziger & Associates (CB&A) is a nationally recognized executive recruiting firm established in 1997 and owned and operated by Colin Baenziger. We are a sole proprietorship headquartered in Volusia County, FL with a satellite office in Redmond, WA. As a sole proprietorship, we are not registered with any state as a corporation, foreign or otherwise.

Colin Baenziger & Associates' outstanding reputation is derived from our commitment to the quality of our product and the timeliness of the delivery. Our work is not done until you are fully satisfied. That means we go the extra mile and, at times, expend more effort and energy than originally anticipated in our action plan. When we do so, we do not ask for more than the originally quoted price. We feel you are hiring us as your experts and once a contract is signed, we have an obligation to fulfill its requirements with excellence, on time, and within budget, regardless of the circumstances.

Since beginning our search practice in 1998, we have conducted searches for clients in thirty-four states. Overall, we have sought over 225 CEOs for cities, counties, and special districts. We have also conducted over 150 local government searches for assistant managers and department heads. The basic approach outlined herein has been refined to the point where it is problem-free.

### ***Technical Capabilities and Organizational Structure***

Colin Baenziger & Associates has developed its business model over the past 23 years and it has proved to be extremely effective. Our work has focused primarily on Executive Search and Organizational Reviews. Our staff is extremely experienced and capable. See Section III for more details. The structure of our firm is outlined below.



## ***I. Qualifications and Experience of the Firm (continued)***

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### ***Completion of Projects within Budget***

Colin Baenziger & Associates is proud of its record of completing searches within budget. Once we quote a price to the client, that price is what the client will pay, no matter how difficult the search is or what unforeseen circumstances may develop. *We have never requested anything beyond the originally quoted price, even when we were probably entitled to do so.*

### ***Completion of Projects on Schedule***

Colin Baenziger & Associates routinely completes its assignments within ninety days. Further, since CB&A began performing recruitments, *it has never missed a significant project milestone.*

### ***Diversity***

CB&A has extensive contacts with individuals and organizations representing women and minorities. We are thus able to identify and bring a diverse group of finalists to the City. The proof is that from the beginning of 2009, 29% of our placements have been females and/or minorities with the high in any given year being 47%.

### ***Prior Names and Litigation***

Colin Baenziger & Associates has always operated under its current name and has never been involved in any litigation, except to testify as an expert witness on behalf of one of the parties. Our performance has never been questioned nor have we or any of our clients been involved in any legal action as a result of our work.

### ***Insurance***

To protect our clients, Colin Baenziger & Associates maintains the following insurance coverages: (1) general liability insurance of \$1 million combined single limit per occurrence for bodily injury, personal injury, and property damages, (2) automobile liability insurance of \$1 million per accident, and (3) professional liability insurance of \$1 million per occurrence. As a small firm, predominantly utilizing independent contractors, we are not typically subject to the requirements for workers compensation and employer liability insurance. If required by the client, and if it is available to us, we will obtain these two coverages prior to contract execution.

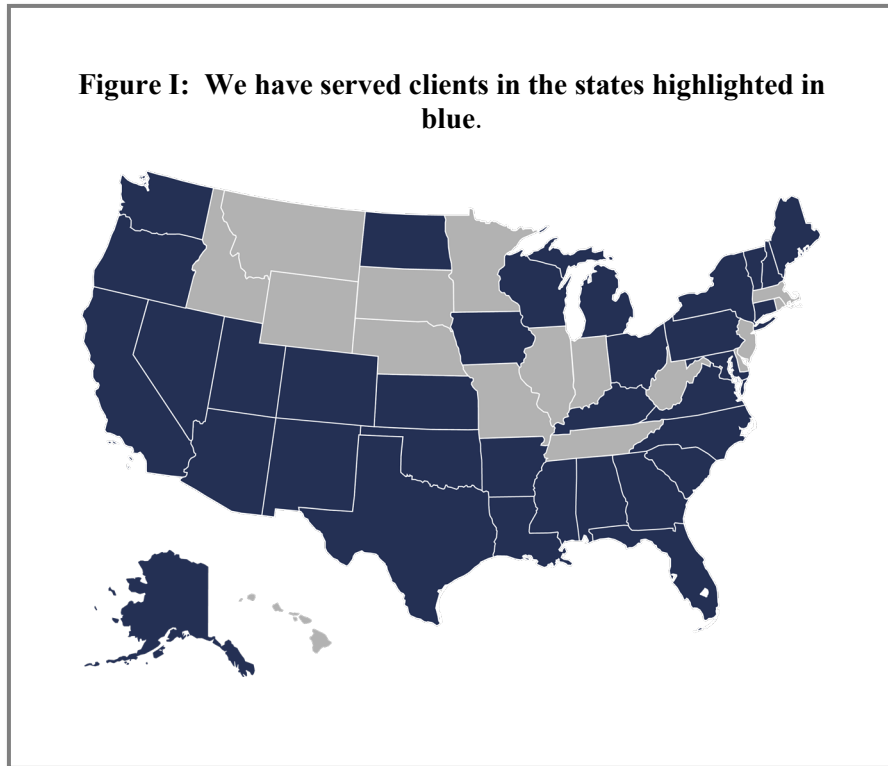


## ***I. Qualifications and Experience of the Firm*** *(continued)*

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### ***Geographic Reach***

Since initiating its search function in 1998, CB&A has become a nationwide recruiting firm. See Figure I below. A complete list of our searches can be found in Appendix A.





## ***II. Proposed Work Plan***

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The following search methodology has been refined over the past twenty-three years and is virtually foolproof. We will integrate your ideas into the process. Our goal is to ensure you have the right people to interview as well as the information you need to make the right decision.

### ***Phase I: Information Gathering and Needs Assessment***

#### ***Task One: Needs Assessment***

An important part of the recruiter's work is selling the community to the very best candidates (including those who are not actively looking for the next job) while also providing an accurate portrayal of the community and the opportunity. As such, CB&A must first determine the needs of the client and the characteristics of the ideal candidate. Our approach is as follows:

- Compile background information from the jurisdiction's website and other sources;
- Interview the Council and other key parties (such as City staff). Our goal is to develop a strong sense of your organization, its leadership, its short- and long-term expectations, and its challenges;
- Determine the characteristics of the ideal candidate. These will include experience, longevity, education, personality, demeanor, and achievements as well as other items you and the community consider important;
- Determine a reasonable compensation package; and
- Finalize the timeline with the City so candidates will know when they need to be available should they be selected as finalists.

If the City wishes, we will gladly incorporate meetings with other stakeholders (such as the business community, non-profit organizations, the religious community, and so on) to gather their insights. We can also solicit the input of your residents through an on-line survey (see Appendix D for a sample).

Note: In order to move the process along expeditiously, we will likely conduct some or all of them via video conferencing.

#### ***Task Two: Develop Position Description and Recruitment Materials***

Based on the information we gather, CB&A will next develop a comprehensive recruitment profile for your review. We will then incorporate your suggestions and finalize the document. A sample profile is included as Appendix B. Other examples can be found on our firm's website under the "Executive Recruitments" / "Active Recruitments" tabs.

## ***II. Proposed Work Plan (Continued)***

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### ***Phase II: Recruitment***

#### ***Task Three: Recruit Candidates***

CB&A uses a number of approaches to identify the right people for your position. We say people (and not person) because our goal is to provide you with six to ten outstanding semi-finalists. You then select the top three to five people to interview and ultimately choose the candidate who is the best fit with you and your community. The approaches we use are:

- ***Networking:*** The best approach is diligent outreach. We will network with our colleagues and consult our data base. Being well established in Florida, we know who to contact. As we identify outstanding candidates (many of whom are not in the market), we will approach them and request that they apply. Often excellent candidates are reluctant to respond to advertisements because doing so may alienate their current employers. When we approach them, their credentials are enhanced rather than diminished. We also use LinkedIn as a source of candidates.
- ***Advertising:*** While we will network to find the best, we will not ignore the trade press which sometimes yields strong candidates. We will contact the members of organizations such as the International City/County Management Association, Florida League of Cities, and the Florida City and County Management Association.
- ***Website:*** We will also post the recruitment on our website, [www.cb-asso.com](http://www.cb-asso.com). With our reputation, many candidates consult it regularly.
- ***Email:*** We will e-mail the recruitment profile to our listserv of almost fourteen thousand managers and professionals who are interested in local government management. One of the advantages of e-mail is that if the recipient is not interested, he/she can easily forward the recruitment profile to someone else who may be interested.

We do not use local, newspapers, national newspapers or generic websites because while they produce large numbers of applications, they generally do not produce the caliber of candidates we are seeking. If the City wants to have ads placed in these venues, it will need to bear the cost.

### ***Phase III: Screening and Finalist Selection***

#### ***Task Four: Evaluate the Candidates***

Based on our most recent recruiting efforts, we anticipate receiving resumes from sixty to one hundred applicants. We will use the information we developed in Phase I of our efforts to narrow the field. Selecting strong candidates is, in reality, more an art than a science and a mixture of in-depth research and subjective evaluation. While we consider standard ranking factors and the elements of the job, ultimately the most important factor is who we believe will be a good fit with the City and the community.

## ***II. Proposed Work Plan (Continued)***

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Specifically, our efforts will involve:

**Step One. Resume Review.** CB&A will evaluate all resumes and identify the eight to fifteen candidates of the highest quality.

**Step Two. Screening Interview.** Our lead recruiter, and possibly other senior representatives of the firm, will interview each of the top candidates. Using what we learned in Phase I and our experience as managers and recruiters, as well as our unique ability to assess candidates, we will determine whether to consider them further.

**Step Three. Evaluate the Best Candidates.** We will conduct thorough research in the backgrounds of the best eight to twelve candidates. Specifically, CB&A will:

- **Ask the Candidates to Prepare a Written Introduction:** We will ask the candidates to answer a series of questions about themselves as an adjunct to their resumes and cover letters. By so doing, (1) the candidates can tell their own story and balance the negativity that is so often characteristic of the press, and (2) the City to evaluate the candidates written communication skills.
- **Interviews of References:** We tell the candidate with whom we wish to speak. These include current and former Council Members, the municipal attorney, the external auditor, staff members, peers, news media representatives, the director of the local chamber of commerce, community activists, and others who know the candidate. We also attempt to contact some individuals who are not on the candidate's list. Typically, we reach eight to twelve people and prepare a written summary of each conversation.
- **Legal Checks:** Through our third-party vendor, American DataBank, we will conduct the following checks: criminal records at the county, state and national level; civil records for any litigation at the county and federal level; and bankruptcy and credit. As an aside, it is important to recognize that only police departments have access to the gold standard for criminal records (the NCIC data base), our vendor has developed a very reliable substitute.
- **Search the Internet, Newspaper Archives, and Social Media:** Virtually every local newspaper has an electronic archive that provides stories about perspective candidates, the issues they have dealt with, how they resolved them and the results. These articles can also provide valuable insights into the candidate's relationship with the public and the governing body. Of course, not all news sources are unbiased, and we consider that in our evaluation.
- **Verification of Education and Work History:** We will verify claimed educational degrees and work history (for the past 15 years) to assure the candidate has been totally forthright.

## ***II. Proposed Work Plan (Continued)***

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- **Candidate Disclosure Statement:** We ask candidates to disclose anything controversial in their background that we need to be aware of. While it is unlikely they will disclose anything we are not already aware of at this point, we believe redundant checks are beneficial.

As part of our efforts, we will crosscheck sources, search for discrepancies, and resolve them. When sensitive or potentially embarrassing items are discovered, they are thoroughly researched. Depending on what we discover, we may decide to drop the candidate or to present them with an explanation.

*Note: We firmly believe that all background work we have outlined above should be completed relatively early in the process. That way you will know the individuals to be interviewed are all top performers and do not have anything embarrassing in their pasts that might come to light after selection. It also means that once you have made a selection, you can move forward promptly, negotiate a contract and make an announcement.*

### ***Task Five: Preparation and Presentation of Candidate Materials***

CB&A will select six to ten finalists and present them for your review. For each of these, we will provide a complete written report which will include: the candidates' cover letters, resumes, introductions, references, background checks and internet / newspaper archive search results. A complete sample candidate report is included as Appendix C. We will also provide advice on interviewing, a series of questions the elected officials may wish to ask (as well as some areas that it is not wise to get into), and some logistical information. The preceding information will be forwarded to you *electronically*.

### ***Task Six: Finalist Selection***

Approximately a week after the City has received the candidate materials, CB&A will meet with the elected officials virtually to discuss our findings and make a final determination concerning who will be invited to interview. The City will then select, ideally, five candidates to interview as well as an alternate.

### ***Task Seven: Notify All Candidates of Their Status***

We will notify the finalists by telephone and give them the opportunity to ask additional questions. We will also provide them with information concerning the interviews and travel if necessary.

CB&A will also notify those not selected for an interview via phone or email. Part of the notification will include advice concerning their application materials, even though they were not selected to go forward, they will have gained something valuable from participating in the process.

## ***II. Proposed Work Plan (Continued)***

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### ***Phase IV: Coordinate the Interview Process and City Manager Selection***

#### ***Task Eight: Coordinate the Candidate Assessment Process***

Prior to the interviews, we will recommend an interview/assessment process for the City's review including means to evaluate the candidates' communication skills, interpersonal skills, and decision-making skills. As part of the process, we suggest the Mayor and Council observe the finalists in several settings. These would typically include a social setting, one-on-one interviews, and in a Council meeting setting. Note: Some aspects of this process may need to be modified depending on medical recommendations at the time.

**Day #1:** The finalists are given a tour of the community by a knowledgeable staff member or resident. Cities often also include a reception with the City's senior staff at this point.

Later, that evening, the Mayor and Council host a reception for the candidates. The purpose is to observe how the finalists respond to a social situation. Your next City Manager will, after all, represent your local government in a variety of venues. It is thus important to know how the individual will respond to the public. The reception also serves as an icebreaker whereby the Council Members and the candidates get to know one another informally.

**Day #2:** In the morning, each candidate will interview individually with each elected official for approximately 40 minutes. These meetings provide the Mayor and Council Members with an opportunity to assess how the candidates might interact with them on an individual basis. Ultimately, Managers succeed or fail based on their interaction with the Mayor and Council. One-on-one interviews are an excellent way to test that interaction.

After lunch, the Mayor and Council as a group will interview each candidate one at a time for approximately 45 minutes. Part of the interviews might include a PowerPoint presentation, so the Council can observe the candidates' presentational skills.

We recommend you invite the finalists' spouses to the interviews, so they can become familiar and comfortable with the community.

#### ***Task Nine: Debriefing and Selection***

After the interviews are completed, we have developed a simple methodology that moves the elected body quickly and rationally to selecting your next Manager.

Once the selection has been made, CB&A will immediately notify the finalists of their status via a telephone call. Candidates are eager to know, and we feel it is important to keep them informed.

## ***II. Proposed Work Plan (Continued)***

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### ***Phase V: Negotiation and Continuing Assistance***

#### ***Task Ten: Notification, Contract Negotiations and Warranty***

If requested, we will assist in the employment agreement negotiations. Generally, a member of the elected body and the attorney conduct the actual negotiations while we provide advice and assistance concerning the compensation package and contract. We can also take the lead role in the negotiations if desired. We have a standard contract you are welcome to use with the selected candidate. Your attorney, of course, will prepare the final contract. Since the basic parameters will have been discussed with the candidates and the candidates have been thoroughly vetted, we expect prompt agreement.

#### ***Task Eleven: Continuing Assistance***

Our work is not done when the contract is executed. We will stay in touch with you and your new City Manager. Our goal is to be there to assist in resolving any issues that arise before they become intractable. In fact, at your request, we will conduct a team-building workshop, at no charge, to resolve any difficulties. We simply feel it is part of our job to assure a successful relationship.

**Communications:** We will provide weekly reports about the status of the search, in writing or by phone, depending upon your preference. At significant milestones we will make the reports in person. We are also available at any time, day or night, to address any questions you have along the way. To do so, we will provide you with our cellphone numbers and you should feel comfortable contacting us whenever you have a question whether it is directly related to the search or, for that matter, anything else related to local government. We want to be responsive and to assist in any way we can.

#### ***The City's Obligations***

The City will be responsible for providing the facilities for the interview process, coordinating lodging for candidates from outside the area, and making arrangements for the reception. The City will also be responsible for reimbursing the candidates (and spouses, if invited) for all expenses associated with their travel, meals, and incidentals for the interview process.



## ***II. Proposed Work Plan (Continued)***

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### ***Proposed Project Schedule***

We understand the City wants to move quickly on this recruitment. We are uniquely positioned to do so based on our knowledge of and experience in Florida.

#### ***Phase I: Needs Assessment / Information Gathering***

- October 6<sup>th</sup>: CB&A begins meeting with the Council Members and other stake holders to understand the job and its challenges.
- October 12<sup>th</sup>: CB&A submits the draft of the full recruitment profile to the City for its review.
- October 19<sup>th</sup>: City provides comments on the recruitment profile.

#### ***Phase II: Recruiting***

- October 22<sup>nd</sup>: CB&A posts the full recruitment profile on its website and submits it to the appropriate publications. It is also e-mailed to almost 14,000 local government professionals.
- November 19<sup>th</sup>: Closing date for submission of applications.
- November 29<sup>th</sup>: CB&A reports on the results of the recruitment.

#### ***Phase III: Screening, Reference Checks and Credential Verification***

- December 20<sup>th</sup>: CB&A forwards its reports and materials to the City for the recommended candidates. These will include the candidates' resumes and introduction as well as the results of our reference, background and Internet/newspaper archives checks.
- January 3<sup>rd</sup>: City selects candidates to interview as finalists.

#### ***Phase IV: Interview Process Coordination and City Manager Selection***

- January 13<sup>th</sup>: City holds reception for the finalists.
- January 14<sup>th</sup>: One-on-one and full Council interviews and decision.

#### ***Phase V: Negotiation, Warranty & Continuing Assistance***

- Post-Selection: CB&A works with City representatives and the selected candidate on an employment agreement.

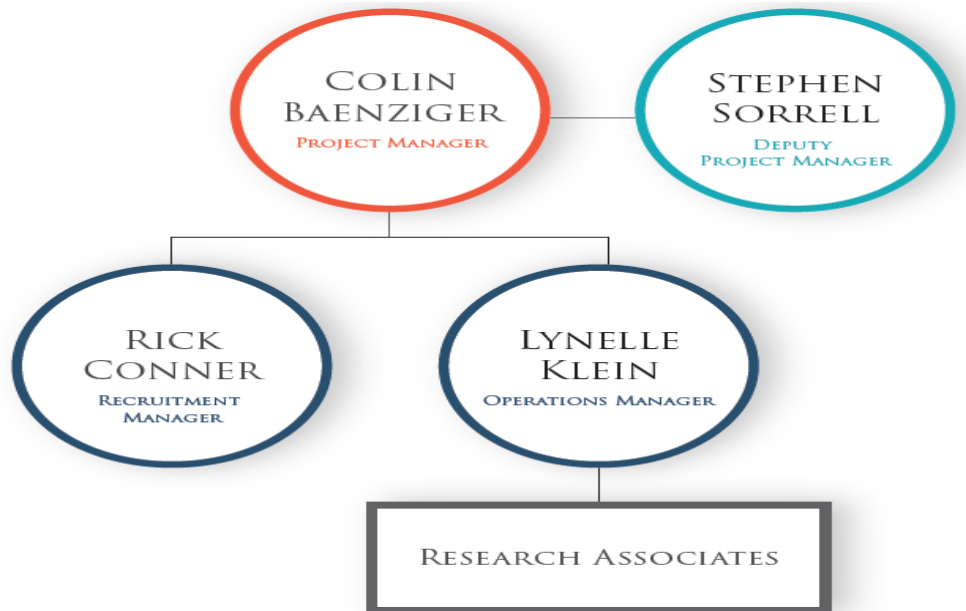


### *III. Proposed Project Team*

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#### *Project Team and Involvement*

Colin Baenziger & Associates has assembled a strong project team to serve your needs. The team, each member and their roles are briefly described below.



**Colin Baenziger** will serve as your project manager. He will conduct the interviews with the elected officials, search for strong candidates, discuss the position with those candidates, recruit them, conduct the interviews with the candidates, conduct the background investigations, oversee the interview process, and assist with the contract negotiations. In addition to twenty-five years as a consultant, Mr. Baenziger spent ten years in government as a senior manager. Additionally, he has conducted operational reviews for a number of governmental agencies including an operational review of Tamarac, FL's water utility, a business practices review for a division of Martin County government, an operational reconciliation for Palm Beach County Water, development of an automated system to pay royalties to featured recording artists for the Recording Industry Association of America, and a review of financial procedures for a division of the Marriott Corporation. Mr. Baenziger has a master's degree with distinction in public administration from Cornell University's Graduate School of Management, and a Bachelor of Arts degree from Carleton College. He is also active in the International City Management Association and the Florida City and County Management Association.



### ***III. Proposed Project Team*** *(continued)*

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Stephen Sorrell, senior vice president, will be the Deputy Project Manager and support for Mr. Baenziger. Mr. Sorrell will assist in virtually every aspect of the search effort but will focus on the search for strong candidates and candidate evaluation. He brings over 35 years of management and technical experience in municipal, county, state, and special district agencies to Colin Baenziger & Associates (CB&A). Some of the leadership positions Steve has held include serving as Executive Director, Emerald Coast Utilities Authority in Pensacola, Florida, and as City Manager, Director of Public Safety, Assistant City Manager, and Director of Finance, all for Hamilton, Ohio. He is a P.E. and earned a Bachelor of Science in Civil Engineering Degree from the University of Dayton, Ohio, and Master of Public Administration Degree from the University of Cincinnati, Ohio. He is a member of the International City/County Management Association, Florida City/County Management Association, Florida Finance Officers Association, American Water Wastewater Association, President of the Exchange Club, President of the Safety Council, Chairman of the Neighborhood Watch Program, and served on the Board of Directors for Senior Services and the Chamber of Commerce. One day, he hopes to slow down – just not yet.



Rick Conner, vice president, will serve as the recruitment manager and assist with the identification and screening of candidates. He has over 30 years of experience in executive recruiting and in local government (serving as a city manager in Florida and Texas) as well as a public works and utilities director. That experience provides him with an excellent perspective of the needs of local government operations and staffing. Rick earned Bachelor of Science Degrees in Business Administration and Engineering from the University of Missouri. He is a Registered Land Surveyor and a Professional Engineer in Missouri, as well as a Professional Engineer in Florida, Tennessee and Texas. In his spare time, he invents scuba diving equipment and accessories.



Lynelle Klein, vice president for operations, will be responsible for coordinating the advertising and production of the materials we will present to you as described in the Recruitment Approach. She is a skilled professional with expertise in special projects, compensation surveys, and background checks for our executive search candidates. Since joining Colin Baenziger & Associates in 2010, she has been involved in virtually every search the firm has conducted. Prior to joining the firm, she worked primarily in the private sector providing financial and administrative services. Ms. Klein has an Associate's Degree from Brigham Young University in Rexburg, Idaho. She currently resides in King County, WA.



## IV. References

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### ***City Manager, Fernandina Beach, FL (population 12,000)***

Contact: Former Mayor John Miller at (904) 556-3209

CB&A was hired in late June 2015 to find the City's next **City Manager**. Our work included searching the nation to find the right person for the job, interviewing the candidates, conducting thorough background checks, and recommending finalists for the City to interview. The City selected *Dale Martin, formerly City Manager of Winchester, CT*, on September 23, 2015. Mr. Martin remains with the City.



### ***City Manager, Groveland, FL (population 12,493)***

Contact: Councilman Mike Radzik at (352) 557-3066, or  
[Mike.Radzik@groveland-fl.gov](mailto:Mike.Radzik@groveland-fl.gov)

CB&A was hired in early December 2017 to find Groveland's next **City Manager**. A largely rural community in Central Florida, Groveland was seeking someone with energy and enthusiasm to move the City forward. We accepted the challenge and searched the nation for just the right person. Our efforts included extensive outreach and we an excellent group of high quality candidates. We then performed background checks, coordinated the interview process, and assisted the Town in selecting Mike Hein, *formerly Assistant City Manager for Long Boat Key, FL*, was selected in early April, 2018. Mr. Hein remains with the City.



### ***Village Manager, Pinecrest, FL (population 19,400)***

Contact: Former Mayor Cindy Lerner at (305) 992-3433, of  
[mayorlerner@gmail.com](mailto:mayorlerner@gmail.com)  
City Clerk Guido Inguanzo at (305) 234-2121, or  
[clerk@pinecrest-fl.gov](mailto:clerk@pinecrest-fl.gov)

In late April 2011, CB&A was hired to assist Pinecrest in finding its next Village Manager. We worked with a Citizen's Advisory Committee and sought out candidates from around the nation while, due to the Council's desire, focusing on candidates from Florida. The process included a public reception which was extremely well receive by the elected officials and the public. Interviews were held on July 17<sup>th</sup> and 18<sup>th</sup> with *Ms. Yocelyn Galiano Gomez* being selected as the Village Manager on the 18<sup>th</sup>. Ms. Gomez was an internal candidate and the Assistant Village Manager. Ms. Gomez remains with the City.





## ***IV. References (continued)***

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### ***City Manager, Satellite Beach, FL (population 10,100)***

**Contact:** former Mayor Frank Catino at (321) 223-7700

Satellite Beach retained CB&A just after Christmas, 2012 to help find its next **City Manager**. We began work immediately by meeting with the Council Members and based on what we learned, we crafted a recruitment profile. We searched the country for outstanding candidates. Background checks were thorough and four finalists were selected. Interviews were held on March 15<sup>th</sup> and 16<sup>th</sup> and *Courtney Barker, formerly Executive Director of the Planning and Growth Management Department for Titusville, FL*, was selected on the March 21<sup>st</sup>. Ms. Barker remains with the City.



### ***City Manager, Seminole, FL (17,800)***

**Contact:** Mayor Leslie Waters at ((727) 430-7553, or [lwaters2@myseminole.com](mailto:lwaters2@myseminole.com)

Colin Baenziger & Associates was asked to conduct Seminole's **City Manager Search** in early April 2015. Our work included recruiting and advertising for candidates, conducting background checks, selecting the most qualified, recommending them for interviews, coordinating the interview process, and assisting in the contract negotiations. Interviews took place on June 25<sup>th</sup> and 26<sup>th</sup>. On June 30<sup>th</sup>, *Ann Toney-Deal, a past City Manager of Haines City, FL*, was selected. Ms. Toney-Deal remains with the City.



### ***City Administrator, Tavares, FL (population 11,000)***

**Contact:** Former Mayor Nancy Clutts at (352) 552-4829

On July 5<sup>th</sup>, 2006, CB&A took over a search that the City had begun. Our effort involved searching the country to locate the best people for the job, interviewing them, conducting thorough background checks, and recommending finalists for the city to interview. The search was completed on September 22<sup>nd</sup> with the selection of *John Drury, formerly City Manager of Stowe, VT*. Mr. Drury remains with the City.



## ***IV. References (continued)***

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### ***City Manager, City of West Park, FL (population 13,700)***

**Contact:** Former Mayor Eric Jones at (954) 410-8139

West Park is a relatively new city in Broward County, FL. CB&A began meeting with the City's elected officials on January 13, 2010 to find its next **City Administrator**. It was critical to the Council that the finalists all understand the character of the community and be able to function well in an urban environment. The City also wanted a panel of local City Managers to review the finalists and to make recommendations concerning CB&A's finalists (which elongated the process slightly). Interviews were conducted on April 16<sup>th</sup> and 17<sup>th</sup> with *Ajibola Balogun, formerly the City Manager of South Miami* being selected on April 21<sup>st</sup> 2010. Mr. Balogun remains with the City.



### **Candidate References**

While it is important to deliver what the City expects, it is also important to keep candidates informed and to treat them with respect and dignity. Accordingly, we have provided references from four of those candidates.

<b>Placement</b>	<b>Formerly</b>	<b>Recruited To Be</b>	<b>Contact at</b>
Dale Martin	City Manager Winchester, CT	City Manager Fernandina Beach, FL Appointed September 2015	(904) 557-5047 <a href="mailto:dmartin@fbfl.org">dmartin@fbfl.org</a>
Eden Freeman	Assistant City Manager Sandy Springs, GA	City Manager Winchester, VA Appointed June, 2014 Since hired as the Deputy City Manager for Greenville, SC, in March 2020.	(404) 683-4816
Bryan Hill	Deputy County Administrator Beaufort County, SC	County Administrator James City County, VA Appointed July 2014 Hired as the County Executive for Fairfax County, VA in January 2018	(843) 368-7458





## ***V. Fee and Warranty***

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### **Fee**

CB&A offers a firm, fixed price of \$28,500, which includes all expenses, except the costs associated with bringing the finalists (and spouses, if invited) to interview with the City (travel, meals, hotel etc.). Bills will be rendered as the search progresses and due at the end of each Phase as indicated below:

<b>Requested Services</b>	
<b>Phase I:</b> Needs Analysis / Information Gathering	\$ 4,000
<b>Phase II:</b> Recruiting	12,000
<b>Phase III:</b> Screening	10,000
<b>Phase IV:</b> Interview Process Coordination and Selection	1,500
<b>Phase V:</b> Negotiation and Continuing Assistance	1,000
<b>Firm, Fixed Fee Total*</b>	<b>\$28,500</b>

If the City asks us to perform work that is clearly beyond the scope of this proposal, it will be billed at a rate of \$150 per hour. No such work will be performed without your written authorization. Please note, as previously stated, that we have never billed nor requested additional funds beyond our originally quoted fee even when circumstances suggested we were entitled to them.

### **Warranty**

Colin Baenziger & Associates offers one of the best warranties in the industry. We can offer it because we have confidence in our work. Provided the City instructs us with conducting a full search (Phases I-V), follows our recommendations, and selects from among the candidates we recommend, we warrant the following:

- 1) We will not approach the selected candidate for any other position as long as the individual is employed by the City.
- 2) If the selected individual leaves for any reason other than an Act of God (such as total incapacitation or death) within the first year, CB&A will repeat the search for the reimbursement of our expenses only.
- 3) If you are not satisfied with the candidates we present, CB&A will repeat the search until you are satisfied.
- 4) Our price is guaranteed and will not be exceeded for any reason, even if conditions change after the contract is executed.



**PROPOSAL TO PROVIDE EXECUTIVE SEARCH SERVICES  
FOR CITY MANAGER FOR LAKE CITY, FL**

**Volume II: Appendices**

***Colin Baenziger & Associates***

**Project Manager and Contact Person:**

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Colin Baenziger & Associates  
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Daytona Beach Shores, FL 32118  
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***...Serving Our Clients with a Personal Touch...***

# **PROPOSAL TO BE THE CITY'S EXECUTIVE RECRUITING FIRM**

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## Appendix A

*Searches by  
Colin Baenziger & Associate' Staff*

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## *Governmental Search Assignments*

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### *Current Searches*

City Manager, Lake Worth Beach, FL (population 38,010)  
Town Manager, Lantana, FL (population 11,695)  
City Manager, Mascotte, FL (population 5,873)  
City Manager, Sanibel Island, FL (population 7,319)  
City Manager, Sequim, WA (population 7,640)

Police Chief, Sunny Isles Beach, FL (population 21,580)

CEO / General Manager, Tampa Bay Water, FL

### *Completed Searches in 2021*

City Administrator, Bradenton, FL (population 60,888)  
Village Manager, Islamorada, FL (population 6,433)  
Town Manager, Lady Lake, FL (population 15,954)  
City Manager, Port Orange, FL (population 67,494)  
Chief Administrative Officer, Renton, WA (population 100,953)

Planning and Community Development Director, Bradenton, FL (population 60,888)  
City Attorney firm, Naples, FL (population 22,367)

Executive Director, Cape Fear Utility Authority, Wilmington, NC

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## ***Governmental Search Assignments*** (continued)

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### **Completed Searches Prior to 2021**

#### **City/Town/Village Manager/Administrator**

City Manager, Albany, GA (population 75,600) in 2011  
City Manager, Ankeny, IA (population 45,600) in 2013  
City Manager, Ashland, KY (population 21,000) in 2013  
City Manager, Auburn, AL (population 58,582) in 2017  
City Manager, Aventura, FL (population 37,724) in 2017 and 2018  
Village Manager, Bal Harbour, FL (population 3,300) in 2013  
City Manager, Bartow, FL (population 16,000) in 2007 in 2017  
Town Manager, Bay Harbor Islands, FL (population 5,628) in 2003, 2007 and 2020  
City Manager, Bellevue, WA (population 122,400) in 2014  
City Manager, Brighton, CO (population 41,254) in 2020  
Town Manager, Buckeye, AZ (population 32,000) in 2006  
City Manager, Burien, WA (population 55,188) in 2017  
City Manager, Cape Canaveral, FL (population 10,200) in 2010  
City Manager, Cape Coral, FL (population 194,570) in 2012 and 2020  
City Manager, Carnation, WA (population 1,873) in 2017  
City Manager, Casselberry, FL (population 25,000), in 2005  
City Manager, Chamblee, GA (population 17,000) in 2011  
City Manager, Clewiston, FL (population 7,270) in 2019  
City Manager, Cocoa Beach, FL (population 11,200) in 2012, 2015 and 2016  
City Administrator, Connell, WA (population 4,200) in 2014  
City Manager, Cooper City, FL (population 32,000) in 2008  
City Manager, Coral Gables, FL (population 43,000) in 2009  
City Manager, Cottonwood Heights, UT (population 34,000) in 2004  
City Manager, Covington, VA (population 5,802) in 2016  
City Manager, Crescent City, FL (population 1,542) in 2020  
Town Manager, Cutler Bay, FL (population 35,000) in 2006  
City Manager, Dania Beach, FL (population 28,000) in 2009  
City Manager, Danville, VA (population 43,000) in 2016  
City Manager, Deerfield Beach, FL (population 78,000) in 2019  
City Manager, Delray Beach, FL (population 64,100) in 2014  
City Manager, Deltona, FL (population 83,000) in 2006 and 2008  
City Manager, Destin, FL (population 12,000) in 2003 and 2011  
City Administrator, Dickinson, ND (population 22,300) in 2018  
City Manager, Doral, FL (population 24,000), in 2004  
City Manager, Doraville, GA (population 10,896) in 2013, 2017 and 2020  
Town Manager, Dundee, FL (population 3,000) in 2006 and 2009  
City Manager, Ellensburg, WA (population 18,350) in 2014  
City Manager, Elmira, NY (population 29,200) in 2014  
Village Manager, Estero, FL (population 26,600) in 2015  
City Manager, Fairborn, OH (population 33,200) in 2017  
City Manager, Fayetteville, NC (population 208,000) in 2012

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## *Governmental Search Assignments* (continued)

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### **City/Town/Village Manager/Administrator** (continued)

City Manager, Fernandina Beach, FL (population 11,000) in 2006 and 2015  
City Manager, Fife, WA (population 8,700) in 2010 in 2017  
City Manager, Fort Myers, FL (population 68,190) in 2016  
Town Manager, Fort Myers Beach, FL (population 6,900) in 2006 and 2008  
City Manager, Fort Pierce, FL (population 41,900) in 2012  
City Manager, Fort Smith, AR (population 87,650) in 2016  
City Manager, Fruitland Park, FL (population 4,100) in 2013  
Village Manager, Islamorada, Village of Islands, FL (population 7,500) in 1999 and 2005  
City Manager, Gainesville, FL (population 133,857) in 2016 and 2019  
City Manager, Greensboro, NC (population 259,000) in 2009  
City Manager, Groveland, FL (population 12,493) in 2018  
City Manager, Hallandale Beach, FL (population 39,000) in 2010 and 2012  
City Manager, Holly Hill, FL (population 13,000) in 2008 (partial search)  
City Manager, Homestead, FL (population 62,000) in 2010  
City Manager, Indianola, IA (population 15,108) in 2015  
City Manager, Jacksonville Beach, FL (population 23,387) in 2018  
Town Manager, Juno Beach, FL (population 3,600) in 2005  
Village Manager, Key Biscayne, FL (population 11,000) in 2007 and 2011  
City Manager, Key West, FL (population 24,600) in 2012  
Town Manager, Lake Park, FL (population 9,100) in 2001 and 2003  
Town Manager, Lantana, FL (population 9,600) in 2000  
City Administrator, Lake Forest Park, WA (population 13,059) in 2018  
City Manager, Lake Worth, FL (population 37,000) in 2003 and 2007  
City Manager, Lauderdale Lakes, FL (population 32,000) in 1998 and 2002  
City Manager, Leesburg, FL (population 20,390) in 2013  
City Manager, Madeira Beach, FL (population 12,300) in 2011  
Town Manager, Mangonia Park, FL (population 1,400) in 2001  
City Manager, Marathon, FL (population 11,500 in 2002 and 2004  
City Manager, Marco Island, FL (population 15,000) in 2014  
City Manager, Medina, WA (population 3,000) in 2013  
City Manager, Melbourne, FL (population 72,500) in 2012  
City Manager, Miami Gardens, FL (population 101,000) in 2004  
City Manager, Mill Creek, WA (18,828) in 2015  
City Manager, Miramar, FL (population 122,000) in 2013  
City Manager, Monroe, NC (population 33,500) in 2013  
City Manager, Montverde, FL (population 1,675) in 2020  
Town Manager, Mooresville, NC (population 41,995) in 2019  
City Manager, Mount Dora, FL (population 12,000) in 2005  
City Manager, Mount Pleasant, MI (population 26,000) in 2014  
City Manager, Mountlake Terrace, WA (population 20,700) in 2014 and 2016  
City Manager, Naples, FL (population 21,800) in 2018  
City Manager, New Smyrna Beach, FL (population 23,000) in 2009  
City Manager, Normandy Park, WA (population 6,335) in 2013 and 2015

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## ***Governmental Search Assignments*** (continued)

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### **City/Town/Village Manager/Administrator** (continued)

City Manager, North Miami, FL (population 62,000) in 2010 and 2014  
Village Manager, North Palm Beach, FL (population 12,500) in 2004, 2005, 2007 and 2012  
City Manager, North Port, FL (population 55,800) in 2011  
Town Manager, North Topsail Beach, NC (population 734) in 2018  
City Manager, Norwich, CT (population 40,500) in 2016  
City Manager, Oakland Park, FL (population 42,800) in 2014  
City Manager, Ocala, FL (population 52,000) in 2008 and 2015  
City Manager, Opa-Locka, FL (population 2,180) in 2019  
City Manager, Orange City, FL (population 10,000) in 2010 and 2016  
City Manager, Orange Park, FL (population 9,100) in 2010  
City Manager, Oviedo, FL (population 33,000) in 2008  
City Manager, Palm Bay, FL (current population 101,000) in 2002 and 2015  
City Manager, Palm Coast, FL (population 71,000) in 2006  
Village Manager, Palmetto Bay, FL (population 24,000) in 2003  
City Manager, Panama City Beach, FL (population 12,776) in 2012 and 2019  
City Manager, Parkland, FL (population 30,177) in 2017  
City Manager, Petersburg, VA (population 32,701) in 2017  
Village Manager, Pinecrest, FL (population 19,300) in 2011  
City Manager, Pompano Beach, FL (population 101,000) in 2007  
City Manager, Port Richey, FL (2,869) in 2020  
City Manager, Port St. Lucie, FL (population 174,100) in 2016  
City Manager, Portland, ME (population 65,000) in 2011  
City Manager, Prosser, WA (population 5,802) in 2016  
City Manager, Riviera Beach, FL (population 37,000) in 2009  
City Manager, Roanoke, VA (population 98,465) in 2009 and 2017  
City Manager, Sammamish, WA (population 64,548) in 2019  
City Manager, Sarasota, FL (population 55,000) in 2012  
City Manager, Satellite Beach, FL (population 10,100) in 2013  
City Manager, Savannah, GA (population 142,800) in 2016  
City Manager, Scottsdale, AZ (population 217,400) in 2013  
City Manager, Sebastian, FL (population 24,772) in 2018  
City Manager, Seminole, FL (population 17,800) in 2015  
City Manager, Sequim, WA (population 6,700) in 2015  
Town Manager, Sewall's Point, FL (population 2,000) in 2006  
Township Manager, Spring Garden Township, PA (population 12,963) in 2018  
Township Manager, Springettsbury Township, PA (population 26,700) in 2014 and 2016  
City Manager, St. Pete Beach, FL (population 10,000) in 2014 and 2019  
City Manager, Stuart, FL (population 17,000) in 2006 and 2017  
City Manager, Sunny Isles Beach, FL (population 17,000) in 2006 and 2011  
City Manager, Sunrise, FL (population 84,400) in 2012  
City Manager, Sunnyside, WA (population 15,860) in 2013 and 2018  
Town Manager, Surfside, FL (population 6,000) in 2014  
City Manager, Tacoma, WA (population 200,000) in 2011 and 2017



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## ***Governmental Search Assignments*** (continued)

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### **City/Town/Village Manager/Administrator (continued)**

City Administrator, Tavares, FL (population 11,000) in 2006  
City Manager, Titusville, FL (population 43,940) in 2014  
City Manager, Treasure Island, FL (population 6,937) in 2017  
City Manager, Vero Beach, FL (population 16,751) in 2019  
City Manager, West Melbourne, FL (population 15,000) in 2009  
City Manager, West Park, FL (population 12,000) in 2005 and 2010  
City Manager, Weston, FL (population 70,015) in 2019  
City Manager, Winchester, VA (population 28,108) in 2014 and 2020  
City Manager, Winter Haven, FL (population 37,900) in 2017  
City Manager, Yakima, WA (population 91,000) in 2011 and 2012

### **County Administrator / Manager - Completed Searches**

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

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## ***Governmental Search Assignments*** (continued)

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### **Completed Searches – Other Municipal CEO**

Executive Director, Bartow Municipal Airport Development Authority, Bartow, FL in 2017  
Chief Executive Officer, Chatham Area Transit, Savannah, GA (population served 286,900) in 2016  
General Manager, Chittenden Solid Waste District, Williston, VT (population 157,461) in 2016  
General Manager, Holiday Park Recreation District, FL (population 4,500) in 2007  
General Manager, Island Water Association, Sanibel, FL in 2018  
Executive Director, Lakewood Ranch Inter-District Authority, Manatee County, FL (population 15,000) in 2011  
Executive Director, Northern Palm Beach Improvement District, Palm Beach Gardens, FL (population 200,000) in 2003  
Executive Director, South Correctional Entity (SCORE), Des Moines, WA (population served 406,000) in 2018

### **Community Association CEOs and Assistant CEOs**

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

### **Completed Searches – Assistant/Deputy Managers**

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

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## ***Governmental Search Assignments*** (continued)

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### **Completed Searches – City or County Attorneys**

County Attorney, Clay County, FL (population 196,400) in 2016  
City Attorney, Daytona Beach, FL (62,300) in 2016  
City Attorney, Fort Lauderdale, FL (population 178,752) in 2018  
City Attorney, Fort Pierce, FL (population 41,590) in 2016 and 2018  
County Attorney, Fulton County, GA (population 996,319) in 2015  
City Attorney, Lawton, OK (population 94,653) in 2020  
Chief Labor Negotiator, Orlando, FL (population 270,934) in 2018  
City Attorney, Port St. Lucie, FL (population 185,132) in 2016 and 2019  
County Attorney, Prince William County, VA (population 438,580) in 2015  
City Attorney, Roanoke, VA (population 96,000) in 2012  
Fire District Attorney, St. Lucie County Fire District, FL (population 298,600) in 2017  
City Attorney, Vero Beach, FL (population 16,751) in 2019  
City Attorney, West Melbourne, FL (population 15,000) in 2008

### **Completed Searches – Community Development/Growth Management/Planning**

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

### **Completed Searches – Economic Development / Redevelopment**

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

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## ***Governmental Search Assignments*** (continued)

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### **Completed Searches – Engineers**

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

### **Completed Searches – Facilities Management**

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

### **Completed Searches – Finance and Budget**

Finance Director, Altus, OK (population 19,800) (background check) in 2012  
Finance Director, College Park, MD (population 32,256) in 2016  
Procurement Director, Collier County, FL (population 357,305) in 2016  
Finance Director, Danville, VA (population 43,000) in 2014  
Finance Director, Daytona Beach, FL (population 31,860) in 2012  
Finance Director, DeLand, FL (population 28,230) in 2016  
Finance Director, Escambia County (FL) Housing Authority (population served: 302,700), 2014  
Finance Director, Fort Walton Beach, FL (population 20,000) in 2006  
Finance Director, Gainesville, FL (population 133,857) in 2020  
Finance Director, Groveland, FL (population 12,493) in 2018  
Director, Management & Financial Services, Loudoun County, VA (population 326,000) in 2012  
Manager, Office of Management and Budget, Lake Worth, FL (population 37,000) in 2010  
Finance Director, Lauderdale Lakes, FL (population 32,000) in 1998  
Finance Director, Miami, FL (population 408,000) in 2013  
Finance Director, Miramar, FL (population 130,300) in 2016  
Treasurer, Miami, FL (population 408,000) in 2013  
Finance Director, Oregon City, OR (population 31,860) in 2012  
Finance Director, Petersburg, VA (population 32,701) in 2017  
Finance Director, Roanoke, VA (population 99,000) in 2014  
Director of Finance and Administration, Roanoke Regional Airport, Roanoke, VA, in 2014  
Revenue Operations Director, Savannah, GA (population 142,800) in 2017  
Budget Director, St. Petersburg, FL (population 248,000) in 2009  
Finance Director, St. Petersburg, FL (population 248,000) in 2010  
Finance Director, Sunny Isles Beach, FL (population 17,000) in 2010  
Finance Director, Surfside, FL (population 5,700) in 2012  
Finance Director, Tamarac, FL (population 55,500) in 2005 and 2009  
Finance Director, West Palm Beach, FL (population 101,000) in 2007

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## ***Governmental Search Assignments*** (continued)

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### **Completed Searches – Fire/EMS/Dispatch**

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

### **Completed Searches – General Services / Administration**

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

### **Completed Searches – Housing/Building**

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

### **Completed Searches – Human Resources**

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

### **Completed Searches – Health and Human Services**

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

### **Completed Searches – Information Technology**

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

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## ***Governmental Search Assignments*** (continued)

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### **Completed Searches – Parks/Recreation/Libraries**

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

### **Completed Searches – Police**

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

### **Completed Searches – Public Works**

Public Works Director, Aventura, FL (population 37,200) in 2016  
Public Works Director, Camden County, GA (population 53,044) in 2019  
Solid Waste Director, Camden County, GA (population 53,044) in 2018  
Public Works Director, Chandler, AZ (population 250,000) in 2007  
General Manager, Chittenden Solid Waste District, Williston, VT (population 157,461) in 2016  
Executive Director, Northern Palm Beach Improvement District, Palm Beach Gardens, FL (population 200,000) in 2003  
Vice President, Public Works & Operations, Ocean Reef Community Association (population 2,000), Key Largo, FL, in 2001  
Executive Director, Environment and Infrastructure, Pinellas County, FL (pop. 917,000) in 2012  
Public Works Administrator, Renton, WA (population 100,953) in 2020  
Public Works Director, Sammamish, WA (60,000) in 2016  
Director/Capital Projects Manager/City Engineer, Sunny Isles Beach, FL (pop. 17,000) in 2007  
Assistant Public Works Director, Sumter County, FL (107,000) in 2015



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## ***Governmental Search Assignments*** (continued)

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### **Completed Searches – Public Works continued**

Assistant Public Works Director, Sunny Isles Beach, FL (population 17,000) in 2008  
Public Works Director, Tamarac, FL (population 55,500) in 2003  
Solid Waste Director, Tampa, FL (population 335,700) in 2014  
Director, Landscaping, Weston, FL (population 65,300) in 2013

### **Completed Searches – Transportation**

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

### **Completed Searches – Utilities**

Water Resources Director, Asheville, NC (population 87,200) in 2015  
Utility Director, Danville, VA (population 43,000) in 2015  
Power & Light Division Director, Danville, VA (population 43,000) in 2015  
Water and Gas Director, Danville, VA (population 43,000) in 2016  
Utilities Manager, Deerfield Beach, FL (population 78,041) in 2017  
Watershed Management (Water and Wastewater) Director, DeKalb County, GA (population  
691,900) in 2011 and 2013  
Executive Director, Des Moines (IA) Water Works (serves a population of over 500,000) in 2012  
and 2020  
Executive Director, Emerald Coast Utilities Authority, Pensacola, FL in 2020  
Executive Director, Florida Keys Aqueduct Authority, Key West, FL (pop. 90,000) in 2003  
Utilities Director, Lake Worth, FL (population 37,000) in 2009  
Waterworks Director, Newport News, VA (population 183,000) in 2017  
Executive Director, Onslow Water & Sewer Authority, Jacksonville, NC, (pop. 160,000) in 2009  
Utilities Director, Palm Bay, FL (population 101,000) in 2005  
Utilities Director, Panama City, FL (population 38,286) in 2017  
Executive Director, Environment and Infrastructure, Pinellas County, FL (pop. 917,000) in 2012  
Executive Director, Sewerage and Water Board of New Orleans, LA (population 369,000) in  
2013 and 2020  
Director, South Martin Regional Utilities, FL (population 22,000) in 2013  
Water (Wastewater) Resources Director, St. Petersburg, FL (population 248,000) in 2008  
General Manager, Tampa Bay Water, FL (population served 2,400,000) in 2008

### **Completed Searches – Work Force Management**

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

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## ***Governmental Search Assignments*** (continued)

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### **Completed Searches – Other**

Chief Operating Officer, Amelia Island Plantation Community Association, FL (population 3,000) in 2016

City Clerk, Lauderdale Lakes, FL (population 32,000) in 1998

Clerk to the County Commission, Fulton County, GA (population 1.02 million) in 2018

Director, Registrations and Elections, Fulton County, GA (population 992,000) in 2009

Environmental Resources Director, St. Lucie County, FL (population 261,000) in 2009

Executive Director, Sun City Summerlin Home Owners Association, Las Vegas, NV  
(population 14,000) in 2015 and 2017

Special Projects Coordinator, Islamorada, Village of Islands, FL (population 7,500) in 1998

Vice President for Administration, Ocean Reef Communication Association, Key Largo, FL  
in 2017





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## **Appendix B**

### ***Sample Brochure: Town Manager Search Lady Lake, FL***

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TOWN OF  
LADY LAKE  
FLORIDA

— POSITION AVAILABLE —

**TOWN MANAGER** | Apply by December 18, 2020

## Welcome to the Town of Lady Lake

Located in central Florida approximately 40 miles northwest of Orlando and 70 miles northeast of Tampa, Lady Lake is known as the “Home of Lakes and Sunshine.” It offers an outstanding quality of life and many amenities. Opportunities for recreation and shopping are plentiful. The schools are very good, crime is low, and its residents are friendly. It is simply a great place to live, work and play!

Lady Lake is a place of contrasts. On the one hand, it is a bustling community. U.S. Highway 27/441 runs diagonally through the Town and the corridor is home to a myriad of commercial establishments—small business, chain stores, restaurants, and professional offices. Over 100,000 people lie within a ten-mile radius meaning Lady Lake has much more than you would expect for a community its size. On the other hand, a block off the main highway lie numerous quiet, peaceful residential neighborhoods set among the rolling countryside and large oak trees replete with Spanish moss. Lady Lake has two, large, age-restricted communities—Water Oak Country Club Estates and a portion of The Villages where approximately 74% of the Town’s population resides. To the immediate east of the Town (and to a lesser degree, the south and southwest) lies pasture, large lots, and rural countryside.



The area boasts a variety of indoor and outdoor activities including bowling alleys, golf courses, a softball complex, polo clubs, and places to walk and jog. Known for its lakes, the region is a great place for fishing, boating, lake boat tours, and airboat rides. A farmer's market takes place on Tuesday mornings. About 10 miles southwest Blue Moon Ranch offers horseback riding.

To the northwest is the Ocala National Forest, the second largest nationally protected forest in Florida. It covers 607 square miles with over 600 natural lakes and ponds. Established in 1908, it offers springs, streams, and lakes for fishing, canoeing, and water skiing. Swimming and snorkeling are popular in crystal-clear water of Juniper Springs, Alexander Springs, Salt Springs, and Silver Glen Springs. There you can observe numerous fish, underwater vegetation, and cavernous springs. Sixty-seven miles of the Florida National Scenic Trail stretches through the Forest. The Paisley Woods Bike Trail is a challenging 22-mile-long bike ride.

Fifteen minutes south lies Lake Griffin State Park. It covers 620 acres and is home to a 400-year-old oak tree. There you can kayak, canoe and hike. If you are very lucky, you might spot a raccoon, bobcat, coyote, or bear. Other local natural attractions are Lake Weir (15 minutes north where you can take a sunset cruise), and the Ocklawaha Prairie Restoration Area (30 minutes north)

If you prefer nightlife, some of the local hot spots are Spanish Springs Town Square with the World of Beer, McCall's Tavern, the Corkscrew Winery, and Gator's Dockside. Arts and culture can be found at the Lady Lake Historical Society Museum, Sharon L. Morse Performing Arts Center, and two miles to the east, the Grand Oak Resort where you will find equestrian events and carriage rides.

Being able to live here is the best part of Lady Lake. Residents are friendly and welcoming. Crime is minimal—fully 25% under the national average. Local medical care is excellent. The schools are well regarded. Better yet, the community is affordable. Three bedroom/two bath homes routinely sell for between \$150,000 to \$400,000. Older homes and fixer-uppers can cost less.

If you like the big city lights, it is about 40 miles to Orlando and 70 miles to Tampa. Both have numerous cultural attractions, many

options for entertainment, and excellent international airports. For family fun, Disney World, Universal Studios, and Sea World are about an hour away. Lesser known but a great place for young children is Legoland in Winter Haven, two hours to the south.

All in all, you will not find a better place to be the Town Manager so if you pride yourself on excellence, please dust off your resume and apply.

## History

Lady Lake owes its existence to the railroad which began to run from Ocala to Leesburg in 1884. The Town drew its name from a lake to the east, which legend has it was named by Native Americans for an unknown white woman they found drowned there.

The railroad meant a cheap and efficient way to get produce to market and the area began to flourish. The plat of the Town was signed in 1885 and the general store/post office and three-story hotel were constructed. In 1886-1887 a concerted effort was made to beautify the Town with the planting of oak trees along many of the streets. These have grown into the majestic oaks that line many of the streets today.

During the economic depression of the 1890's, many families from the north relocated to Lady Lake with the promise of cheap land. Turpentiners came for the pine forests to collect resin from and they set up a distillery. The Town was incorporated in 1925 and was known for its orange groves and watermelon fields.

In the late 1950's, Michigan native and entrepreneur Harold Schwartz thought he could sell Florida's sun-drenched land at a profit. He started with a development of about 100 mobile homes named Orange Blossom Gardens. Over time, the project evolved into a community oriented towards those over 55 and what is now The Villages. It is now primarily single family homes and many amenities including shopping, dining, entertainment, golf, and walking/biking paths.

## Demographics

See Table 1 on top of page 3 for more information on Lady Lake Demographics.



Table 1: Lady Lake Demographics

Distribution by Race		Distribution by Age	
White	89.2%	0 to 15	9.9%
Black	3.8%	15 to 25	5.2%
Asian	2.0%	25 to 45	14.8%
Two or More Races	4.3%	45 to 65	20.2%
Total	100%	65 to 85	43.1%
Hispanic Ethnicity (all races)	8.5%	85 +	6.8%
Estimated Population: 15,754			

Educational Achievement (Over Age 25)	
High School or Higher	90.6%
Bachelor's Degree or Higher	22.0%

Other Statistics	
Median Age—Lady Lake	64.8
Median Age—U.S.	37.8
Median Household Income	\$41,665
Median Household Income—U.S.	\$61,937
Poverty Rate	14.0%

Source: U.S. Census Bureau

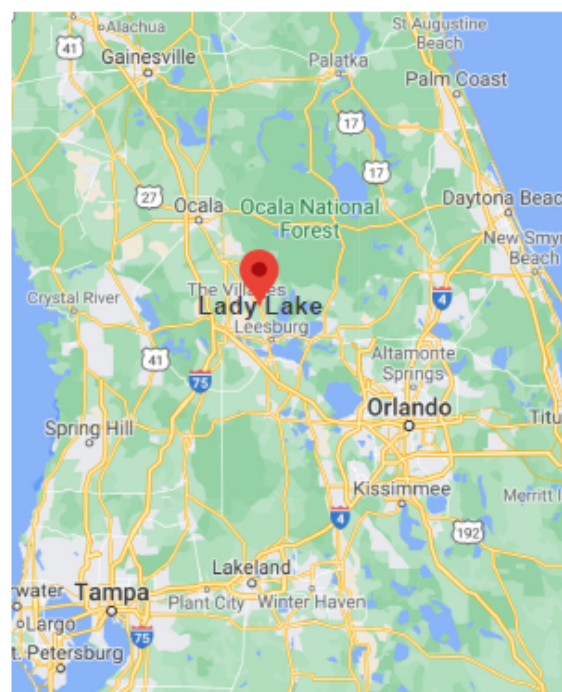
## Climate

Lady Lake's climate is characterized as humid subtropical. Winters here are mild with high temperatures around 70°F and lows around 50°F. Summertime temperatures routinely have highs in the low 90s and lows in the mid-70s.

Rainfall is common in the summer with most of the area's annual 51 inches falling at that time. The area experiences 233 sunny days per year (US average is 205). Hurricanes do strike the area from time to time but are generally diminished by the time they reach Lady Lake, and rarely cause more than foliage damage.

## Geography

Lady Lake is located in central Florida approximately 40 miles northwest of Orlando and 70 miles northeast of Tampa. It lies in the northwest corner of Lake County and covers a total area of 6.8 square miles, 6.6 square miles of which are land. The Town lies an average of 85 feet above sea level and the terrain is composed of gently rolling hills. See Figure 1 to the below for more information.



## Commerce

See Table 2 on top of page 4 for more information on principal employers of Lady Lake.

## The Government

The Town is governed by a five-member commission. Each member is elected at large but must reside in the ward he/she represents. Members serve staggered two-year terms with an election occurring every November. The Mayor is selected from the commission by its members. The Town does not have term limits. The members of the

current commission are long tenured, and have served since 2004, 2006, 2007, 2008 and 2011, respectively. The Commission Members work reasonably well together, and all are committed to the best interests of the community. They are fiscally conservative and by and large like each other and respect the staff.

The Commission appoints the Town Manager and the Town Attorney. Both are contract employees and can be removed by a simple majority vote. The Town Manager is chief executive officer and is responsible for managing the Town's day-to-day affairs. The Town Attorney provides advice on legal questions.

Table 2: Principal Employers, Lady Lake, FL

Employer	Industry	Employees
The Villages Media Group	Communications & Media	273
The Villages Rehab & Nursing Center	Healthcare	226
The Home Depot	Retail	187
Sam's Club	Retail	158
OMI, Inc	Engineering	157
Lake Lake Specialty Care	Healthcare	146
Texas Roadhouse	Food	145
Publix Super Markets	Retail	142
Kohl's Department Store	Retail	112
The Villages of Lady Lake Elementary	Education	107

Source: Lady Lake, FL 2019 CAFR

The Town provides all the typical services of a full-service community except Fire/Rescue (which is provided through the County). Overall, Lady Lake has 99.5 full time equivalent staff positions. Approximately a quarter of the employees (28 FTEs) are in Police while the other three quarters are spread relatively evenly among General Government (15.5 FTEs), Public Works (14 FTE), Utilities (13 FTEs), Parks and Recreation (14.5) along with 4.5 FTEs in Growth Management. The Town has one union, and it is for the police officers. See Figure 2 for the Town's organizational chart and staffing. Financially, the Town is in excellent condition and has no debt. The FY 2021 General Fund budget is \$12,661,661 and its Total Budget is \$18,803,656.

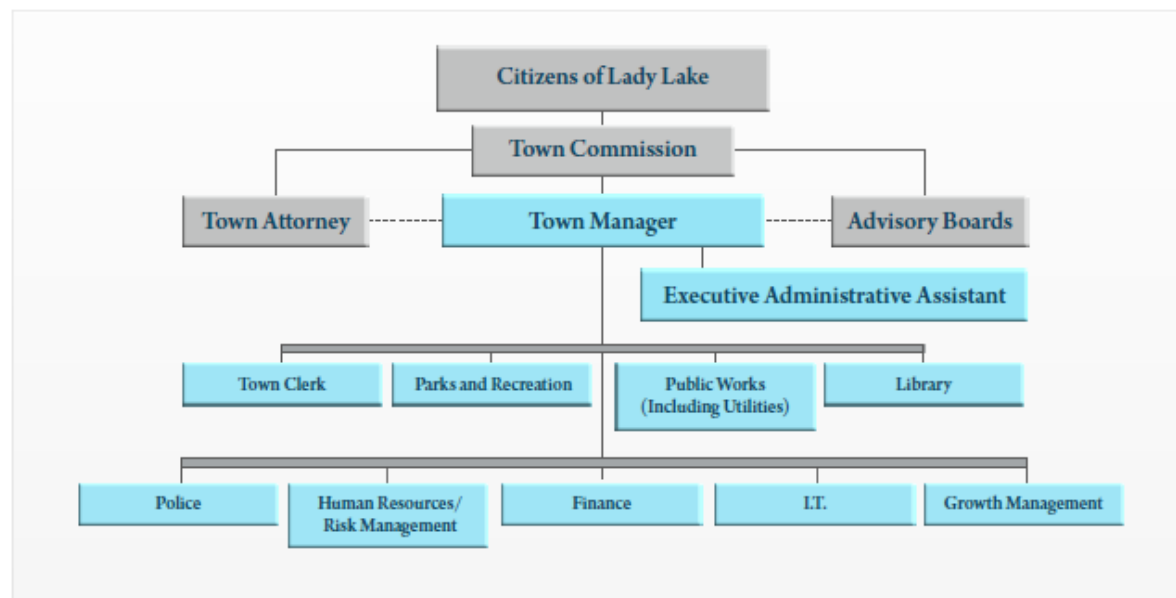


Figure 1: Lady Lake Organizational Chart



TOWN MANAGER | LADY LAKE, FLORIDA

## The Challenges and Opportunities

The Town of Lady Lake is financially strong and is fortunate not to have the financial issues many communities have. That said, it is not without challenges, and the primary ones are listed below.

First, as noted the Town has no debt and is operating efficiently and effectively with a strong staff. Nonetheless, the manager will want to work with Department Managers to review how current operations are being done and ensure that processes are optimized. He/she will also want to review the current strategic plan that is in place that embodies a shared vision for the community.

The second challenge is COVID-19, and the fact that cases are rising once again. While the Town's finances have not been impacted to a significant degree, there may be other impacts. Just as when a tropical storm approaches the area, the Town will need to be prepared.

The final issue is growth. Land is available for development and the Town has supported quality development. Lady Lake also wants to maintain its pleasant, friendly, small town feel. As development comes, it will need to be balanced in a way that protects what is already here. As an aside, annexation is not something the Town actively pursues. Rather, it expands its boundaries as developers annex in to take advantage of Town services.

## The Ideal Candidate

Lady Lake is looking for a strong, professional manager with a steady hand to help guide the community. The ideal candidate will partner with the Town Commission as a supporter and a trusted advisor. The Commission does not want a "yes" person but someone who will give his/her opinion



diplomatically. The individual will be comfortable telling the Commission what it needs to hear, not what it wants to hear. The manager will understand politics but not become involved in them. The ability to anticipate/resolve issues before they become problems is critical. Good judgment and common sense are essential.

The next Town Manager will have excellent verbal and written communication skills. He/she will recognize, however, that often the most important aspect of communication is listening—truly hearing what others have to say and making everyone feel their views are understood. Being respectful, clear, and concise will be important.

The individual will strongly believe in transparency. She/he will be very open and approachable. The individual will not manage from behind a desk but be in the field and in the community. The Manager will constantly seek ways to make the government more responsive. Customer service will be a core principle and a way of life. The individual will lead by example and diligently work with businesses and citizens to resolve their issues.

The ideal candidate will be a team-builder, delegator and encourage creativity. The individual will hire great people. He/she will then mentor and give assignments, set broad performance parameters, and step back. At the same time, the Manager will expect results and hold employees accountable. An eye for detail will be important. When it is time to make a decision, the Manager will not hesitate.

Critical thinking will be important. The next manager will need to bring a fresh set of eyes to the organization. The individual will constantly ask why, and expect well-reasoned responses, not that “we have always done it this way”. The current processes may be the best way, but that will need to be demonstrated, and everyone should understand why.

Personally, the Manager will be intelligent, friendly, outgoing, organized, positive and responsive. He/she will have a “can do” attitude and a sense of humor. He/she will be practical, flexible, consistent, cheerful and values driven. Being completely honest and having the utmost integrity will be critical.

In terms of specific skills, the individual will have a demonstrated track record of achievement in management, finance, and development. Skill in intergovernmental relations will be important. Emergency management experience is required. While tropical storms tend not to have significant impact on the Town and are not frequent, Lady Lake wants to be prepared for the next one. Florida experience is a plus but not expected.

The Town hopes and expects the next manager will honor the prior manager’s commitment and stay five to ten years.

### Compensation

The salary target salary is \$120,000 but will depend on qualifications. In other words, someone with many years as a Town Manager and outstanding experience might be able to negotiate a higher salary. Benefits are very good and include a 401 and 457 pension. The Town does not participate in the Florida Retirement System.

### The Most Recent Town Manager

The most recent Town Manager retired after 25 years with the Town, the last 10 as the Manager.

### Residency

The Town Manager is not required to be a resident of Lady Lake, but it is preferred and why would he/she want to live anywhere else?

### How to Apply

E-mail your cover letter and resume to [Recruit22@cb-asso.com](mailto:Recruit22@cb-asso.com) by December 18, 2020. Questions should be directed to Colin Baenziger at (561) 707-3537 or Rick Conner at (915) 227-7002.

### Internal Candidates

There may be an internal candidate. Call for more information if that is a consideration.



## Confidentiality

Under Florida's public records act, once an application is submitted, it is deemed a public record. As a practical matter, our searches generally do not receive any media coverage until least after the semi-finalists are named, and perhaps not even then.

## The Process

Applications will be screened between December 19th and January 13th. Finalists will be selected on January 18th. A reception and interviews will be held on January 28th and 29th with the next manager being named shortly thereafter. Precise details related to in-person events will be determined closer to the time of those events and may be impacted by the current pandemic.

## Other Important Information

The Town of Lady Lake is an Equal Opportunity Employer and strongly encourages women, minorities, and veterans to apply.

## Additional Information

For additional information about the Town visit:

<https://www.ladylake.org>

COLIN BAENZIGER & ASSOCIATES  
EXECUTIVE RECRUITING



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## Appendix C

### *Sample Candidate Report*

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## Sample Candidate Report

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

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## *Cover Letter and Resume*

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March 26, 2020

Mr. Colin Baenziger  
Colin Baenziger & Associates  
2055 South Atlantic Avenue, Suite 504  
Daytona Beach Shores, Florida 32118

Dear Mr. Baenziger:

Please accept the enclosed résumé for the position of City Manager for the City of Cape Coral, Florida. I am confident that my organizational and leadership abilities, educational background, and diverse professional experience are well-suited to the specific requirements of the position.

As indicated in the enclosed résumé, my professional background includes more than 25 years of progressive and responsible local government management experience. As an ICMA Credentialed Manager, I presently serve as the deputy city manager for the City of Fort Lauderdale, Florida. Prior to Fort Lauderdale, I served as the city manager for the City of Savannah, Georgia. In that capacity, I reported to a nine-member city council, created a new strategic plan - [SAVANNAH FORWARD](#), led a family of 2,513 exceptional employees, and implemented a lean operating budget of \$408 million and a capital improvement plan in excess of \$407 million.

My previous experience includes serving as deputy county administrator for Broward County Florida; deputy county manager for Fulton County, Georgia; and assistant to the county administrator, Broward County, Florida. Collectively, my service in these progressive communities has provided me with extensive knowledge and expertise in all aspects of local government operations including affordable housing, strategic planning, transportation, budget development, community services, economic development and community revitalization, human services, and public safety, among others.

I am confident that I bring the right skills, experience and talents to the position. If you would like to schedule an interview or discuss my interest in the position, please contact me at (954) 940-1065 or at [robhernandez@comcast.net](mailto:robhernandez@comcast.net). Thank you for your consideration.

Sincerely,

*Roberto Hernandez*

Roberto Hernandez

Enclosure:  
- Résumé

## ROB HERNANDEZ

1873 Northwest 113<sup>th</sup> Way, Coral Springs, Florida 33071 | 954-940-1065 | robhernandez@comcast.net

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### Profile

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Proven, resourceful, and results-focused public administrator with more than 25 years of progressive local government management experience. ICMA-Credentialed Manager known for leadership, professionalism and organizational abilities.

### Relevant Experience

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Deputy City Manager City of Fort Lauderdale, Florida	2019 - Present
City Manager City of Savannah, Georgia	2016 - 2019
Deputy County Administrator Broward County Board of County Commissioners; Fort Lauderdale, Florida	2013 - 2016
Deputy City Manager City of Coral Springs, Florida	2011 - 2013
Deputy County Manager Fulton County Board of County Commissioners; Atlanta, Georgia	2008 - 2011
Assistant to the County Administrator Broward County Board of Commissioners; Fort Lauderdale, Florida	2003 - 2008
Various Positions Broward County Board of Commissioners; Fort Lauderdale, Florida	1994 - 2003

### Education

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Master of Public Administration  
Nova Southeastern University; Fort Lauderdale, Florida

Bachelor of Public Administration  
Florida International University; Miami, Florida

### Current Professional Affiliations

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

Florida City / County Management Association

Broward City / County Management Association

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## *Candidate Introduction*

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### **EDUCATION**

- Master of Public Administration, Nova Southeastern University
- Bachelor of Public Administration, Florida International University

### **EXPERIENCE**

- |                                                    |                |
|----------------------------------------------------|----------------|
| • Deputy City Manager; City of Fort Lauderdale, FL | 2019 – Present |
| • City Manager; City of Savannah, GA               | 2016 – 2019    |
| • Deputy County Administrator; Broward County, FL  | 2013 – 2016    |
| • Deputy City Manager; Coral Springs, FL           | 2011 – 2013    |
| • Deputy County Manager; Fulton County, GA         | 2008 – 2011    |

### **BACKGROUND**

Fort Lauderdale is the largest municipality in Broward County and the ninth most populated city in Florida, slightly ahead of Cape Coral. Smaller in geographic area than Cape Coral, the city encompasses 38 square miles with a population of 186,220. A popular tourism destination, the city is often referred to as the “Venice of America” because of its many inland waterways, not too dissimilar to Cape Coral’s “Water Wonderland” designation.

The City of Fort Lauderdale is a full-service municipal corporation that provides police protection, fire-rescue services, parks and recreation programs, potable drinking water to a service area both within and outside the City limits along with wastewater collection and treatment, sanitation services, development regulation, parking, and street maintenance. The City also operates a general aviation airport, a downtown heliport, an aquatic complex, and an auditorium. Its current general fund budget is more than \$373.7 million or \$832.7 million in total.

As the deputy city manager, I assist the city manager in overseeing municipal operations, specifically coordinating the activities of the Transportation and Mobility, Public Works, Sustainable Development and Parks and Recreation departments. Collectively these departments have a combined operating budget of \$380 million and 1,527 full-time employees.

The three most critical issues facing the city are:

- Infrastructure
- Resiliency
- Affordable Housing

Both Fort Lauderdale and Cape Coral have identified infrastructure as key elements of their adopted strategic plans. Fort Lauderdale’s emphasis is by necessity due to a series of recent high-profile infrastructure failures and a state mandated consent order. Fort Lauderdale’s initial development boom occurred between the 1950s and 1970s during which the majority of the city’s

infrastructure was installed. Materials of that era include cast iron pipe which is now failing regularly as a result of corrosion and erosion. From the 1990s until today, the city experienced a vertical development boom witnessed by large-scale redevelopment on its barrier island and downtown. This explosive growth was not matched by investments in infrastructure capacity, redundancy, and resiliency. Missteps occurred along the way, including transferring more than \$20 million annually from the Water and Sewer Fund to the General Fund as a “return on investment”, reduction in preventative maintenance activities, and failure to modernize its primary water treatment plant. The consequences of these decisions would surface years later as sewer main breaks, water line breaks, and flooding would disrupt life throughout the city. The City has identified more than \$1.2 billion in needed infrastructure improvements over the next 25 years. In addition to rectifying years of disinvestment in its water utilities, the City’s park system and public safety facilities have suffered a similar fate. The City is now implementing a \$200 million parks bond and \$100 million replacement police headquarters bond referendum to improve those facilities.

Sea level rise is Fort Lauderdale’s second biggest issue. Fort Lauderdale has made adaptation to climate change and rising sea levels a top priority. Many neighborhoods in Fort Lauderdale now experience chronic flooding on a regular basis. According to recent projections issued by the Southeast Regional Climate Change Compact, 10-17 inches of sea level rise by 2040 and 21-64 inches are possible by 2070. The City now requires the impact of sea level rise to be incorporated in future infrastructure master plans. Also, City-owned seawalls are being replaced and elevated, tidal valves have been installed in flood-prone areas, and the City is exploring the feasibility of raising road elevations in certain neighborhoods that are threatened by sea level rise.

Fort Lauderdale’s housing costs are now among the highest in the nation. More than 60 percent of households in the city spend more than 30 percent of their income on housing. The price of single-family homes has increased 41 percent since 2013. In 2018, the median sale price for a three-bedroom home was \$440,000. A four-bedroom home is now \$835,000. Given the high cost of homeownership, many are forced to rent; however, rental costs are equally unaffordable with the average two-bedroom rental costing \$2,705 monthly. Three bedrooms, \$3,204. The City is attempting to incentivize various housing types to support all income groups by providing zoning incentives such as height and density bonuses, no- or low-interest loans, or grants to developers to facilitate the construction of more affordable units. Without an affordable and diverse housing stock, the city, county, and region will not succeed in creating a diversified and balanced economy.

### **GENERAL MANAGEMENT STYLE AND EXPERIENCE**

Cape Coral is a jewel for public administration professionals to practice their craft in a progressive environment. The challenges in Cape Coral are similar to those I have faced throughout my career as a city manager or deputy manager. For those reasons, I believe that the combination of my experience as a proven leader understanding local government in Florida, the ability to work with elected and appointed officials and the ability to understand and solve problems will allow me to excel as Cape Coral’s next city manager.

Many can manage but few can lead. Management is something I did earlier in my career; at this point in my professional career and personal life, I believe it is more important to exercise leadership. As leaders, we must communicate a clear vision and direction. We must demonstrate a passion for what we do – that is, to make a difference every day. For me, leadership is situational. When time, resources, and skills permit, my leadership style is participatory and collaborative. In other circumstances, it must be directive.

Great leadership is infectious. People are your greatest assets. It is important to create an environment where people want to work hard by making things fun, challenging, and rewarding. I believe in building a positive work climate where people are appreciated and valued. I like to consider myself a “macromanager” rather than a micromanager. I view my role as explaining the project or task, the expected result and deadline, and monitoring performance on a regular basis. I track projects and assignments using a Sharepoint site and meet with staff on a routine basis to review progress. I meet with staff more frequently on an as-needed basis. I describe what needs to be done, provide them the resources, get out of their way, and hold them accountable. So far, I think this approach has worked.

I am confident that staff and elected officials would describe me as professional, thorough, hard-working, ethical, honest, opinionated, and transparent. They would hopefully view me as engaged, participative and inclusive and valuing open communication and feedback, while also allowing for empowerment and accountability.

Two strengths that others will point to are my transparency and ability to make strategic decisions. In terms of a weakness, I believe that my commitment to my organization and loyalty to my teammates has led others to conclude that I can be defensive at times.

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

In terms of a significant professional achievement, the revitalization of the Fulton Industrial District (FID) in metro-Atlanta, one the largest industrial, warehousing and logistics centers in the southeastern United States, is one that I am most proud of. In the fall of 2008, I toured FID as Fulton County’s new deputy county manager. What was once a leading center of economic activity was now rife with rampant prostitution, open drug sales, shuttered buildings, neglect, and decay. FID was well into a state of decline that began in the 1980s as its warehouses were abandoned for taller and larger ones elsewhere and manufacturing disappeared overseas. I observed conditions that I had never seen in my career until that day. Families called extended stay motels home. A police detective explained how FID was the child prostitution hub for the entire metropolitan Atlanta region. After a woman was found locked in a dog crate in one of FID’s many hotels, I was horrified and said: “not anymore – not on my watch.”

For the next three years, we made it our mission to make FID better. We used every conceivable resource within county government and put together a team of county agencies that included everything from arts to zoning. We rolled up our sleeves and went to work. We attacked the issues from every angle: from health to human services to public safety. With the help of a dedicated team, we accomplished a remarkable turnaround that included:

- Adoption of the Fulton Industrial Redevelopment Framework
- Designation by the State as an “Opportunity Zone”, providing needed economic incentives
- Establishment of the Fulton Industrial Community Improvement District, a self-taxing entity to take on area wide governance and improvements
- Establishment of the South Fulton Service Center which relocated two county commissioners, police, fire, and all other unincorporated area services to FID

Today, FID is healthy and vibrant. It is now a place where businesses invest rather than flee.

My biggest disappointment thus far involves the establishment of a fire assessment fee in Savannah. A \$14 million budget deficit welcomed me upon arriving in Savannah in October 2016. As I tackled the deficit with my new team members, I realized the City had a structural imbalance that needed a long-term solution. Although revenue growth was respectable, it lagged projected expenditures well into the future. Working with the city council, we agreed to a stopgap approach for Fiscal Year 2017 with the understanding that we would bring back long-term options the following year. Fiscal Year 2018 presented a \$12 million imbalance and to address it, I proposed a fire service assessment using an approach and the same consulting firm as Cape Coral. After spending considerable time and effort creating such a fee, the city council adopted the budget with this fee. The fee provided financial stability, allowed us to lower the millage rate, and provided resources to address capital needs and service priorities. The fee was controversial and faced stiff public resistance. Continued opposition to the fee caused the city council to reverse its decision midway through the fiscal year, requiring us to identify more than \$16 million in new revenue and expenditure reductions. Rescinding a budget halfway through the fiscal year was disruptive to operations. In retrospect, I did not anticipate such stiff opposition since we held more than 60 community meetings and thought we had obtained community buy-in to the extent we could. Newspaper editorials supported our approach. In the end, the fire assessment was reversed, the equivalent of two engine companies eliminated from the fire department’s budget, and the millage rate increased. The painful lesson I learned throughout all of this is that local government must do a better job educating the public on how well it is performing and safeguarding the public’s resources. It was a painful lesson – it still hurts to sit to this day.

Employee terminations are always an unfortunate aspect of what we do as leaders. Unfortunately, I have had to dismiss employees throughout my career for poor performance or poor leadership. While it is never an encounter that brings pleasure or satisfaction, these separations were not a surprise to the affected individual. In every instance the individual was counseled and made aware of performance deficiencies beforehand, corrective actions identified, and the consequences of not meeting the performance standards explained. I hope that in every instance, I treated the employee with respect and dignity. I allowed them to “write their final chapter” with the organization and

allowed them to leave at the top of their game with a celebration of their accomplishments to the organization.

The issues and challenges facing Cape Coral's next city manager are:

- Leading in the Post COVID-19 Era.
- Ensuring continued Smart Growth.
- Continuing to expand and upgrade critical infrastructure.

Sadly, Cape Coral's next city manager will have to lead the organization through the aftermath of Covid-19's devastation. Although the City has a diversified revenue base not overly dependent on one specific funding source, it can expect revenues of all types to be impacted. While the financial realities of the pandemic will become clearer in the months to come, Cape Coral's next city manager will need to assess the financial impacts and determine how to continue basic municipal services, allow for certain aspects of the local economy to resume and balance the workforce and service demands with the new fiscal realities.

Second, Cape Coral's next city manager will need to continue to position the city for growth once the post-COVID 19 recovery begins to take shape. The City will need to continue progressive land use policies and zoning incentives to attract orderly and smart development to greenfields and redevelopment. Promoting growth in the tax base and employment for the city's residents must be a top priority. Fortunately, Cape Coral is well-positioned to attract further economic investment once the nation and the state adjust to the realities of the post-pandemic world.

Finally, investments in infrastructure must continue to drive the next city manager's agenda. During difficult times, many municipalities defer or eliminate investments in critical infrastructure improvements. This is a grave mistake and the next city manager must avoid the urge to gut capital investment plans. Since capital investments are long-term in nature, it is important that Cape Coral's next city manager appreciates the need to ensure adequate investments are made in all facets of municipal infrastructure including roadways, water utilities, facilities, and information systems. For Cape Coral, this includes expanding infrastructure utilities to areas currently not served plus parks and open space to accommodate neighborhood growth. The benefits of such continued investment will pay off in the longer-term. It is important to take a long-term view rather than an immediate one, however painful it may be.

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

- Listen, listen, and listen to understand issues, challenges, and desires of all stakeholders: elected officials, neighborhood groups, organized labor, business community, education representatives, the local media, and others;
- Forge a close relationship with the City Council and Mayor;
- Review goals and objectives for the organization with the Mayor and City Council;
- Reach out to department directors and learn about their challenges, priorities, and programs;

- Meet as many employees as possible by conducting several “town hall” sessions;
- Establish trust and credibility with all stakeholders; and.
- Become familiar with the community and its culture.

As for media relations, I appreciate the work the media does. The media can be a great asset if managed properly and cultivated. Being open and honest with them is important. Integrity is an essential part of the relationship with the media. In Savannah, I practiced an open-door policy with the media and reserved a better part of Tuesdays to meet with them. I am not aware of anything in my background that could be considered embarrassing to a potential client.

Social media is an effective tool in keeping the public informed and is changing how government communicates with its various constituencies. I have used social media, primarily twitter, to keep interested individuals informed with short briefs on an issue. This helped us shape our story and put us in leading the community conversation rather than delegating that role to media. I have used social media to help sustain interest on an issue and to keep the public informed on upcoming discussions or significant events. During workshops or regular meetings of my elected body, we would “tweet” aspects of the discussion. In Fort Lauderdale, we rely on ZenCity to help us mine social media on a regular basis to help us gauge public sentiment on a variety of issues.

There is “no dirt” on me. I live a clean, simple life, prefer to tell things as I see it, and sleep well at night. I also treat people with professionalism and respect. I am honestly not aware of anything in my professional or personal lives that could be viewed negatively. However, while serving as the city manager of Savannah, there were a few individuals who were not supportive of my efforts or views. You may find some blogs critical of my opinion on building materials in the city’s landmark historic district, my hesitance in assuming the operating costs of a regional expressway, and of the ill-fated fire assessment. Regardless, I always conducted myself professionally and never brought any negative attention to the elected officials or the organization I worked for.

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

### **ADJECTIVES OR PHRASES THAT DESCRIBE ME:**

Driven, Professional, Focused, Disciplined, Organized, Thorough

### **REASONS FOR CONSIDERING LEAVING CURRENT POSITION:**

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

### **CURRENT SALARY**

+/- \$217,000 plus \$4,680 auto allowance and \$1,310 cell phone allowance.

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*CB&A Background Checks*

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**Background Check Summary for  
ROBERTO HERNANDEZ**

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**Criminal Records Checks:**

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

**Civil Records Checks:**

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

**Motor Vehicle**

Florida	No Records Found
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<b>Credit</b>	Very Good
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<b>Bankruptcy</b>	No Records Found
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<b>Education</b>	Confirmed
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<b>Employment</b>	Confirmed
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Under the Fair Credit Reporting Act, 15 U.S.C. 1681-1681Y, credit and bankruptcy information are very sensitive and should not be used in the consideration of hiring. The information is included for each candidate because we do not want you to be surprised if third parties raise what they consider to be a concern.



# Background Check Summary for ROBERTO HERNANDEZ Personal Disclosure

## Personal Disclosure Questionnaire

Name of Applicant: ROB HERNANDEZ

The following questions are designed so that we will be able to make full disclosure to our client concerning your background. Please answer them honestly. Cutting corners or misrepresenting your past will result in you being eliminated from all further searches conducted by this firm. We understand that frivolous charges are sometimes made and that charges do not mean you were guilty. We also understand that you may have been wronged and needed to seek compensation. The bottom line is that we want to be certain that our client is fully informed. If you have any questions, please contact us for clarification.

*Please explain any yes answers on a separate sheet of paper.*

1. Have you ever been charged or convicted of a felony?  
Yes ☐ No ☒
2. Have you ever been accused of or have been involved in a domestic violence or abuse incident?  
Yes ☐ No ☒
3. Have you ever declared bankruptcy or been an owner in a business that did so?  
Yes ☐ No ☒
4. Have you ever been the subject of a civil rights violation complaint that was investigated or resulted in a lawsuit?  
Yes ☐ No ☒
5. Have you ever been the subject of a sexual harassment complaint that was investigated or resulted in a lawsuit?  
Yes ☐ No ☒
6. Have you ever been charged with driving while intoxicated?  
Yes ☐ No ☒
7. Have you ever sued a current or former employer?  
Yes ☐ No ☒
8. Do you have a personal My Space, Face Book or other type of Web Page?  
Yes ☐ No ☒
9. Do you have a personal Twitter Account?  
Yes ☐ No ☒
10. Is there anything else in your background that, if made public, would cause you, our client or our firm embarrassment if it came to light through the press or any other mechanism?  
Yes ☐ No ☒
11. Please provide a list of any lawsuits in which you are or have been a party either as plaintiff or defendant.  
NONE

Attested to:



Signature of Applicant

Please email this form via PDF DOCUMENT to [Lynelle@cb-asso.com](mailto:Lynelle@cb-asso.com) or via fax to (888) 539-6531 no later than 5:00 PM PST 04/13/2020.

(Note: Please be sure to sign the form with your actual signature if you are sending Fax or PDF Document)

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## *CB&A Reference Notes*

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## Reference Notes

### Roberto “Rob” Hernandez

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**Elizabeth Taschereau – Director of Developmental Services, City of Margate, FL**  
**954-884-3686 954-218-9798**

Ms. Taschereau has known Mr. Hernandez since 2011 when he was hired as the Deputy City Manager for Coral Springs. She was the Community Redevelopment Agency Coordinator and reported to him. She later followed him from Coral Springs to the Savannah when he became the City Manager. She had enjoyed working for him and had wanted to continue learning from him so much that she willingly commuted between her home in Florida to her job in Georgia. After he left Savannah to go to Fort Lauderdale, she also left.

Mr. Hernandez was a successful and professional leader. He had strong project and time management skills. Ms. Taschereau especially admired how well he kept track of numerous project deadlines on his calendar, which she had access to when working under him. He worked well with team and delegated excellently. The only possible weakness he had was his high expectations. He strove to accomplish much, and he expected his staff to perform similarly. Such expectations may have been overwhelming for some who were unsure of their abilities to accomplish their tasks. However, staff members were able to look back and be amazed by how much and how well they accomplished those tasks. Though his high expectations were a challenge for some, many Cities turned around for the better because of his drive.

Mr. Hernandez worked on numerous high profile projects, such as building a new city hall. The old city hall was built in 1905. It was very much out of date and far too small for a city of Savannah’s size. That said, building a new city hall spurred a great deal of controversy over architecture and location. Recognizing it as a critical need, Mr. Hernandez took charge of the project and eventually achieved community acceptance of the building’s location downtown and of the architecture. It all came about in approximately a year and a half and the new city hall celebrated its grand opening in 2018. Another significant project he worked on as upgrading the City’s arena while working with a management company. He was able to renovate the facility while negotiating a contract that was eventually approved by the County Commissioner. It was a huge accomplishment.

Mr. Hernandez was very inclusive of employees in projects, meetings, emails, status reports, memos, and other forms of communication. He communicated in a way they easily understood, and he expected his staff to communicate with him. Such an inclusive mindset was different for staff from the Cities of Coral Springs and Savannah, where the culture was less inclusive. He managed several internal and external projects that involved multiple people across different divisions. Many commented how they had not enjoyed such high communication levels before Mr. Hernandez came. Previously, little communication occurred between divisions. As such, decisions were delayed and less efficient. When he effectively included different groups to integrate on multi-division projects. He helped projects move forward.

Mr. Hernandez also generally made good decisions. He had high integrity. He made the best recommendations and decisions possible for the community as a whole. He did consider the input of groups with special interests, but he strove to make the best possible decision. He also made good decisions with staff members. For example, he reorganized the Savannah City staff, which

## Reference Notes

### Roberto “Rob” Hernandez

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composed of approximately 2,400 employees. This momentous change created openings, which he filled with sharp and high performing individuals. The new employees immediately began planning and establishing standard procedures. The City began to change, and consequently, so did the community. Furthermore, Mr. Hernandez greatly believed in committees. He formed several committees with the Human Resource Department and with staff, sometimes even bringing in external panel members if necessary. He wanted people in high-level positions to make decisions together.

As a great public speaker, Mr. Hernandez worked well with the public. He always remained composed and professional. He had excellent presentation skills. People were generally perceptive to his ideas when he spoke, and he communicated well when invited to speak for different organizations. Even if some people at those meetings were exceedingly unprofessional toward him, he managed himself well. He performed well despite those difficulties. In addition, Mr. Hernandez worked well with individuals. He educated others, providing recommendations on what the Mayor and others needed to vote on. Because of these interpersonal abilities, Mayor and Councilmembers voted on multiple successful projects. Moreover, Mr. Hernandez had good financial skills. He used a hands-on approach with the city budget and worked closely with chief financial officers and the Budget Director. He wanted to ensure he understood the budget accurately.

Though a change agent, Mr. Hernandez did not seek change for the sake of change. He carefully evaluated a City’s situation, whether involving technology, processes, or even City culture. He observed how others managed tasks before he made necessary changes to keep the City moving forward. Ms. Taschereau has done her best to incorporate this valuable lesson into her own leadership skills. Also, Mr. Hernandez an effective problem solver. He solved numerous issues that had existed for long periods of time. Some problems required many changes and more money, which made certain solutions difficult to implement. He attempted to solve these, and then he put plans into place to initiate these necessary changes once enough resources were available. Other problems were out of his realm of influence. As such, Mr. Hernandez made good recommendations, even if people did not follow his advice.

Ms. Taschereau is unaware of anything in Mr. Hernandez’ personal or professional background that will concern a future employer. She would definitely hire him if possible. As someone who has worked for him, she knows how good he is at overcoming challenges and managing a city. Mr. Hernandez is passionate about municipal work. He wants his employers to be high-performing organizations. He has been and will continue to be a very good Manager.

#### **Words or phrases used to describe Roberto Hernandez:**

- Successful,
- Professional,
- Collaborative,
- Inclusive,
- High integrity,
- Good speaker, and
- Influential.

## Reference Notes

### Roberto “Rob” Hernandez

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**Strengths:** Project management, leadership and staff management, presentation abilities, financial understanding.

**Weaknesses:** His high expectations can be daunting at time, but his expectations drive people to accomplish goals they previously thought they were incapable of achieving.

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**Skye Patrick – former Director of Libraries, Broward County, FL 562-940-8400  
562-659-1155**

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

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

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

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

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

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

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

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

## Reference Notes

### Roberto “Rob” Hernandez

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

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

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

#### **Words or phrases used to describe Roberto Hernandez:**

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

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

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

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#### **Van Johnson – Mayor, City of Savannah, GA 912-651-5988 912-651-6444**

Mr. Johnson worked with Mr. Hernandez between 2016 and 2019 when Mr. Hernandez became the Savannah City Manager. Mr. Johnson and Mr. Hernandez had a good relationship.

Mr. Hernandez performed decently as City Manager. He was smart, strong-willed, and a hard worker. He was a workhorse who innovatively tried to find solutions to problems. He was always quite professional, cordial, and direct. At times, his passion and directness may have caused people to think Mr. Hernandez was emotional or overly direct. However, these traits were a function of his military background.

Mr. Hernandez had good communication skills. He kept Mr. Johnson informed via email, phone, and personal communication when appropriate. Mr. Hernandez generally made good decisions and usually made good decisions when hiring personnel. He was customer service oriented. He accomplished tasks in a timely manner.

Additionally, Mr. Hernandez tried to make the City to a high-performing organization. He recognized several structural financial issues within the City and put the City on track. He was

## Reference Notes

### Roberto “Rob” Hernandez

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both a leader who rallied employees around the organization’s vision and a manager who oversaw processes behind a desk. He worked hard to effectively solve problems to the best of his abilities. For example, he brought about a strategic plan for the City, which had not existed prior to Mr. Hernandez’s arrival. He led the Council and the organization to determine a goals and priorities. The Savannah Forward strategic plan is still currently used.

One of the largest criticisms against Mr. Hernandez was that he was less social than the public expected their Manager to be. Certainly, he was kind and polite. He had experience working with the public and sometimes was out in the public attending community meetings to represent the organization. However, he often worked more than he socialized.

At times, Mr. Hernandez experienced some difficulties wading through the City’s Council-Manager form of government. These hardships were not entirely his fault because some councilmembers violated these lines at times. Usually, Mr. Hernandez persevered. Eventually, these challenges became too much for him to bear. For example, he proposed instituting a City fire fee similar to what Florida cities used to address the City’s structural deficits. The Council accepted the idea. However, when the public became upset with the fee, the Council blamed him for the failure. Furthermore, the previous Mayor needed a scapegoat for some of his poor decisions and blamed Mr. Hernandez – even though the City Manager only carried out decisions made by the City Council.

Mr. Johnson is unaware of anything in Mr. Hernandez’s background that will concern a future employer. If given the opportunity to rehire Mr. Hernandez, Mr. Johnson would consider him as a candidate. Given the difficult circumstances in Savannah, Mr. Hernandez was a great Manager.

#### **Words or phrases used to describe Rob Hernandez:**

- Smart,
- Strong-willed,
- Hard worker,
- Good work ethic,
- Innovative, and
- Professional.

**Strengths:** Work ethic, innovative solution finding.

**Weaknesses:** Mr. Hernandez’s passion and directness may have been misconstrued as being emotional or overly direct.

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#### **Claudette Bruck – former Commissioner, City of Coral Springs, FL 954-562-2526**

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

Mr. Hernandez was extremely bright, very diligent and focused. When he first came to the city he first stood back and analyzed the organization. When it was his turn to speak, he impressed



## Reference Notes

### Roberto “Rob” Hernandez

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everyone. His presentations are flawless but factual. Everything he said was entirely trustworthy; he presented information he could stand behind.

Their interactions were all professional. Mr. Hernandez was very respectful. He listened and was prompt in responding to inquiries. His decisions when hiring personnel were very good. He was innovative and operated at a high performance level. He listened, assessed a situation, and then came forward with an excellent recommendation. He was very experienced and innovative.

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

Mr. Hernandez kept the Commissioners informed as appropriate. The Manager’s office operated independently of the Commission. Rather than reporting in on a daily basis, they did so at special meetings or as needed. Mr. Hernandez did not have the opportunity to work one-on-one with residents, but he did present information about projects to the community. He was always prepared and answered questions on the spot.

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

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

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

#### **Words or phrases used to describe Roberto Hernandez:**

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

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

**Weaknesses:** None identified.

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## Reference Notes

### Roberto “Rob” Hernandez

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#### **Brooks Stillwell – former City Attorney, City of Savannah, GA 912-484-1690**

Mr. Stillwell worked with Mr. Hernandez between 2016 and 2019. During this time, Mr. Stillwell was the Savannah City Attorney and Mr. Hernandez was the City Manager. They worked closely together daily and reported to the City Council.

Mr. Hernandez was a great City Manager operationally. He worked hard and had good fiscal planning abilities. He had several good ideas for the City and was a good strategic planner. He possessed a long-term vision of what he wanted to accomplish and strove to quickly achieve those goals. He was driven and dedicated.

Mr. Hernandez managed day-to-day operations exceptionally well. He worked well with staff members and those close to him in the office. He met with Mr. Stillwell during weekly meetings with City leaders and kept the City Attorney well informed.

As a change agent, Mr. Hernandez came in and proposed several changes to help the City run better. He initiated several positive transformations, such as with implementing the City’s strategic plan. However, Mr. Hernandez implemented other changes too quickly for the historical City to handle. For example, he tried to completely change the City’s property exchange, planning, and financing. Each area’s change was tough individually, but all these at once were especially difficult to maintain.

Savannah is a very unusual city. Its roots go back almost 300 years and Mr. Hernandez did not fully appreciate how the City’s unique historical culture differed from the culture found in his previous positions in Florida. In past jobs, he rarely handled city politics as the person second in charge. In Savannah, he had to involve himself more than he had previously done. The City traditionally expected the City Manager to be its Chief Executive Officer and to be heavily involved with the entire community outside of city government organization. As such, Mr. Hernandez had to work with county officials, chamber commerce, state legislature, and community leaders. Though Mr. Hernandez worked well with staff, he did not see community politics as part of his job, which was a large issue for the City. He frankly did not anticipate the public blowback from some of the programs he recommended the City Council implement. As such, he faced many challenges.

Even though many of his ideas were conceptually good, Mr. Hernandez was unable to bring the public to side with his solutions. For example, he tried implementing a fire fee to unburden property owners’ taxes. He saw the fee as a method of fixing the City’s fiscal problem. Though he initially had the Council’s support, Mr. Hernandez eventually faced huge public backlash. Then some council members tried to politicize the plans which led to the fee being poorly implemented. Mr. Hernandez also tried to implement a union contract with the fire union, which ended up facing public blowback as well. He had little Council support because such a plan did not translate well to Georgia.

Eventually, Mr. Hernandez left the City to return to Florida. Both his wife and he were unhappy with how rough this period was for them. He gave several months’ notice before his resignation.

## Reference Notes

### Roberto “Rob” Hernandez

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Despite these issues, Mr. Hernandez was a great City Manager. He spoke well with public groups. He was an excellent fiscal manager. He generally made good decisions and hired personnel quite conscientiously. He was particularly customer service oriented. He was a leader who had a vision of how to accomplish goals and who tried to mold the City’s organizations to this vision. He accomplished tasks in a timely manner. He set goals and timeframes to move forward. He solved several problems effectively. He successfully implemented the complete reorganization of the City’s organizational department. He worked hard through stress to overcome issues. He also was outstanding with crisis management, such as when the City dealt with two hurricanes.

Any future employer will need to discuss what they expect Mr. Hernandez to do and what he expects to do with public and community leadership. These clear explanations are critical. Mr. Hernandez will perform well under a strong County Manager or strong Mayor who assumes all roles of working with the public. Mr. Hernandez understands how this type of government is organized and will do well in this system. Mr. Hernandez was an excellent City Manager on a whole, just not for the City of Savannah.

Mr. Stillwell is unaware of anything in Mr. Hernandez’s personal background that will concern a future employer. Though Mr. Stillwell would not rehire Mr. Hernandez for the City of Savannah, Mr. Stillwell would definitely hire Mr. Hernandez for most any other municipality. A future employer will not find a more dedicated, hardworking person who can implement ideas well. Mr. Hernandez has been and will continue to make a good Manager.

#### **Words or phrases used to describe Rob Hernandez:**

- Tremendously hardworking,
- Good strategic planner,
- Aggressive in a good way,
- Dedicated, and
- Visionary.

**Strengths:** Long-term planning, fiscal planning, management skills.

**Weaknesses:** Interacting with public and political leaders was hard for Mr. Hernandez, who was used to a more strictly managerial position.

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#### **Zachary Williams – former Fulton County Manager, GA 404-990-6545 404-371-2881**

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

Mr. Hernandez had an excellent work relationship with his elected officials. They trusted that what he said to had been well researched. He earned their respect and represented Mr. Williams very well.

## Reference Notes

### Roberto “Rob” Hernandez

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Once he had been given a problem to solve, Mr. Hernandez was tenacious. He marshaled resources and focused them through team building to get the job done. He did not shy away from challenges. He was patient when it was warranted; however, it did not come naturally to him.

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

Depending on the nature of the decision that needed to be made, Mr. Hernandez responded quickly. Circumstances that required gathering facts may have taken him longer. He was not indecisive but rather took the appropriate amount of time to gather the information and opinions he needed to make good decisions.

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

Mr. Hernandez was innovative but did not try to change things just for the sake of change. He was mature enough to leave a process alone when it worked well. He had improved existing processes in Fulton County.

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

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

#### **Words or phrases used to describe Roberto Hernandez:**

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

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

**Weaknesses:** He could be patient when it is warranted; however, it did not come naturally to him.

## Reference Notes

### Roberto “Rob” Hernandez

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

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

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

Mr. Hernandez and Ms. Lowman had philosophical differences yet got along quite well. His military background had shaped his personality and made him the driven person he was. He worked well with elected officials. He spent most of his time with the commissioner over the unincorporated areas. Though their interests were not always the same, they worked well together. He had the respect of the commissioners. Mr. Hernandez valued loyalty. His greatest strengths were diligence and following through. No matter how difficult a situation had become, he did what he needed to for the best interest of the community.

Laser focus was both strength and a weakness for Mr. Hernandez. In his current role as second in command, he did what he was asked without stepping back to see if there was another way. If he was the final decision maker, perhaps that would have been different. Unlike many managers, Mr. Hernandez did not have an aversion to staff meetings. He liked to speak with people face-to-face. He was more than capable of interacting via telephone and email, but he favored the personal approach when dealing with direct reports.

Mr. Hernandez was a great public speaker. He had a teaching background in the military. He interacted well with the public and dealt with residents often in the unincorporated area.

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

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

#### **Words or phrases used to describe Roberto Hernandez:**

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

## Reference Notes

### Roberto “Rob” Hernandez

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**Strengths:** Diligence; follow through; loyalty.

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

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#### **Bill Durrence – former Alderman, City of Savannah, GA 912-247-8108**

Mr. Durrence worked with Mr. Hernandez between 2016 and 2019. At the time, Mr. Durrence was in his first term as Alderman. Mr. Durrence was one of the Savannah City Councilmembers who hired Mr. Hernandez to be City Manager. Mr. Durrence was one of Mr. Hernandez’s directors.

Mr. Hernandez possessed an impressive and thorough understanding of the City. He had extensive knowledge from public works to finance. He was as open as possible with councilmembers. Even though working for nine directors made things complicated, Mr. Hernandez was exceptionally competent and provided numerous innovative ideas. He was good internally and developed good staff relationships. He accomplished tasks in a timely manner. He was highly skilled in running the City.

Mr. Hernandez offered many solutions to the City’s issues. He helped councilmembers understand the reason for the City’s problematic budget stresses. Although the City was a successful destination for tourism, very little of that money went to the City’s coffers. Certainly, some sales tax revenue came to the City, but most went to businesses involved with tourism. Mr. Hernandez clearly identified the City’s financial stress points.

As good as he was with finances, Mr. Hernandez struggled to maintain public posture as Savannah City Manager. First, he underappreciated the historical nature and character of the City that brought much community pride. Because historic landmarks and districts made the City different, many people expected solutions to be likewise unique. Local attitude often discouraged researching how other places solved similar problems. Mr. Hernandez’s approach to look at other cities’ solutions made people feel slighted. As such, he missed an opportunity to engage early and gain the public’s support. Second, he was generally more of a hands-on manager who seemed uncomfortable interacting in social management of a highly networked City. He was more comfortable rolling up his sleeves and working than being a public face for the City. Because he did not engage people to his side, he was less effective than he could have been.

Mr. Hernandez generally made good decisions. He also hired well for many top staff members, including the Fire Chief, Police Chief, and Human Resources Director. He often reached out to other senior staff when looking for personnel, and this collaborative approach was helpful. Some personnel he inherited were not highly qualified for their positions. At one point, Mr. Hernandez successfully moved senior personnel to fill vacancies. Prior to this major shuffle, staff members were scattered all over the City, causing much unnecessary work. He consolidated staff, thus making processes more efficient. Occasionally, Mr. Hernandez needed to be more disciplinary, but he eventually let a number of problematic people go. For example, he fired the Director of the Department of Revenue because she was simply unable to fix a particular issue, even after being given adequate time and resources.

## Reference Notes

### Roberto “Rob” Hernandez

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Mr. Durrence is unaware of anything in Mr. Hernandez’s background or conduct that will concern a future employer. If given the opportunity, Mr. Durrence would rehire Mr. Hernandez. Being new to a large leadership position as Alderman, Mr. Durrence understands the learning curve Mr. Hernandez faced while being City Manager for the first time. Mr. Hernandez was a bright individual who experienced valuable lessons. He was a good Manager.

#### **Words or phrases used to describe Rob Hernandez:**

- Knowledgeable,
- Competent,
- Introvert,
- First rate manager,
- Innovative, and
- Open.

**Strengths:** Financial skills, extensive understanding of how to run a city, executive functioning.

**Weaknesses:** He did not fully appreciate the City of Savannah’s uniqueness and had a hard time connecting with the City’s people.

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#### **William “Bill” Hubbard – Chief Executive Officer, Savannah Area Chamber of Commerce, GA 912-657-9207**

Mr. Hubbard and Mr. Hernandez interacted when Mr. Hernandez was the Savannah City Manager between 2016 and 2019. They have since messaged each other occasionally.

When Mr. Hernandez worked in the City, he communicated fairly regularly with Mr. Hubbard. Mr. Hernandez called and sent emails. He sometimes dropped by Mr. Hubbard’s office, and they typically saw each other weekly during city events.

Mr. Hernandez was a decent City Manager. Mr. Hernandez was a good, smart man. He was quite professional and thoughtful. He had good financial grounding. He built good staff around him and organized them well. He generally made good decisions. He also did a great job with reorganizing the city staff. At times, though, Mr. Hernandez made some poor staffing decisions. For example, he left an engineer in a developmental position a bit longer than others might have preferred. Additionally, he let go an assistant city manager by leaving a note on her chair. Although several elected officials asked him to let her go, this approach was unprofessional.

Mr. Hernandez faced difficulties integrating himself in the community. As a first time city manager, Mr. Hernandez was not accustomed to being one of the City’s key leaders. He wanted to ensure others did not accuse him of playing favorites. As such, he interacted with the philanthropic, nonprofit, church, and business communities on a purely business level. He experienced difficulty developing tough enough skin to deal with criticism. This weakness held him back and

## Reference Notes

### Roberto “Rob” Hernandez

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undermined his ability to be effective. Despite his strengths as City Manager, his inability to fully participate in the community affected the public’s confidence in him. He needed to get to know these smaller communities better.

Mr. Hernandez was a good manager who oversaw processes behind a desk. He had great management skills and good knowledge of running a city. He thoroughly researched various solutions and made decisions effectively. For example, he led a team in providing a strategic plan in a fairly short time period. He worked with elected officials to agree to this plan.

Unfortunately, Mr. Hernandez had challenges working through the politics to implement the strategic plan. In one instance, Mr. Hernandez proposed a fire fee to help city finances. Around this time, the City had collected approximately \$10 million in revenue. While garnering public support for the fire fee, Mr. Hernandez was also especially transparent with this revenue. Because the public misunderstood how the revenue was not part of the City’s own earnings, people were particularly upset with the fee. Mr. Hernandez had admirable intentions to be transparent, but his timing cost him the fire fee concept.

Despite these challenges, he was always polite and diplomatic with people. Even when church groups angrily protested and wanted him fired, he kept going. He handled stress well for the most part and never showed a temper. Eventually, however, Mr. Hernandez and his wife left the City because they felt alone.

Mr. Hubbard is unaware of anything in Mr. Hernandez’s professional or personal conduct that will concern a future employer. Mr. Hernandez had been purely professional, honest, and transparent. Although Mr. Hubbard would not rehire Mr. Hernandez to be City Manager, Mr. Hubbard would consider Mr. Hernandez for an Assistant Manager position. Mr. Hernandez was strategic and smart. He would excel in the responsibilities expected of a Deputy Manager.

#### **Words or phrases used to describe Rob Hernandez:**

- Professional,
- Good guy,
- Quite thoughtful,
- Polite,
- Diplomatic, and
- Capable.

**Strengths:** Financial skills, building good staff.

**Weaknesses:** He was politically weak and often distant from constituents.

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#### **John Hearn – City Attorney, Coral Springs, FL 954-344-1011**

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



## Reference Notes

### Roberto “Rob” Hernandez

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

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

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

Mr. Hearn was not directly involved with the budget and finances, but in the course of their conversations he came to believe that Mr. Hernandez had good financial skills. Mr. Hernandez completed tasks by the deadline given.

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

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

#### **Words or phrases used to describe Roberto Hernandez:**

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

**Strengths:** Energetic; very much wanted to make decisions; could shepherd a project from A to Z very well.

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

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**Prepared by:** Danielle Dayton and Lynelle Klein  
Colin Baenziger & Associates



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## *CB&A Internet Research*

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WLRN News HD1 (FL)  
February 21, 2020

### **Fort Lauderdale Officials Respond to \$1.8 Million State Fine for Sewage Spills**

Author: *Alexander Gonzalez & Tom Hudson*

Pipes in Fort Lauderdale keep breaking--it's been an almost daily reality for many people living and working in the city. More than 200 million gallons of sewage have spilled from busted pipes in Fort Lauderdale since December. The state responded to the sewer spills this week. The Florida Department of Environmental Protection fined the city almost two million dollars. That amount is based in part on how much sewage has spilled. On the South Florida Roundup, host Tom Hudson talked about the issue with WLRN's Broward County reporter Caitie Switalski and Fort Lauderdale's deputy city manager **Rob Hernandez**.

Here's an excerpt of their conversation: Tom Hudson: What are the funding options if the city has to pay the state this \$1.8 million fine or any fine for that matter?

**Rob Hernandez:** Well, if we have to pay the fine, it's either going to have to come out of the Water and Sewer fund or the city's general fund. And again, we believe that \$1.8 million will best serve our local residents and our taxpayers by being reinvested into some of these projects rather than just going in and being deposited into a general fund at the state level. We're not being critical of the state. We understand that they were in the position where they felt that they had to take some sort of action. But we're hopeful that we'll be able to work something out that is slightly different than just the fine.

Caitie Switalski: When it comes to the punitive nature of the fine, \$1.4 million of the \$1.8 million is civil penalties based on how much sewage and how many days the sewage spill went on. I know the city is in the middle of weaning off trying to take money out of those funds [general or Water and Sewer funds] to balance the regular budget. That was a practice leftover from the last city administration. But if the city has to pay part of this fine out of those funds again, have you heard from any residents about that?

**Hernandez:** No, we haven't heard from any residents. And certainly I don't think it's going to change the practice. The city commission has made it abundantly clear that we were going to transition away from transferring funds from the Water and Sewer fund into the general fund. The city commission that's currently in office directed the city manager to transition us over a four-year period. They have since directed us to accelerate that transition. And that's something, going into next fiscal year, that we're certainly looking at. If there's an opportunity to return those funds at midyear this year, that's something that our city manager is looking at. But I don't think that the fine is going to derail us from making progress. And using your word, "weaning" ourselves off of that budget transfer. We're under clear direction that the funds that are generated by the Water and Sewer fund are going to go back into the necessary improvements that need to be made. And certainly we've been working in that direction for the last couple of years and we will continue to do so.

South Florida Sun Sentinel (FL)  
July 23, 2019

**Fort Lauderdale: Contractor Who Broke Water Main Wasn't Digging Where it told us**

Author: *Larry Barszewski*

Fort Lauderdale never warned a contractor that a critical water line lay buried where workers planned to dig last week, a report shows, but city officials say that's because the contractor supplied the wrong address. The misinformation led to a failure that ultimately dried up the city's water supply and led to days of boil-water orders. Taps ran dry hours after the contractor drilled into the water supply line July 17. Countless businesses were forced to close, and more than 200,000 people were left without water to drink or shower. The contractor, Florida Communication Concepts, used a service called Sunshine 811 to find out whether there were underground utilities it had to watch out for while doing work for Florida Power & Light Co. The statewide utility service is authorized under Florida law and is the state's official resource for companies and individuals planning underground work.

The report shows Fort Lauderdale never told the contractor that the site in the back of 2525 NW 55th Court contained a 42-inch pipe that supplied raw water to the main water treatment plant. Instead, the city indicated that it didn't provide service there, according to the report from Sunshine 811. Deputy City Manager **Rob Hernandez** said the city's water line isn't on that property; it's 75 feet north. The digging was being done to the north and east of the requested location, he said. "It appears that where the contractor was digging is not where they indicated on the 811 ticket," **Hernandez** said. "Our investigation is still ongoing." The owner of Florida Communication Concepts, Tim Hicks, said he couldn't comment, and FPL has declined to answer reporters' questions.

Contractors contact Sunshine 811 to alert agencies about the work they plan to do and to find out whether there are pipes or underground facilities they need to avoid when digging. The service then alerts the utilities, which are supposed to inform the contractor whether they have lines in the area and mark them if they do. Florida Communication Concepts filed a ticket with Sunshine 811 on June 25 to install conduit in July for FPL near Fort Lauderdale Executive Airport, records show. Sunshine 811 notified Fort Lauderdale and nine other entities, based on maps they submitted to Sunshine 811 that indicated it was possible they could have equipment near the work site. Tamarac and Crown Castle Fiber responded that they had no facilities there. Oakland Park, Teco People's Gas of South Florida and CenturyLink said their lines were outside of the work site.

Others said they did have equipment in the area. Fort Lauderdale Executive Airport, Comcast Cable, AT&T and FPL indicated that they marked the locations of their lines for the contractor. Fort Lauderdale responded as well, but it used a code indicating that no city utilities were present at that excavation site. The code it used said "another company provides the services at this location." That code typically is used by utilities that do not have services at that exact location, according to Sunshine 811's online site. **Hernandez** said that's because the city doesn't have any water lines at the property address the contractor listed. He also said Florida Communication

**Internet – Newspaper Archives Searches**  
**Roberto Hernandez**  
*(Articles are in reverse chronological order)*

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Concepts said on its Sunshine 811 form that it would not be doing boring, but that's how the city's pipe was pierced. Fort Lauderdale receives dozens of requests each day from Sunshine 811 for underground line information. Sunshine 811 sent the city 20,501 notices last year and 12,635 so far this year, the service reported. The requests go to the city's distribution and collections chief for its water and wastewater services. A city police report filed at the time the line was punctured said the company had used the line-locating service. However, it cited Florida Communication Concepts for not having a permit for the work, violating city codes. It issued the contractor a "Notice to Appear" citation. City officials said a date has not been set for a hearing. It's not clear whether a permit was needed. **Hernandez** said last week that FPL has a franchise agreement with the city that does not require the utility to get a permit every time it digs.

Post Gazette (PA)  
July 19, 2019

### **Fort Lauderdale gets 'Temporary Relief' While Crews Repair a Water Main Break**

Author: *Dakin Andone & Emanuella Grinberg*

Officials in Fort Lauderdale, Florida, said a temporary fix water has running again after a main break left an estimated 220,000 customers without service Thursday. Water is flowing below normal pressure and is expected to return to "near normal" sometime Thursday night, Mayor Dean Trantalis said in an evening news conference. A subcontractor repairing electric lines on Wednesday struck a pipe that supplies water to a treatment plant, cutting off the city's water supply. No major incidents were reported as a result of the outage, the mayor said. A partial patch was placed on the hole, increasing water pressure, Mr. Trantalis said. Those involved in the repairs are "confident" that the patch will provide "temporary relief" while crews work to redirect the water flow through a backup line and replace the broken pipe, he said.

The installation could take through the weekend, Mr. Trantalis said. While repairs are underway, a boil water advisory is in effect until and water distribution sites will stay open until at least Saturday, Mr. Trantalis said. With repairs underway, he said the city's focus will shift to investigating the cause and seeking compensation for not only the city but hotels, restaurants and other businesses impacted by the service outage. "This was not just a minor incident, this impacted many hundreds of thousands of hundreds of people," Mr. Trantalis said. "It was clearly haphazard," he said. "It's clearly something that we're going to seek retribution for."

#### What the city is doing to fix the pipe

On Wednesday, a subcontractor working near the city's Executive Airport for Florida Power & Light damaged a 42-inch city pipe that supplies water from wellfields to the Fiveash Water Treatment Plant, the mayor said. The service outage impacted the city and surrounding municipalities that receive water through the city, including Lauderdale-by-the-Sea, Oakland Park, Wilton Manors and sections of Davie and Tamarac. An estimated 220,000 customers were impacted, Deputy City Manager **Rob Hernandez**. Crews are now building a concrete bunker around the broken pipe to seal the break and protect the pipe, Mr. Trantalis said. The bunker should be completed by 10 p.m. ET and the Fiveash Water Treatment Plant should be back to full and normal operation, he said. The temporary fix will give crews time to redirect the water flow through a backup line, Mr. Trantalis said. Once the backup line is in place, a replacement pipe for the primary main will be installed, likely over the course of the weekend, the mayor said.

#### Cause of outage under investigation

Earlier Thursday, Mr. Trantalis said crews responded immediately, but as they were working, the damaged pipe collapsed, forcing the city to turn off the water flow. During Thursday night's news conference, he suggested the subcontractor bore the brunt of the blame for "something they should not have done." The subcontractor has been cited and an enforcement action has been launched, the mayor said, although he was unable to identify the specific citation. When initially asked if there was anything the city could have done better, the mayor responded "no," then

**Internet – Newspaper Archives Searches**  
**Roberto Hernandez**  
*(Articles are in reverse chronological order)*

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added, "Yes -- we could have foreseen this but you can't foresee these types of things." Later in the press conference, the mayor maintained the incident an "accident" caused by "human error," but he also acknowledged that it put a spotlight on the city's redundancy systems.

Deputy City Manager **Rob Hernandez** said "difficulty" with at least one valve that was supposed to redirect water to the redundant system, leaving them unable to isolate the damaged section of pipe. "What [this] pointed out to us is that we need to pay more attention to our infrastructure needs and that we need to go back and make sure that these redundancies systems do work when they're supposed to work." Residents in need of bottled water can find it at the Beach Community Center on 33rd Avenue, Mills Pond Park on Northwest 9th Avenue and Riverland Park on Southwest 27th Avenue.

SavannahNow

Posted May 26, 2019 at 8:18 PM Updated May 27, 2019 at 12:29 AM

### **Savannah's city manager out on medical leave**

By DeAnn Komanecky and Eric Curl

Savannah City Manager **Rob Hernandez** is out on medical leave, with Patrick Monahan now serving as acting city manager. **Hernandez** tendered his resignation on April 12 with a last work day date of June 30. Whether **Hernandez's** medical leave will change when he leaves his post is not known. City spokesperson Ken Slats said no other details are currently available. Monahan, a former Chatham County assistant manager, was hired in April as a consultant to work with **Hernandez**, starting in May. Monahan retired from the county in 2013 and has said he would only take the interim position temporarily, but is willing to stay long enough after this fall's election for the new city council to hire the long-term manager next year. He will be paid \$20,000 a month for up to 12 months, under the agreement.

**Hernandez's** resignation came after news broke of his pending departure for a job as deputy city manager of Fort Lauderdale, Florida. **Hernandez** declined interview requests regarding his resignation, but said in a subsequent press release that he and his wife decided to go back to south Florida to help their siblings care for their elderly mothers. He indicated there was more to the decision than just family reasons, however, in correspondence obtained by the Savannah Morning News. **Hernandez** said he intended to stay away from city manager positions for a while after being asked about his plans by Lake Wales, Florida, City Manager Kenneth Fields. "The last three years here have been tough as a (city manager)," **Hernandez** said. He responded in a similar manner to an April 12 email from Chatham County Engineer Leon Davenport. "Tough town," **Hernandez** said. "Going back to Fort Lauderdale."

The city council hired **Hernandez** as city manager Sept. 1, 2016, with a \$238,000 salary and \$600 monthly vehicle allowance, as well as a \$7,000 annual 457 retirement plan. After his arrival, **Hernandez** led the city through a major restructuring and successful development of a strategic plan. The city has also experienced two years of budget surpluses after **Hernandez** had implemented a hiring freeze and budget cuts. His impact was praised by some of his executive team following word of his departure.

City Management Coordinator Joe Shearouse Jr. wrote in response to his resignation notice that he thought a lot about the accomplishments **Hernandez** had made in Savannah. "Your impact on people is extensive and much more influential than a project or initiative," Shearouse said. "Your openness and eagerness to provide us opportunities to grow and learn is lasting and far reaching." Special Projects Coordinator Daphne Williams said in an email that it may be a long time before they get someone else comparable. "Our team was on fire," Williams said.

**Hernandez** also experienced his share of criticism, which began shortly after his arrival when he proposed cuts, which were ultimately restored, to arts organizations and social programs. And he was widely panned by residents following the implementation of a fee for fire service.

**Hernandez** had touted as a way to get all property owners — including those that are tax-exempt

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**Roberto Hernandez**  
*(Articles are in reverse chronological order)*

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— to contribute to the rising costs of providing fire protection. Public indignation only grew when **Hernandez** presented the council with a spending plan for a budget surplus from 2017 of more than \$10 million about five months after the fee was adopted. The fee was ultimately repealed, but **Hernandez** later attributed some subsequent job searches to the widespread opposition he encountered following its implementation.



Savannah Morning News (GA)  
April 29, 2019

### **Savannah Could Get More Affordable Housing Under These Proposed City Programs**

Author: *Eric Curl*

About 44 percent of Savannah families cannot afford quality housing, according to city officials. In other words, almost 24,000 local households are cost burdened because they spend 30 percent or more of their income on housing, said Housing and Neighborhood Services Director Martin Fretty. To address the issue, the city is considering some new affordable housing initiatives that were presented to the Savannah City Council during a workshop Thursday. The initiatives include a \$20 million investment to acquire, redevelop and sell 1,000 blighted properties over a 10-year period. The investment would provide more affordable housing, while also reducing the number of abandoned properties that cost the city an average about \$1,300 a year each in lost tax revenue and expenses related to police, fire and code enforcement services, Fretty said. The city is hoping to get \$10 million for the acquisition program included on the Special Purpose Local Option Sales Tax referendum going before voters this fall. The eventual sale of the properties would go back into a revolving fund and help drive down costs for future investments, Fretty said. "After a couple of years you ought to be able to recover, we think, 80 percent of what we invested in the properties to acquire them," he said. The city is expected to meet with Chatham County officials next month to discuss the SPLOST project list and determine Savannah's distribution share of the sales-tax revenue. Savannah affordable housing presentation by savannahnow.com on Scribd. Inclusionary zoning. The city is also contemplating the implementation of an inclusionary zoning policy, similar to one established in Atlanta last year. The policy would require developers of apartment projects to include a certain percentage of affordable units or pay a one-time fee into a city housing fund. In turn, the developer could select from a list of incentives that could allow for more units, reduced parking requirements and a streamlined permitting process. In Atlanta the program applies to areas where the city is experiencing the pressures of redevelopment, said Bridget Lidy, Savannah's director of planning and urban design. In Savannah, the Canal District, where the new arena is being built west of downtown, provides an opportunity for the program's launch, Lidy said. "It's ripe for this," she said. The proposal received general support from the council, although it is still early in the process. Lidy was encouraged to set up a meeting with Atlanta officials, who she said have expressed interest in helping Savannah establish their own initiative.

And City Manager **Rob Hernandez** said he thought the city would likely need to hire an outside consultant before they could develop an inclusionary zoning policy. "I think we need to bring in the resources from other communities that have gone through that process," **Hernandez** said. "We haven't and there is a lot of stakeholder involvement and a lot of legalities involved." In the meantime, the city has developed some proposed standards to reduce development costs and increase the amount of affordable housing, including the reduction of the minimum lot size and parking requirements in traditional neighborhoods. In addition, the city's proposed new zoning ordinance, NewZo, provides more flexibility for constructing accessory dwelling units, with no more than one bedroom, in some areas. City officials are planning for the new ordinance to be adopted in July after public hearings are held in June.

Savannah Morning News (GA)  
April 13, 2019

### **Hernandez Formally Resigns Post**

Author: *Savannah Morning News*

Savannah City Manager **Rob Hernandez** formally submitted his resignation letter Friday morning. "Such letters are never easy to write and I hope it conveys my appreciation to all of you and our great staff, especially those that sit around the table with me each Monday," **Hernandez** wrote in an email to the city council and city staff. "I know that I've made some mistakes along the way as I am far from perfect. Please know that I have always attempted to do what is in the best interest of the city in the long term, and endeavored to create a culture of fairness, professionalism, integrity, inclusion, diversity, opportunity and ingenuity. I'm fortunate to have been surrounded by a team of good people. I'm grateful to have known you. Together, we've gotten a lot done since October 11, 2016. I hope that I have served all of you well," he wrote. "Thank you for the opportunity to serve as your city manager."

Fort Lauderdale City Manager Chris Lagerbloom informed the Savannah Morning News on Thursday that **Hernandez** will be joining the city as deputy city manager later this summer. In a formal resignation letter addressed to the mayor and alderman, **Hernandez** touted the team's accomplishments, from upgrading the city's bond rating to launching the design of the new arena. "I have been honored with the privilege of serving as Savannah's eighth city manager since adoption of the council-manager form of government in 1951. I joined the City on the heels of Hurricane Matthew on October 11, 2016, and since then we've weathered literal and figurative storms and overcame numerous obstacles in providing exceptional municipal services," **Hernandez** wrote. "We accomplished much during this time while simultaneously creating an organizational spirit focused on one simple concept: Forward. Forward is a fanatical passion for momentum, progress and achievement. It is an obsession with what is possible rather than the status quo. It is the driver behind our biggest accomplishment - SAVANNAH FORWARD, our guide to strategic policy-making and investments through 2025."

**Hernandez** said in a press statement issued later that he and his wife decided to go back to south Florida to help their siblings care for their elderly mothers. His resignation is effective June 30. Savannah Mayor Eddie DeLoach has recommended that former assistant Chatham County Manager Pat Monahan serve as interim city manager, but he is awaiting support for that decision from the rest of the city council. A special meeting has been called for 6 p.m. Monday in the Media Room on the second floor of City Hall for the council to consider an interim city manager. The next city manager is not expected to be hired until after the new city council is sworn in next year following this fall's election.

Savannah Morning News (GA)  
January 9, 2019

**Savannah City Manager Rob Hernandez: Government Leadership Backs Savannah Fire Department**

Author: ***Rob Hernandez***

There has been much discussion in recent days about staffing levels within Savannah's Fire Department. I would like to take this opportunity to address misinformation circulating in social and regular media outlets.

First, what the city government has not done:

- We have not closed any fire stations.
- We have not laid off any fire personnel.
- We have not left any neighborhood in Savannah unprotected.
- We have not taken steps that will delay Savannah Fire's response time to an emergency.

What we have done is eliminate vacant positions in Savannah Fire over the past two years. To put those reductions in context, I would like to take you back to 2014. For the first time that year, Savannah Fire was granted an ISO Class 1 rating — an insurance classification that evaluates a community's fire operations and water infrastructure. Less than 1 percent of fire departments in the nation are rated Class 1. The following year, in 2015, Savannah received a three-year, \$3.5 million FEMA grant designed to increase staffing levels in Savannah Fire. We did just that. In 2015, we added 15 firefighter positions. In 2016, we added another 15 firefighter positions. And in 2017, we grew by 10 more firefighter positions. Add it all up and over a three-year period we added 40 new firefighters to our payroll — a 12.6 percent staffing increase. At 366 total positions, including 341 firefighters, this was the highest staffing level in Savannah Fire's history.

That grant ended in 2017, and with it we faced a difficult decision: Do we ask Savannah taxpayers to continue funding this increased staffing level, or do we make reductions? We were facing flat revenues that year, and direction from city council to continue making investments in the police department. To balance the 2018 budget, we eliminated 45 vacant positions across the city government organization, including 18 within Savannah Fire. Council directed that those cuts come from Engine 16/Marine 1 — a specialized unit that operates the fire boat and a backup pumper truck at fire department headquarters on Oglethorpe Avenue. That same budget authorized a permanent funding solution for fire operations: the fire fee. That fee was rejected over the summer, and during months of public discussion we heard repeatedly from property owners that they preferred a smaller fire department over paying a new fee to fund fire services.

We contracted with the University of Georgia Carl Vinson Institute of Government to analyze Savannah Fire operations and make recommendations on better use of resources. I expect those recommendations within the month, but preliminary discussions with the report authors identified options for increased efficiency and reducing costs. The 2019 budget was balanced with the elimination of another 15 vacant positions. The UGA recommendations will drive where

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*(Articles are in reverse chronological order)*

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those reductions are made. It is important to note that even with the elimination of these 33 vacancies over the past two years, Savannah still has seven more firefighter positions today than we did in 2014, when we received our ISO-1 rating. And we are still well-staffed compared with communities our size; Charleston, for instance, has one fewer firefighter position than Savannah, and 24 percent more territory to cover.

As a resident or business owner in this city, you are served not just by the fire station located in your neighborhood, but a fire protection system consisting of 15 stations and 22 emergency response vehicles. The city government also maintains agreements with our adjacent cities, which provide us access to more than 20 other fire stations, firefighters, and equipment should they be needed in the unlikely event all of our resources are unavailable. No area of the city will ever be left without a response to a fire. We are fortunate to have one of the best fire departments in the nation. Savannah Fire will continue to be, even with these adjustments.

**Rob Hernandez** is Savannah's city government manager.

WTOC 11

April 9, 2019 at 11:21 PM EDT - Updated April 11 at 10:36 AM

### **City of Fort Lauderdale extends offer to Savannah city manager**

By Sean Evans

SAVANNAH, GA (WTOC) - Several sources have confirmed that Savannah City Manager **Rob Hernandez** is leaving his job. "The city is losing a very smart and talented individual," Savannah Alderman John Hall said. "I wish Mr. **Hernandez** the best wherever he goes. Our loss is another city's gain." **Hernandez** said that he has not officially tendered his resignation or discussed this with all of city council as a group. He said he will not release a statement until he felt it was the appropriate time. We've reached out to the mayor's office and the city spokesperson for comment.

**Hernandez** came to Savannah from Broward County, FL in 2016. "He inherited a virtual mess. Remember, he came in in the middle of a hurricane. The first hurricane we'd had in what, 27 years," said District 4 Alderman, Julian Miller. In addition to dealing with the aftermath of Hurricane Matthew, **Hernandez** was tasked with completing a budget and coming up with a blueprint that would carry Savannah years into the future. "He has come up with the city's first strategic plan and gotten it going. He has refined our logo so we have the same logo everywhere. There's an awful lot he has done, most of which the public will never see," Alderman Miller said. Several things spear-headed by **Hernandez** have been very public, like re-establishing a Savannah Police Department after the de-merger with the county, the search for a new police chief, and the fire fee proposal.

Less than a year after the fire fee proposal was dropped by city council after public backlash, **Hernandez** referenced it in a moment of levity during his speech at a firefighter award ceremony Wednesday afternoon. "Believe it or not, the city actually imposed a fire fee way back in the early 1800's to provide fire protection services to all property owners of the city. I wish I would've known that a year-and-a-half ago. That could have helped us sell what we were trying to do a little easier to those that were opposed to what we were trying to do," he said.

If **Hernandez** is in fact out the door like sources tell us, city leaders know they need a similar leader to take the helm. "When you run a city, there are so many moving wheels and so many gears going in different directions. There's always going to be hundreds of things that have to be addressed. That's why it's going to take someone who really knows what they're doing to pick up the mantle and go forward," Miller said.

**Hernandez's** previous attempts to change jobs have been publicized. In August of 2018, it was announced that **Hernandez** did not get a county administrator position in Pinellas County, FL. The city of Savannah confirmed he was a finalist for the position. **Hernandez** was also on the shortlist for a city manager position in Brownsville, TX. At the time, **Hernandez** said he wasn't sure if the Savannah community wanted to work with him. "Criticism of government is healthy and important, and comes with the territory," he said in a statement in August of 2018. "I don't take it personally, even if some of the attacks on me have been very personal. What I do want is

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*(Articles are in reverse chronological order)*

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to work in a community that wants to work with me. I am not sure that is currently the case. Amid a sustained level of criticism and uncertainty, I have considered opportunities outside Savannah. While I have no desire to leave, I did feel it was a prudent move for me and my family.” **Hernandez** was a key architect of a proposed fire fee in Savannah that drew the ire of many in the city. The city council withdrew the fee from consideration after a tortured fine-tuning process. The mayor proposed to halve the fee weeks before it was withdrew.

Chaz Adams with the city’s strategic communications office says **Hernandez** has received an offer as Deputy City Manager for the City of Fort Lauderdale Florida. “The City of Fort Lauderdale has extended an offer to Roberto “Rob” **Hernandez** for the position of Deputy City Manager. The offer is contingent upon approval from the Fort Lauderdale City Commission. The commission plans to consider the item at their next meeting, which will take place on Tuesday, April 16,” Adams said. City council will hold its regularly scheduled meeting on Thursday. We’ll be following this closely to see if anything is announced regarding a resignation, as well as what’s next if the Savannah city manager position becomes vacant.

Savannah Morning News (GA)  
December 20, 2018

## **Savannah City Council Oks \$1M Fire Station Sale Despite Buyer's History of Code Violations**

Author: *Eric Curl*

The Savannah City Council on Thursday approved the sale of a former fire station, despite the buyer's history of being cited for code and maintenance violations at multiple properties throughout downtown. The \$1.05 million sale to Inman Park Properties came after three proposals were submitted to the city and evaluated by a five-person staff committee. Inman received the highest score after proposing to preserve and restore the 72-year-old building at 6 W. Henry St. for use as a cafe and office space. Rajesh Patel had proposed paying \$525,000 for the property, while Lynch Associates Architects offered \$455,000. The sale was quickly approved without discussion by the city council, with the exception of Alderman Bill Durrence, who had stepped out of the chambers to speak with someone who was leaving.

Durrence, who represents the area where the building is located, said he probably would have voted for the sale also. It was his understanding that most of the property maintenance issues have been addressed and he was hoping to see something done with the building, Durrence said. "The bottom line for me is that it didn't matter how I voted because the majority of council made up their mind that for that price point, they were going to sell it," he said. Inman's proposal is expected to activate the "somewhat stagnant" block and generate 75 full-time jobs in the neighborhood, according to the developer's proposal. Inman reported that construction was expected to begin 120 days after closing and take one year to complete.

Staff had delayed consideration of the sale in October following inquiries from the Savannah Morning News into the buyer's past code and property maintenance issues. From 2012 through 2016, the city instigated 16 Chatham County Recorder's Court cases against Inman's owner, Jeff Notrica, for 14 downtown properties. Charges related to overgrown vegetation, maintaining a clean and sanitary property, safety, defacement of property, accumulation of garbage, and an unsafe building. The pending sale comes after the approved sale this year of multiple downtown city properties. City Manager **Rob Hernandez** has touted the sales as a way to return outdated properties to the tax rolls and raise revenue for the construction of a new municipal center west of the Historic District, where the city is building a new arena.

However, **Hernandez** said during an interview Tuesday that the sales revenue may instead go toward construction of the arena. The amount of current voter-approved Special Purpose Local Option Sales Tax is expected to raise \$120 million, while about \$22 million was raised during previous tax periods. Still, the city expects to need an additional \$20 million to \$40 million to cover the estimated \$140 million to \$160 million costs of the arena's construction, as well as relocating public works from the arena site and building a new complex for that department, **Hernandez** said. The city does not plan on adding the arena to the next SPLOST referendum going before voters this fall, he said.

Savannah Morning News (GA)  
November 16, 2018

### **Savannah Proposing Slight Property Tax Cut, Employee Wage Hike**

Author: *Eric Curl*

The owner of a home valued at \$100,000 will save about \$8 a year under a proposal to reduce the property tax rate in 2019, according to city estimates. The reduction from 13.40 mills to 13.20 mills was requested by the Savannah City Council on Friday, the second day of a two-day budget retreat, after staff had initially proposed retaining the existing rate. Alderman Brian Foster advocated for the reduction to provide some relief to taxpayers after the rate was increased from 12.48 mills this year following the elimination of the widely opposed fire fee. "It's a start," Foster said. The council also directed staff to incorporate a 3.5 percent wage increase for employees next year. The proposed increase was agreed to as a compromise after Alderman Van Johnson had initially sought to bump staff's recommended 3 percent wage increase to 4 percent. "The fight for the best and the brightest is real and people ultimately go where they will be paid," Johnson said.

To maintain a balanced budget, while accommodating the council's wishes, staff said they increased their "conservative" projections for property tax revenue growth next year from 3 percent to 4 percent. In addition, staff plans to cut another \$1 million from the proposed budget to cover the remaining costs, said City Manager **Rob Hernandez**. The 2019 budget is expected to be presented to the city council for adoption next month. Since **Hernandez** arrived in late 2016, he has touted the need to address what he described as a structural imbalance resulting from expenses exceeding revenue. The fire fee adopted this year was an attempt to address that imbalance, but the council voted to repeal that new revenue source after facing widespread opposition from property owners.

**Hernandez** said he believes the city has made progress, but noted the concerns raised by the council during the retreat that funding was lacking for infrastructure and service improvements. "We're still imbalanced in that this budget is not able to adequately address those needs," he said. "We are addressing them, but the need really outstrips our ability to fund them." The next Special Purpose Local Option Sales Tax, which goes before voters next fall, has been touted by the council and staff as a way to fund needed infrastructure improvements, but **Hernandez** said the city cannot rely on the tax to resolve the issue. The city will also be looking at more models to fund municipal services, including a potential stormwater fee to cover the cost of drainage projects, **Hernandez** said. In July 2017, the city council unanimously approved a \$49,651 contract with Atlanta-based Stantec Consulting Services to study the feasibility of such a fee and how it would be implemented, but the study's findings have never been presented. "We continue to look at that and we will be bringing that back to City Council at the appropriate time," **Hernandez** said.



Savannah Morning News (GA)  
August 31, 2018

### **\$3.9M Mistake Mucks Up Arena Contract**

Author: *Eric Curl*

The Savannah City Council on Thursday delayed by two weeks consideration of an \$11.2 million contract with AECOM Hunt to manage the construction of the new \$140 million arena, after learning the contract amount is actually about \$3.9 million more than city staff had initially reported. The vote for the delay came after staff explained during the morning workshop that a misreading of the fee proposal had led staff to initially report that the contract was \$7.3 million - the amount that was on the meeting agenda until Wednesday. The originally reported amount should have been a red flag since it was so much lower than the amounts submitted by the other two finalists for the contract, said Alderman Bill Durrence. Turner Construction had proposed serving as construction manager at a cost of about \$13.6 million, while JE Dunn's proposed cost amounted to almost \$12.7 million. "I'm very nervous," Durrence said. "I never spent \$140 million before." Pete Shonka, executive director of arena development, said that AECOM Hunt still had the lowest price and highest evaluation score after the error was corrected.

City Manager **Rob Hernandez** also said he felt confident in moving forward with the recommended contractor after determining the company had followed the process correctly, while acknowledging the error should not have occurred in the first place. "That reflects poorly on me and I apologize," **Hernandez** said. "We will double down to prevent circumstances like this in the future." Council members said they wanted more time to see how the error occurred before taking a vote. "The severity of it should not be lost," said Alderman Julian Miller. "We are going to be doing an awful lot of contracts and we need to have confidence on that." Walter Murphy, vice president at JE Dunn, had also spoken out against the contract being awarded to AECOM during the meeting and had informed the council that he had notified the city manager of the issue. "We were told it was a scrivener's error," Murphy said "I don't think so. I think the bid was non-responsive."

In other council news, city council approved the \$14 million sale of two downtown buildings. Mayor Eddie DeLoach joined Aldermen Carol Bell, Durrence, Brian Foster, John Hall and Miller in approving the sale of the historic Gamble Building next to City Hall for \$8.5 million, while Aldermen Van Johnson, Estella Shabazz and Tony Thomas cast the opposing votes. The buyer, Foram Development, plans to convert the building into a condo complex with rooftop gardens. Staff had recommended the sale as a way to rid itself of a building that requires extensive repairs and generate ongoing revenue by putting it back on the tax rolls. But Thomas said he disagreed with staff's assertion that the historic building was not adequate for city use. "I'm a little bit more of a sentimentalist," he said. "I believe the city is giving up its imprint on the riverfront."

The vote was similarly split with the council's approval of the sale of the former Catholic Diocese building at East Broad and Liberty streets for \$5.9 million to Standard Companies, which plans to develop the property as an apartment complex with commercial space. Johnson

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*(Articles are in reverse chronological order)*

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said he was afraid residents were being priced out of living in the city. "This was in my mind a wonderful opportunity to provide affordable and workforce housing for people to live downtown," he said. The approved sales come two weeks after the city council's vote to sell the Broughton Municipal Building to Columbia Ventures for \$4.5 million. The buyer intends to convert the mid-century building into a hotel with retail on the ground level. And in April 2017 the council approved the \$5 million sale of a 1.2 acre lot on Oglethorpe Avenue, where a developer plans to construct a mixed-use residential complex.

**Hernandez** said the funding from the sales is being invested into a reserve account for a modern municipal center he is considering building west of downtown near the arena to consolidate city departments. The total costs of that project, which would include a public safety complex, have not been determined, **Hernandez** said. "We still have a lot of work to do on that," he said. "We still have to flesh that concept out with city council." In the meantime, the city has been relocating staff into 36,538 square feet of leased office space on Chatham Parkway at an annual cost of about \$785,000.

Savannah Morning News (GA)  
July 11, 2018

**City: Funding Problems not Over**  
**Savannah May be Facing Tough Budget Process for 2019, Hernandez Warns**  
Author: *Eric Curl*

The recent repeal of the controversial fire fee may have been welcomed by property owners concerned about the additional expense, but city officials are not breathing easy as they look toward Savannah's financial future. With the elimination of the dedicated fee, which would have freed up millions in general funds, the city may be facing a difficult budget process for 2019, according to City Manager **Rob Hernandez**. **Hernandez** warned the Savannah City Council last week that their plan to increase the property tax rate by 0.92 mills, or 7.4 percent, will not resolve long-standing financial challenges that the fee was meant to help address. Almost a third of city parcels pay little or no property taxes due to being exempt or having low value, and tax digest growth has not kept pace with expenses, **Hernandez** said. "I don't want anyone leaving here today with a rosy picture of 2019's budget process," he said. "We are structurally imbalanced."

The mayor and aldermen are expected to adopt the tax increase on July 19 to restore almost \$10 million of the \$16.5 million in revenue lost with the elimination of the fire fee. The city also implemented a hiring freeze and cut expenses, including \$1 million Mayor Eddie DeLoach had sought for an early childhood learning center being planned by the Savannah-Chatham School Board. With the proposed tax increase, the city will be able to preserve funding for some priorities that included software upgrades, enhanced right of way maintenance, Waters Avenue streetscape improvements, increased city reserves, and the Savannah Shines neighborhood revitalization initiative that has already begun in Edgemere/Sackville, said Alderman Julian Miller. "I'm not sure if everyone understands how deplorable the city's computer system is," Miller said. "We're still running programs that most people have abandoned 20 years ago."

Alderman Brian Foster said the city will also maintain the full staffing levels of the police department after adding more than 120 officers to patrol the city following the department's split with Chatham County in February. "We are fully staffed and have been for a while in the first time in over a decade," Foster said. "That's what the public asked for and we have successfully done that." Savannah's property tax rate has been decreased or remained the same every year since 1994, aside from a six-month half-mill increase in 2010 that was dropped back to the previous rate the following year. The current rate of 12.48 mills has been in place since 2013. For the owner of a home with a fair market value of \$150,000, the proposed increase amounts to \$55.20 annually or \$4.60 per month.

Alderman Tony Thomas said that every effort would be made to reduce the rate in 2019, but **Hernandez** responded by casting doubt on that scenario. "I don't know at this point in time because it's still too early in the process for FY19 to determine, in fact, whether we are going to have a smooth budget process or we're going to have a rocky budget process like we've had the last couple years," **Hernandez** said. "So please do not leave here today thinking that budget

## Internet – Newspaper Archives Searches

Roberto Hernandez

*(Articles are in reverse chronological order)*

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process for FY19 is going to be a smooth one because I can't guarantee that." Savannah Alderman Van Johnson suggested that the city meet with residents before the budgeting process begins to reconcile what they want and what the city can afford. "We have a region that takes advantage of many of the services that we provide that they do not pay for," Johnson said. "So I think part of this discussion is educating individuals that we can give everybody what they want, but there is a cost to it." **Hernandez** said that the city's budget director, Melissa Carter, has already proposed holding several citizen engagement panels to walk residents through the budget process, "allowing them to see how difficult it is to put together a \$400 million budget for an enterprise the size of the city of Savannah." The council will hold two additional hearings at 9:45 a.m. and 2 p.m. July 19 before making a final vote on the tax rate increase.

Savannah Morning News (GA)  
June 8, 2018

**City to Consider \$11M in Cuts**  
**Council Approves Adding Sunday 'Brunch Bill' to November Ballot**  
Author: *Eric Curl*

With less than six months left to go, City Manager **Rob Hernandez** has been charged with cutting more than \$11 million from this year's budget. On Thursday, the Savannah City Council directed **Hernandez** to figure out over the next week what cuts can be made to make up for the anticipated loss in revenue, as the mayor and aldermen prepare to reduce the controversial fire fee by more than half in the face of widespread opposition. "We're just asking the city manager to go back and modify the numbers and bring us something forward that people can feel better about," said Mayor Eddie DeLoach. As proposed by the council, a property tax increase is not an option and the city would retain the one mill tax rate decrease that was approved in conjunction with the fire fee as part of the 2018 budget. The council's vote came after DeLoach announced on Wednesday a proposal to reduce the fee by 53 percent, which would bring the fee to \$120 for residential properties. The city is also offering discounts of up to 20 percent until June 15, which would bring the total to \$96. Mayor Pro Tem Carol Bell also suggested that **Hernandez** present an alternative option to cover the costs of eliminating the fire fee entirely. "As a council, let us determine if that's the way we want to go," Bell said. Previous attempts last month by Aldermen Van Johnson, Estella Shabazz and Tony Thomas to repeal or lower the fee were voted down by the remaining members of the city council during deliberations on how to spend \$10 million surplus from last year. On Thursday, Thomas said he was staunchly opposed to the fire fee, but was concerned the council was being unfair to **Hernandez** by not making the \$11 million reduction request when the surplus was presented. "I don't know if the city manager has truly analyzed that plan to see if he could reach that number," Thomas said. "And I don't know either what other options are completely out there." The surplus spending plan, which left the full fire fee intact, included funding to pay off the purchase of the Coastal Empire Fair site; complete the Cultural Arts Center; install computer security upgrades following a malware attack; fund a staff compensation study; and assist the Savannah-Chatham School Board in establishing an early learning center touted by DeLoach as an anti-poverty initiative.

**Hernandez** said Thursday he did not recommend using the surplus funds to make up fire fee cuts because the savings and unexpected revenue from 2017 were going toward one-time expenses and that the fire fee was meant to free up general funds for ongoing operational costs. "It would come back to bite us at some point in the future," he said. The proposed budget cuts are expected to be presented for the council's consideration during a budget workshop June 18. The tax rate has to be formally adopted by the end of the month and the council is expected to vote on the revised budget at their meeting June 21. Prior to the regular meeting, the council got a briefing on a hardship program the city is developing for low-income property owners who are unable to afford the fee. The city is now seeking a nonprofit social service provider to administer the program so applicants can also have an opportunity to get assistance with additional needs, said Tafanye Young, Chief Community Services Officer. "We're hoping that people will take advantage of this and see rewards beyond just the fire fee being waived," Young said.

Savannah Morning News (GA)  
April 12, 2018

### **The Sense in the City's Spare Cents**

Author: *Eric Curl*

Savannah had a better year, financially, than expected, according to city officials. Now, the city is planning on providing \$2 million in funding needed to complete the new Cultural Arts Center, paying for security upgrades following a recent computer malware attack, and covering the full costs of a 3-percent performance-based pay increases for employees, after recently closing out the 2017 budget with a \$10 million surplus. The surplus stemmed from a combination of about \$5.2 million in revenue coming in higher than anticipated, in addition to expenses coming in about \$4.7 million below budgeted amounts after the city implemented a hiring freeze last year, said City Manager **Rob Hernandez**.

Most of the growth was from elastic revenues, such as lodging and sales taxes, that expand and contract with strength of economy, **Hernandez** said. "We have a general idea how the economy is going to perform but it's a guess and science at the same time," he said. "So in 2018 our budgeting numbers are a bit more optimistic than they were when we put together the '17 budget, but something could happen tomorrow." The funding plan going before the Savannah City Council Thursday will also increase reserve funds, pay a debt owed for purchasing the Coastal Empire Fairgrounds site, and cover costs associated with converting a section of Montgomery Street for two-way traffic. In addition, staff is recommending that the revenue go towards staff relocation costs related to the planned sale of two downtown buildings and a compensation study to address pay inequities.

"We also did a reorganization this year and created new job titles," **Hernandez** said. "We think we slotted them in the right place, but it's time that we do a real in-depth review of our pay and compensation practices." Almost 100 positions were eliminated as part of the reorganization, with about 40 of them vacant, but dozens of new positions were added and impacted employees were given the opportunity to apply for the jobs. Seven employees ended up not being placed either because there was nothing available or they did not accept the position offered, according to city officials. And after the city council voted to add 24 new positions to the police department this year, there ended up being a total net reduction of one position.

**Hernandez** said the surplus does not negate the need for the city's new fire services fee, which was implemented to correct a structural imbalance the city has faced for years. "If we didn't have the hiring freeze and agencies spent every dime we got budgeted, we would have only \$5.2 million in extra revenue," he said. "The fire fee provides us an opportunity to take \$21 million of pressure off of the general fund." The city council recently approved an ordinance that offers up to a 20 percent discount on the fee for installing safety equipment, developing emergency plans and participating in fire training programs. Property have between April 15 and June 1 to apply for the reduction before bills are sent out in the fall.

Meanwhile, the city also plans to spend about \$500,000 on new technology and services to boost

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**Roberto Hernandez**  
*(Articles are in reverse chronological order)*

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security measures after a malware attack discovered in February impacted some city services. The malware appears to have been eliminated, but the city is still not accepting email attachments as a precaution, said city spokesperson Michelle Gavin. "We think that we've gotten it," Gavin said. "We've taken all the measures to wipe computers and have taken some extreme measures, but it's an ongoing thing."

Proposed surplus expenditures

Transfer to Reserves/General Fund Balance: \$2.5 million

Performance-based 1-percent employee pay increase: \$600,000

Cultural Arts Center Overrun: \$2 million

Montgomery Street redirection project: \$1 million

MPO agreement amendment: \$200,000

Revenue dept. relocation: \$500,000

Fairgrounds - Pay off Debt Service: \$1.4 million

IT/Malware Equipment Recovery: \$500,000

Relocation Contingency: \$100,000

Compensation study: \$300,000

Facility repairs and improvements: \$800,000

Rental of backhoe - Cemeteries: \$100,000

Total: \$10 million

Savannah Morning News (GA)  
February 18, 2018

**Savannah Restructures Government Operations**  
**Officials Tout Plan as Way to Make City Operations More Efficient**  
Author: *Eric Curl*

New titles and responsibilities, along with salary increases in some cases, have been issued to a number of Savannah's department heads and top administrators as part of a government reorganization implemented by City Manager **Rob Hernandez**. Touted as a way to make city operations more efficient and achieve the Savannah City Council's priorities in a recently adopted strategic plan, new departments and positions have also been created, while others have been eliminated or modified. The restructuring consolidates two assistant city manager positions, one deputy to the assistant city manager position and five bureau chief positions into three executive officers. The employees selected for the new positions have the experience and personality to lead and get things done, **Hernandez** said. "That's what differentiates managers from leaders," he said. "I need leaders more than I need managers."

**Paying for quality**

Marty Johnston, formerly a deputy assistant to the city manager, was selected to fill the chief operating officer position, charged with asset management, customer service, special events coordination and oversight of the financial and internal service functions of the city. The move bumps her salary up from \$125,827 to \$148,000. Heath Lloyd was selected as Chief Infrastructure and Development Officer, after previously working as the public works and water resources operations director. Lloyd's responsibilities include ensuring the safety of the city's infrastructure, producing safe drinking water, protecting buildings and streets from flooding, and improving the development process. Lloyd's new salary amounts to \$148,000, up from his previous salary of \$109,414. Taffanye Young was hired as the city's Chief Community Services Officer after previously serving as the Community and Economic Development Bureau chief. Young is charged with unifying initiatives and programs focused on improving the lives of residents and providing them with clean, safe neighborhoods and access to quality housing, recreational facilities, leisure opportunities and supportive services. Her salary increased from \$132,282 to \$148,000.

The city's former budget director, Melissa Carter, also received a pay increase from \$89,400 to \$115,000 after being promoted to head the new Office of Management and Budget, which is responsible for preparing the city's yearly and long-term fiscal plans, as well as taking on an expanded role in grants development. And David Keating, who previously worked as a real property director, had his salary increased from \$84,025 to \$90,327 after being put in charge of a revamped Real Estate Services Department that now oversees property acquisitions, facilities maintenance, cemeteries, and the Civic Center. Pay was only increased for employees who have taken on additional responsibilities so that they are being fairly compensated, **Hernandez** said. "We want to keep the good ones," he said. "And also we have key positions we have to fill and we need to be able to compete and attract a quality workforce." Cutting grass and dysfunction After years of complaints about property maintenance issues and delays in completing planned



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*(Articles are in reverse chronological order)*

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projects, departments that never talked to one another were merged and new offices were launched as a way to eliminate government bureaucracy and improve focus, according to officials. To improve property maintenance, quality of life and tourism impacts, a new Code Compliance department was created. Previously, code-related activities were handled by multiple departments, prompting situations in which a property maintenance enforcement officer could not handle a zoning violation, or vice versa. In addition, property maintenance was only citing code violations on residential properties and letting violations on commercial properties go or referring them to the building department, **Hernandez** said. "So we said time out ... we're bringing all that in house," he said. "We're going to do cross-training and we're going to have commonality in how our code enforcement is handled and prosecuted."

Kevin Milton, a new employee with the city, has been hired as director of the department, with a salary of \$115,000. Former Property Maintenance Director Kimberly Corbin is now working as Code Compliance Assistant Director, with her salary remaining at \$80,368. Similar issues led to the consolidation of the city's landscape maintenance functions, including squares and monuments, into a new Greenscapes department. Prior to the consolidation, **Hernandez** said one team would cut an overgrown lot and then a different unit would come back a week later and cut the adjacent canal bank. And in some cases, **Hernandez** said, small equipment such as weed wackers would not be brought in until days after the larger mowers had cut down some city right-of-way. Now, work areas have been divided into grids that are maintained by regional teams responsible for basically anything that grows, **Hernandez** said. "They work a grid and don't leave that grid until everything is finished," he said.

Former Park & Tree Director Gordon Denney now heads the new department. His salary remains \$80,368. The reorganization also included the formation of the Capital Projects Management office, which **Hernandez** said put five full-time positions in charge of overseeing \$726 million in budgeted projects. That move was praised by Alderman Julian Miller recently when the council was given an update on the projects being funded by the voter-approved special purpose local option sales tax. Often-repeated concerns were raised about the time it has taken to complete some projects, and Miller noted that the department was created to address the issue. "This is one of those things going on behind the scenes that the public won't see that is really going to make a big difference," Miller said.

#### Staffing impacts

The restructuring came after the city imposed a hiring freeze upon **Hernandez's** arrival in October 2016, and at his direction only critical positions were filled for more than a year in anticipation of the changes. Almost 100 positions ended up being eliminated as part of the process, with about 40 of those vacant. Dozens of new positions were added, however, and impacted employees were given the opportunity to apply for those jobs. "In certain instances we were very lean in operations, and I think that was hurting us," **Hernandez** said. Seven employees ended up not being placed either because there was nothing available or they did not accept the position offered, according to city officials. And after the city council voted to add 24 new positions to the police department this year, there ended up being a total net reduction of one position, **Hernandez** said.

Not all employees' pay went up after getting a new position. One former assistant city manager,

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Peter Shonka, ended up having his pay reduced by \$15,624 to \$140,619 after he became head of a new arena development district office - the office focused exclusively on developing the new arena and stimulating private and public investment in the surrounding redevelopment area. Such pay reductions were unfortunate, but in some cases could not be avoided, **Hernandez** said. "There may have been several, although not widespread, due to reduction in responsibilities," he said. A number of other staffers retained the same salary, while taking on new roles. Bridget Lidy, former Tourism and Ambassadorship director, was hired as the new Planning and Urban Design director after her department was eliminated. Her salary remains \$85,703.

And Bret Bell, newly titled assistant to the city manager rather than deputy assistant, is now charged with handling legislative priorities, preparing the council's agenda, and working to ensure residents' concerns brought to the attention of aldermen are addressed. His salary remains \$107,205. In addition, former Economic Development Department Director Manuel Dominguez's salary of \$80,368 was left unchanged after he became head of what is now the Office of Business Opportunity, which is responsible for administering and coordinating the city's economic and small business development program. After being delayed for about two months as they attempted to find suitable jobs for all of the impacted employees, the reorganization became effective Feb. 1, said **Hernandez**, whose salary remains \$238,000. "One thing I want to stress to folks is patience," he said. "We just put this new organizational alignment into play."

Savannah Morning News (GA)  
December 30, 2017

**City Manager Talks ‘Funkification,’ Ferris Wheels in Savannah  
Opinions Expressed on Preserving Historic Structures Modernizing Others**

Author: *Eric Curl*

A modern looking arena could be in play, but a proposed Ferris wheel on River Street is out of bounds. City Manager **Rob Hernandez** recently shared his thoughts on architecture, historic preservation and development in Savannah, as the guest speaker at the Historic District Board of Review's recent retreat. During the hour-long discussion earlier this month, **Hernandez** also took time to describe one of his architectural "pet peeves." "I hate red brick," **Hernandez** said. "We seem to have this tremendous love affair with red brick." He said he would like the new arena the city plans to build west of the Historic District to have a more modern look, perhaps with stainless steel and glass, while still paying homage to history. "But it doesn't have to be rooted in red brick," he said.

The arena site is outside the board's jurisdiction, but Chairman Stephen Merriman Jr. later said he is not necessarily opposed to a more modern looking building being built at the site. "I would be more opposed to build an arena that appears like it was built in the 1850s," Merriman said. "It gives a false sense of history." **Hernandez** also made it clear that he believes City Hall is no longer an efficient place for himself and other city staffers to work or for the Savannah City Council to hold their meetings. He talked about his plan to build a modern municipal complex in order to consolidate the city's workforce, while possibly converting City Hall into a "working museum" where the mayor and aldermen could have offices. "We're going to preserve City Hall," **Hernandez** said. "We have to preserve it, but the day-to-day stuff can go somewhere else." The 111-year-old building is in serious need of repairs, and funds for the structure's restoration will need to be raised, possibly by including the project in the 2019 special purpose local option sales tax referendum, he said.

**Hernandez** got some pushback from board members when he said he was considering replacing City Hall's deteriorating wooden windows with modern faux-wood frames to make them more efficient and hurricane-resistant. Board members were concerned the move would ruin the building's historic integrity and lead to private developers also wanting to bypass ordinance requirements. They suggested the city install exterior wood windows with interior storm windows to achieve the results he is seeking. Otherwise, the historic protections in place would crumble, Merriman said. "That's one of the biggest things Savannah has going for it, is our ordinance," he said. There are some buildings that seem ripe for "funkification," such as the old East Side Theater on the corner of East Broad and East Gwinnett streets, **Hernandez** said.

The historic theater with the words "Hungry World" across the old marquee has sat vacant for decades. "Not to be disrespectful of its character, but you can do cool things with it," **Hernandez** said. "That building has a lot of potential." In a similar vein, he would like to "funkify" Martin Luther King Jr. Boulevard around the Interstate 16 flyover, which he considers an eyesore. There have been plans proposed to demolish the ramp into downtown, but **Hernandez** said he does not

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see the structure going anywhere anytime soon. But the city is too busy trying to put out daily fires and has little time to be creative, **Hernandez** said. "You're the folks that need to come up with those ideas and we'll support it when we can," he said. **Hernandez** also made it clear that some proposals will not fly as the city tries to balance the demands of tourism with preservation efforts and residential needs. Board members thanked him after **Hernandez** said he and the city council recently rejected a request to install a Ferris wheel on River Street.

The 137-foot-tall observation wheel would have been installed on a city parking lot along the water between the Abercorn and Lincoln street ramps at an initial rate of \$17,000 a month, under the lease agreement proposed by Missouri-based SkyStar Wheel. "When I looked at that request, I said no way," **Hernandez** said. **Hernandez**, who previously worked as the deputy county administrator of Broward County, Fla., became Savannah's city manager in October 2016.

Savannah Morning News (GA)  
December 1, 2017

**City Considers Budget Cuts, Fees to Cover its Shortfall**  
**Hernandez: \$187 Million Proposal a Starting Point**  
Author: *Eric Curl*

Savannah staffers are proposing a variety of revenue generating options and expense cuts for the 2018 budget to determine whether the Savannah City Council wants to implement service enhancements or reductions in the face of projected funding shortfalls. The preliminary spending plan presented during the first day of a two-day budget retreat on Thursday amounts to a "bare bones, no frills and somewhat painful" general fund budget of \$187 million that includes almost \$13 million in cuts to personnel, services and capital project investment, said City Manager **Rob Hernandez**. "It's not even a recommended budget or a proposed budget," **Hernandez** said. "It's just a starting point for our conversation."

The second budget option of almost \$200 million would sustain existing services, as well provide funding for performance-based wage increases and increase reserve funds for unforeseen expenses. The third spending plan would be an "enhanced budget" of about \$213 million to cover expenses related to council priorities, such as additional police officers recommended by a consultant to improve emergency response times. Among the funding options staff presented was a proposed fee charged to all properties to cover the cost of fire department services and eliminate that department's dependence on tax revenue. Implementing a fee to cover the full cost of fire services would amount to \$370 per household and raise an estimated \$31.5 million, according to the budget report.

A consultant, Ecological Planning Group, also presented reduced rates as an option that would cover between 50 percent and 75 percent of fire service costs and raise about \$15.7 million to \$23.6 million. Property tax increases and decreases of between half a mill and two mills were also proposed, with revenue impacts ranging between \$2.5 million and \$10 million. "Anything you decide today for this budget is going to play out and have an effect for the next few years," said Erick van Malssen, who was working with the fire fee consultant. A hardship fund to assist low-income property owners is now being considered as part of the fire fee proposal, if it is adopted.

Savannah Alderman Van Johnson said he is still concerned about the fee's impact since renters would not be eligible to receive payments from the fund, even if the fee's cost was passed onto them by landlords. But Alderman Julian Miller said rental rates are established by the market and he does not expect tenants to be adversely affected as a result of the fee. Alderman Tony Thomas said renters would be impacted, but that the more than 5,800 tax-exempt property owners benefiting from fire services need to contribute to those costs. "Those folks have got to participate," Thomas said. "It's going to be tough for some people, but some people have been riding this system for decades."

The \$12.7 million in spending cuts are being proposed, despite projected increases in property

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tax revenue and other tax revenue streams this year and next. The shortfall is due to a combination of factors, including an increase of tax exemptions, operating costs and growing debt payments related to property purchases, infrastructure improvements and public safety purchases, **Hernandez** said. "We have a lot of needs in the city that far exceed the revenues available to us," he said. A surplus of about \$3.8 million is actually anticipated for 2017, due to higher than projected tax growth and salary savings from a hiring freeze. Those funds are proposed to be used to offset a budgeted use of reserve funds for 2017 and help cover expenses related to hurricane damages and capital project overruns.

The city is also anticipating some employee payouts due to some officers joining the county police department, following the split of Savannah-Chatham police. Planned civilian staff cuts stemming from a government restructuring should only result in a "handful" of employees actually leaving the organization since those impacted will have the opportunity to fill other positions, **Hernandez** said. The second day of the budget retreat is scheduled to begin at 8:30 a.m. Friday. During the workshop staff will need the council to make a decision on what type of funding options or cuts they want to move ahead with, **Hernandez** said. "I have to get some clarification on what they want to do because I have to put together a final budget," he said.

Savannah Now – Savannah Morning News (GA)  
February 11, 2017

### **Poverty Persists in Savannah, Despite City Programs**

Author: *Eric Curl*

Austin Spell, 20, wants to be a pipe-fitter or EMT. That is why he was recently sitting in a classroom at the Moses Jackson Advancement Center, where he and six others were registering for a GED program put on by Savannah Tech. Spell said he was pulled out of school by his stepfather in eighth grade and he does not have the educational background he needs to meet his career goals. “I’m planning on getting my bachelor’s degree and see what I can make out of myself,” he said. The GED program is one of many programs at the city-supported advancement center that are meant to help Savannah residents find employment. Still, Savannah’s high poverty level persists. The percentage of Savannah’s population living below the poverty level was almost 27 percent in 2015 — up from almost 22 percent in 2000, according to the US Census Bureau’s American Community Survey. The increase occurred as the city invested \$2.7 million in general funds in anti-poverty programs between 2011 and 2016, including \$642,600 to support the advancement center, according to a recent report presented by city staffers. During that time, another \$1.1 million was spent supporting Step Up Savannah’s job training and anti-poverty initiatives, and \$981,304 went toward various social service agencies.

About a million dollars in federal funds supported the advancement center and social services offered by America’s Second Harvest of Coastal Georgia, Union Mission and Lutheran Services of Coastal Georgia. Taffanye Young, Community and Economic Development Bureau chief, recently attributed the increased poverty rate to the recession when she presented the report to the Savannah City Council during an economic mobility workshop. “You had a lot of jobs that were lost,” Young said. “A lot of people with higher incomes and higher skills ended up taking some of the lower skilled jobs.” And job training is no “magic bullet” when residents have child care, transportation, substance abuse and criminal background issues to deal with, Young said. Only 17 percent of the 507 individuals who received job training through the city-funded programs since 2011 ended up becoming employed, according to the staff report. Those type of results are not satisfactory, City Manager **Rob Hernandez** told the council. “We may have to do something entirely different with some of these populations that have drastic barriers,” **Hernandez** said.

#### Hospitality programs

Other programs have fared better, however. The US Department of Labor’s Workforce Innovation and Opportunity Act only employed 34 percent of the 1,256 Chatham County participants since 2011, although many of those participants are still engaged in the program, according to the staff report. And since 2014, 316 adults received job training through the Step Up’s Chatham Apprentice Program, with 59 percent becoming employed. Another 159 jobs have been created or retained since 2011 for low- to moderate-income residents through a city-supported loan program administered by the Small Business Assistance Corporation. Goodwill of Southeast Georgia is helping residents find work with the launch this year of a hospitality training program at the advancement center. Rashena Platt, one of the six-week program’s

participants, said that after three months of being unemployed, the program helped “get her foot in the door” and find a job as a housekeeper.

Whether hospitality-based jobs will help Savannah reduce the poverty rate has been a matter of local debate. The growing number of hotels has drawn some criticism from residents, who are concerned about the city becoming too dependent on what they contend are low paying jobs. But Borish Jenkins, a Goodwill Career Center assistant who conducts the training course, said the hospitality industry does offer opportunities for advancement and better pay. Hotel employees, for instance, can start as a housekeeper, go to front desk, then become a supervisor and from supervisor become a general manager, said Jenkins, a former hotel employee himself. “I know it can be lucrative,” he said. And some hotels, such as developer Richard Kessler’s Plant Riverside \$270 million hotel project being built along West River Street, are going to be offering higher pay, Jenkins said.

The Plant Riverside project is located in a state opportunity zone, which makes Kessler eligible for job tax credits for providing employment in an impoverished area. The hotel is supposed to create 700 full-time permanent positions with benefits, including health insurance, and Kessler is required to pay at least \$10.25 as part of the tax credit agreement, but he has said beginning wages could reach as high as \$15 an hour. As for Platt’s plans, she said she plans on working her way up to be a manager. “You always have an opportunity for advancement,” she said. “So just take your time and move up.”

‘Outside the box’

City staffers said that they plan on improving coordination among service providers, identify new revenue sources, aggressively promote programs, and think “outside the box” to reduce the poverty rate and provide more employment opportunities. Young said that the city may want to try to re-implement a partnership with a local church that had retirees provide training, such as brick laying, for residents seeking job skills. Staff is also working on a proposal that will hopefully address some of the hard to hire issues with respect to city contracts and city employment, **Hernandez** said.



<https://www.wsav.com/news/savannahs-city-manager-on-his-first-3-weeks/>

Nov 9, 2016

### **Savannah's City Manager on His First 3 Weeks**

by: Andrew Davis

He was the choice of the council to lead the city of Savannah. In just three weeks on the job, City Manager **Rob Hernandez** has already been through a hurricane and multiple murders. But what does Savannah's City Manager think the next three weeks, months, even years may hold.

"Making decisions without having all the appropriate facts or knowing all the different facets of the community that could be dangerous," said **Hernandez**. That's why **Rob Hernandez** says he is in "listen, learn and observe" mode. Observing the community he now helps shape.

Shaping with a community and a staff he has already seen deal with a hurricane, and thrive under pressure. "The reverse would be that i'm here 6 months or a year and we would have a crisis and what would be going through my mind would be, well i don't know who I would rely on, I don't know how this team is going to perform, I now know that," explained the City Manager. He also knows is that crime in Savannah is a problem. "The community is very concerned about it, the community expects us to take proactive measures and we have," said **Hernandez**.

But the same community also may be too focused on each and every criminal act. "When we have an instance of crime that happens here its unfortunate," explains **Hernandez**. "But it stands out more i think in the community mindset because its out there its closer to them it gets publicized more in the city of Savannah." But he is not ready to rubber stamp the high cost of putting more officers on the streets. Stressing Fiscal responsibility, he hopes to find "progressive" ways to get police what they want in 2017. "My job is to balance all the competing needs in the community and to try to make a fiscally sound and operationally sound recommendation to the nine that eventually have to make the decisions," explained the City Manager.

The decisions about growth of our city is foremost on **Hernandez's** mind. "We cant afford to be as methodical as we have been in the past again because the world is moving at a breakneck speed, and we have to keep up with the world," said **Hernandez**. "Are we behind?" "I'm not saying we are behind. But we have to pick up the pace." Pace of life, and pace of drawing businesses to Savannah. "Make sure they know Savannah more than just a great place to visit. A great place to relocate your business," said **Hernandez**. "Oh and by the way they have a really great local government as well."

**Internet – Newspaper Archives Searches**  
**Roberto Hernandez**  
*(Articles are in reverse chronological order)*

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Sun Sentinel  
SEP 21, 2016

**Deputy Broward administrator leaving for Savannah**

By Brittany Wallman

The No. 2 official in Broward County government has resigned, after accepting a job in Georgia. Roberto "Rob" **Hernandez**, deputy county administrator, said in a letter to County Administrator Bertha Henry earlier this month that it was with "great sorrow" he submits his resignation.

**Hernandez** was responsible for a large portion of county government, and also brokered the deal with the Florida Panthers that increased the hockey club's public subsidy but helped ensure the team would stay. In a handwritten note on the resignation letter, he thanked Henry for mentoring him, and giving him "the tough tasks to take on, like the arena."

Besides the deputy position, Henry has two assistant county administrators, Monica Cepero and Alphonso Jefferson, and two assistants to the county administrator, Gretchen Cassini and Alan Cohen.

**Hernandez** has been the deputy in Coral Springs and in Atlanta's Fulton County. But he said his professional goal was to be in the top position. "I'm not getting any younger and the years are just flying by, so this was the right time and the right community," the 50-year-old **Hernandez** said in an email recently. "I did not want to take any city manager or county manager job just for the sake of it, unless the community was right. Savannah is a nice town with lots of positive attributes and challenges, too." **Hernandez's** resignation is effective Oct. 9.

WTOC 11 (GA)  
August 11, 2016

### **City of Savannah Names Roberto Hernandez as Sole Finalist for City Manager**

Author: *Sean Evans*

The City of Savannah held a news conference on Thursday to discuss updates in the search for the new city manager. After a nationwide search, and in a unanimous consensus and recommendation, **Roberto Hernandez**, deputy county administrator of Broward County, Florida, has been named the sole finalist for the position of City Manager of Savannah. Choosing **Hernandez** was a unanimous decision by city council members, and **Hernandez** has accepted the offer pending contractual negotiations according to Mayor Eddie DeLoach. DeLoach said **Hernandez's** hands-on approach, experience in government and energy are some of the qualities that separated him from the other candidates.

According to the Broward County Government website:

**Hernandez** is an ICMA-Credentialed Manager with more than twenty years of progressive and responsible local government management experience. He re-joined Broward County in July 2013 as Deputy County Administrator. Previously, he served as Deputy City Manager for the City of Coral Springs overseeing various city functions as well as the city's community redevelopment agency. Prior to Coral Springs, he served as Deputy County Manager for Fulton County, Ga., where he oversaw public safety agencies, unincorporated area services, the Office of the Child Attorney, offender reentry program, and coordinated with the County's constitutional and judicial agencies. He previously served Broward County in a variety of capacities from 1994 through 2008, including serving as an Assistant to the County Administrator from November 2003 to June 2008. **Rob** retired from the U.S. Army Reserves in 2008 after a 23-year career, most recently serving as a senior instructor in civil-military operations.

**Hernandez** was a finalist for two other jobs previously. He was a finalist for the El Paso County, TX County Administrator position earlier this year, and was a finalist for the Delray Beach City Manager position in 2014. **Hernandez** talked about the advantages the region presents, with the ports, travel opportunities with Savannah-Hilton Head International Airport and the proximity to the beach and overall rich history, as well as the military presence. "I was very impressed by the passion from the city council in terms of what they see happening in the city over time, and their strong dedication to the community. That really, that really sold me," said **Hernandez**. While in Fulton County, **Hernandez** oversaw multiple departments including police, fire and rescue and also served as the county manager's liaison with judicial agencies.

Mayor DeLoach says he believes **Hernandez** could come in and start working right away with the police department and judicial services in Savannah to address crime. Alderwoman Carol Bell says she was impressed with how much **Mr. Hernandez** knew about the city and its operations already. So WTOC asked the front-runner what he's observed so far and hopes to achieve as the next city manager. "The need for continued re-investment in certain communities, a progressive strategy for bringing new investment for the community, for growing jobs. For

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fixing and updating the condition of the infrastructure. Those are the things that everybody goes through, it's very common. But that's certainly something that I'm going to have to tackle once I get there," said **Hernandez**. Savannah City Council members met on Wednesday to hear from the search committee about where they are on the final candidates up for the position. The council and search committee then met behind closed doors in an executive session.

Current City Manager Stephanie Cutter announced her retirement at the beginning of the year, setting into motion a nationwide search for her replacement. So, what exactly was the city looking for when they put out the posting for a new city manager? It's an important question given that at least the last two city managers were not what the respective city councils eventually wanted in the role. First of all, for those who forgot or perhaps never knew, ours is a Council/City manager form of government. Meaning while the council appoints a city manager, the city manager runs the city and some might argue, the city council itself.

First and foremost council was looking for a person who had worked with and understood the challenges of a diverse community, not just racially but economically. Someone who could bring new ideas for breaking the cycle of poverty among those living in certain neglected parts of Savannah. And, of course, someone who bring new ideas to the table when it comes to fighting violent crime, in particular, gun violence. Here's an interesting role they want this person to fill: possible ax-man. Council, at least the newest members, want this new city manager to review city government top to bottom and start cutting if Savannah's City Hall has gotten too big, and taxpayers are paying too much for something that could be done with fewer people and resources.

For filling this role, our new city manager will receive the city's benefits package and a salary between \$210,000 and \$300,000. That's yet to be negotiated if **Roberto Hernandez** is our man. We mention briefly where this candidate has been and what positions he's held in the past. You may be thinking of all his deputy roles that this guy has always been the groomsman and never the groom. And **Hernandez** anticipated that issue in his actual resume' saying, "...I've resisted the temptation to 'chase' city manager positions solely for the sake of becoming a city manager at any cost. Instead, I've judiciously and patiently served in deputy roles in great organizations and exceptional communities."

**Hernandez** considers himself a pretty simply, straight-forward guy. He says his management style is fluid. It adapts to the specific situation. Not that we're looking yet, but **Hernandez** will tell you he is clean. This is what he told recruiters before tossing his hat in the ring: "...There is 'no dirt' on me. I live a clean, simple life, prefer to tell things as I see it, and sleep well at night." We will continue to follow those negotiations and let you know exactly what the city decides when it comes to salary, contract length, start time and other allowances.

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

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

Author: *David Fleshler*

May 20--After raking the Florida Keys and Miami-Dade County, Hurricane Kimo reached Miramar as a lethal Category 3 storm, with sustained winds of 129 mph, and tore a diagonal corridor to Deerfield Beach. The slow-moving storm bore into the county for seven hours. A tornado struck Pembroke Pines, Cooper City, Davie and Fort Lauderdale. An eight-foot storm surge trapped people on barrier islands. With cell towers damaged, many smart phones became useless. This was the scenario Thursday as Broward County conducted a full-scale hurricane drill at the Emergency Operations Center in Plantation to prepare for the June 1 opening of hurricane season. About 300 people gathered on the operations center's vast open second floor to practice receiving calls for help, coordinating responses and dealing with the countless challenges of a natural disaster.

"We've got to get it right the first time," **Rob Hernandez**, deputy county administrator, told the group. "The public expects that we'll get it right the first time. We can't offer them excuses. There are no alibis, there are no mulligans." The scenario began seven hours after the all-clear, as the county lay damaged, darkened by power outages and full of a untold crises, with fatalities reported, residents trapped by floodwaters and many situations requiring immediate attention. Like much of contemporary life, the response to the crisis would be coordinated largely through a computer software program, in this case WebEOC 8.0, a crisis-management system developed by Intermedix Corp. of Fort Lauderdale.

As calls for help and reports of problems such as power outages came in, it was up to those in the room to route them to the right agency or issue the correct orders to deal with them. The group included representatives of law enforcement agencies, fire departments, the county government, Florida Power & Light Co., city governments, the Red Cross and many other organizations. A call to rescue four people trapped on a roof in Oakland Park was routed to the Broward Sheriff's Office, said Major Kevin Shults, who headed the Sheriff's Office group at the emergency operations center. But the law enforcement agency's helicopters didn't have the sort of basket-and-line system required for such an endeavor. They asked the Coast Guard to do it instead. A call for water came from Pompano Beach, where the storm damaged the treatment plant, reducing its output by half. Alan Garcia, director of the county's division of water and wastewater services, ordered emergency interconnects from a county water plant that would temporarily provide the city with sufficient water.

In the pressroom, public communications specialist Cindy Malin scrawled occasional updates on a white board: "Flooding and tornado damage throughout county. Exact location TBD." "Drones being used to assess damage." As the various reports, crises and calls for help came in, evaluators in green vests observed the work in each area. They will prepare written reports. The Red Cross, which operates shelters, faced a crisis when 2,500 people showed up at a Coconut Creek shelter that was already full. The issue was "escalated" to a high-ranking group of

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decision-makers, who authorized the opening of an additional shelter. "The exercise is to test our abilities to collaborate, communicate and respond," said Roberto Baltodano, the Red Cross' regional communications manager. "These are things that could happen during a real hurricane. We've had these hurricane scenarios." The county has not seen a direct hit from a hurricane since Wilma in 2005. "It's been 11 years since we had one," County Mayor Marty Kiar said to the group before the drill began. "Hopefully this will be another year that we're hurricane-free. But eventually we're going to get hit."

South Florida Sun Sentinel (FL)  
Dec 8, 2015

### **Deal helps Panthers, helps Broward more**

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

One argument against the deal is the public shouldn't subsidize the rich owners of the Panthers. Deputy County Administrator **Roberto Hernandez** responds that the money -- none of it property tax revenue -- would go toward the arena, not the Panthers. The team owners also run the company that manages the BB&T Center. They would have to spend the \$86 million on improving, operating and promoting the arena, of which the team is the main tenant. The county would have to sign off on the improvements. The team also would continue to pay \$5.3 million per year toward the arena's debt, which will be paid off in 2028. So the county's investment would go to the county's facility.

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

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

**Hernandez** said the county is waiting for bids on the expansion. When administrators have an idea of the cost, the county will start discussions on raising the tax. Miami-Dade and Palm Beach counties have raised their tourist taxes to 6 percent. +The deal would cut the county in for a share of profits if the money-losing Panthers became big winners on the ice and financially. The arena would have a better chance of getting an all-star game, and the team would continue to help youth hockey in Broward. All are nice points, but the focus of the deal, correctly, would remain

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

Having studied the financials, **Hernandez** said, "We came to the conclusion that it would cost the county almost as much if the team stayed as if the team left. It's almost an economic wash. So if we would pay with or without them, it's better to have them." The deal would allow the Panthers to leave after eight years, but the team would have to repay the \$72 million in tourist tax revenue it had received. If the team left after eight years, the county would have enough money to repay the arena debt. As long as the Panthers stay, **Hernandez** said, "We transfer a lot of the responsibility to the team." The county also would get development rights to land around the arena. One other point in the deal is worth noting. Two decades ago, the county committed to spending two cents of tourist tax revenue on the arena. The county hasn't met that obligation. Under the deal, **Hernandez** said, the Panthers would drop all claims to any unspent money. There might be emotional reasons to reject the Panthers deal. There are better business reasons to approve it.



Capital Gazette (PA)  
March 3, 2015

### **Broward Commission Brainstorms Ways to Help Struggling Center Pocket of County**

Author: *Brittany Wallman*

In the heart of Broward County is a zone of economic depression that even the most dramatic real estate boom didn't lift out of poverty. The unincorporated neighborhoods in the 33311 zip code — roughly between Interstate 95 and U.S. 441, north of Broward Boulevard — were left behind by the cities around them. No city will take them. County commissioners are their only local government. Commissioners met Tuesday to talk about the central county community — four mostly African-American neighborhoods of about 7,000 people — and agree on a host of small efforts to help. Only \$4.8 million is allotted for economic development there — a sliver of the county's overall \$4.1 billion budget. County Commissioner Dale Holness, the area's only direct local representative, said it's the first economic development money the county has spent there since the 1980s. About \$30 million has been spent on improvements of roadways, bus shelters, drainage and the like. The moves commissioners endorsed Tuesday are hardly dramatic: Relocating a Boys and Girls Club to Delevoe Park, continuing building homes on 144 lots the county owns, working with small businesses to improve properties by offering loans or grants, giving a makeover to some of the roadways, improving parks, and banking land for future redevelopment. No one promised an immediate turnaround. "It doesn't happen overnight," county Economic Development Director Sandy-Michael McDonald warned. But county leaders said they support a renewed focus. "I'm glad to see we're moving forward with some planning," Holness said, "because the community desperately needs it." While the rest of Broward enjoys a rebound from the Great Recession, with three years now of positive economic growth, the central county zone remains stagnant. "These communities look to us to guide them along the way to economic prosperity in their neighborhoods," Deputy County Administrator **Rob Hernandez** said.

Joblessness is down to about 5 percent countywide. But in Central Broward, it ranges from 21 percent in Boulevard Gardens, to 22 percent in Roosevelt Gardens, to 32 percent in Washington Park, to an astounding 44 percent in Franklin Park. Holness said many residents there lack transportation and job skills, and some have criminal backgrounds — all obstacles to employment. Countywide, the median household income is \$51,251. In the central county area, it's significantly lower, at \$33,432, Assistant County Administrator Alphonso Jefferson said. Crime is down there, county officials said. Still, the number of rapes, burglaries, car thefts and assaults are relatively high in such a small area, county leaders said, and residents complain they regularly witness drug deals and prostitution, as well as assaults. Broward County Administrator Bertha Henry said she would begin implementing the economic development ideas discussed Tuesday. McDonald said he hoped to leverage the money to spark private investment from business owners. Each project will return to a County Commission agenda for approvals. Across downtown, at the Fort Lauderdale City Commission, Commissioner Robert McKinzie asked that the city take another look at annexing the unincorporated areas. The city will move in that direction.

Broward New Times (FL)  
March 18, 2014

**Florida Panthers Asking for Public Money, but Proposal Seems to Benefit Only the Team**

Author: *Chris Joseph*

Looks like the Florida Panthers' latest proposal to Broward County has altered language that would basically screw over the county while they make the big dough, according to a rundown of the proposal by the Sun Sentinel. The first proposal the Panthers made at the beginning of the year had asked the county for something around \$70 million, claiming that they had been losing \$20 million and that they need public funds to keep from being dissolved from the NHL. This latest proposal asks for \$80 million or more. The Panthers also want to develop 22 acres north of the BB&T Center for a casino-hotel that the county is also supposed to pay for. The Panthers turned over the 57-page proposal to Broward County commissioners and, according to the Sentinel's findings, it boils down to more money for the team while the county gets the shaft. Those wishes are not far off from when the team asked for county money originally back in January. The team's original proposal included taking \$4.5 million of its annual payment off the books and having it picked up by Broward County. The team also asked the county to contribute \$500,000 a year toward maintenance.

The latest proposal says the Panthers need a hotel-tax subsidy package worth \$80 million over the next 14 years to keep them from losing money. But the overall deal would seem to benefit only the Panthers. "As currently written in their proposal," Deputy County Administrator **Rob Hernandez** told the Sun-Sentinel, "it would definitely have an impact on our ability to share in any of the profits." County officials say they won't support the proposal without a better return for Broward's taxpayers. Back in September, the Panthers were bought for \$240 million by Cliff Viner and Sunrise Sports & Entertainment to a group led by New York businessman Vincent Viola. The Panthers have had an operating loss of \$12 million for the 2011-12 season and were worth \$170 million, according to Forbes. As for Panther and hockey fans' reaction to this, they took to Twitter with the usual vitriol.

**Internet – Newspaper Archives Searches**  
**Roberto Hernandez**  
*(Articles are in reverse chronological order)*

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US Fed News (USA)  
August 11, 2013

**Broward County Names New Deputy County Administrator**

Author: *Staff*

Broward County has issued the following news release:

Broward County Administrator Bertha Henry has announced the appointment of **Roberto "Rob" Hernandez** as the new Deputy County Administrator. **Hernandez** is an experienced public servant who served as deputy county manager for Fulton County, Georgia, and most recently as deputy city manager for Coral Springs in Broward County. He is returning to County Government, where he first began serving the County in 1994 and most recently served as an assistant to the county administrator from 2003 to 2008. As deputy county administrator, **Hernandez** will assist the administrator in managing the day-to-day operations of the County, and oversee the activities of several large departments, including Public Works, Human Services and Environmental Protection and Growth Management, as well as the Parks and Recreation, Libraries and Cultural divisions. Also reporting to **Hernandez** will be the Office of Economic and Small Business Development, Office of Public Communications, Office of Intergovernmental Affairs and Professional Standards, and the Office of the Medical Examiner and Trauma Services.

Henry said, "We are excited to have **Rob** back with Broward County. He has dedicated much of his professional life to public service and has a keen understanding of how county government programs and services help meet the needs of our residents, businesses and visitors. He will be a valuable asset to the County and the community." **Hernandez** has a bachelor's degree in public administration from Florida International University, and a master's degree in public administration from Nova Southeastern University. He is a graduate of the Broward Fire Academy and the U.S. Army John F. Kennedy Special Warfare Center and School. He retired from the U.S. Army Reserves in 2008 after a 23-year career, most recently serving as a senior instructor in civil-military operations.

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

**Brief: Coral Springs Offers Incentive to Company**

Author: *Lisa J. Huriash*

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

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

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

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

### **Coral Springs to Consider building New City Hall**

Author: *Lisa J. Huriash*

City commissioners said Tuesday they were open to the idea of spending millions of dollars to construct a brand new City Hall. "To me, the short answer is yes," said Commissioner Claudette Bruck. "We should proceed and we should proceed now." City leaders must now decide if they really want the new building, where it will go and how to pay for the estimated \$25 million cost. It will eventually be a "financial decision," said Vice Mayor Tom Powers. "There's way too many questions." For about a year, former Mayor Roy Gold had proposed closing both City Hall buildings on the north and south sides of Sample Road to construct one large facility.

But while some commissioners had previously said the project could become unwieldy and too expensive and they doubted there would be public support, the majority now seem open to at least further discussion. Deputy City Manager **Rob Hernandez** said the 45-year-old building was "outdated and functionally obsolete." "You can go anywhere and hear conversations in the next office," he said. And, the current building is "not a source of civic pride." "That's depressing," Bruck said. **Hernandez** also said the current building is expensive to keep up, with \$1 million alone needed to retrofit the building to accommodate a new telephone system.

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

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

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South Florida Sun Sentinel (FL)  
November 24, 2011

**Springs Gets New Deputy City Manager**

Author: *Arun Sivasankaran*

**Roberto Hernandez**, who has over 20 years of progressive and responsible local government management experience, has been appointed Coral Springs Deputy City Manager. "I look forward to leveraging **Rob's** operational expertise to continue delivering exceptional services to our community with the best possible level of service," City Manager Erdal Donmez said. Prior to joining Coral Springs, **Hernandez** was the Deputy County Manager for Fulton County since 2008. **Hernandez** also served as an Assistant to the County Administrator for Broward County. Before that, **Hernandez** served in a number of key roles with local government.

His professional experience includes key positions in public safety, housing and community development, and social services. In addition, his military service includes more than 23 years in the U.S. Army Reserves. He has held several leadership positions and has served on Active Duty in support of several military operations. **Hernandez** holds a Master of Public Administration degree from Nova Southeastern University and a Bachelor of Public Administration from Florida International University. **Hernandez** also obtained his certification in firefighting from the Broward Fire Academy.

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

## **Illegal Dumping**

### **Putting the Brakes on Tire Dumping**

#### **It's no Easy Task as Illegal Activity Stealthily Spreads Across State**

Author: *Ernie Suggs*

Over 10 days last fall, someone made three trips to the Arts Exchange and dumped more than 1,000 old, dirty tires onto the property. The location was ideal. Easy access off I-20 in southeast Atlanta. A dead-end road. A wide-open space. Across Georgia, there are hundreds of examples of illegal tire dumping such as this, on public and private lands, creating a problem that is as much health hazard as it is eyesore. Of 10 million scrap tires generated in the state annually, an estimated 1.5 million are discarded illegally, the Georgia Environmental Protection Division said. And Atlanta finds itself at the center of this rubberized abandonment, with its city council compelled this week to form a separate tire commission to combat the violators. The city annually deals with 450,000 scrap tires, nearly 70,000 of them dumped illegally, said Winthrop Brown, Georgia EPD program manager.

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

As part of his job, the EPD's Brown regulates how tires are disposed from car dealerships and tire shops, among others. Businesses must pay for a carrier to pick up truckloads of old tires. Otherwise, there is little concentrated enforcement. Tire dumping is a felony, but there are just five criminal cases currently pursued by the state, though several people previously have served prison time for this offense, Brown said. "If nobody calls it in, we have a hard time prosecuting," Brown said, adding there are only a few local jurisdictions, such as Columbus and Macon, that have their own laws on the books, though state regulations exist. In April, Atlanta Councilwoman Joyce Sheperd, who pushed for the tire commission, led a clean-up in District 12 in which 2,000 tossed tires were collected. In southeast Atlanta, she has overseen the retrieval of 4,711 tires this year, and more than 10,000 over the past five years.

Fulton County Deputy Manager **Rob Hernandez** said south Fulton has the same problem as Atlanta with illegal tire dumping and no ready solution. The county has considered putting a deposit price on used tires, similar to glass bottles, to encourage residents to take them to a landfill. "It's difficult to prosecute offenders unless they're caught in the act," **Hernandez** said, "and Fulton lacks the staff to try to trace tires back to suppliers and find out who they were sold to." Last summer, the Fulton County health department spent \$23,000 on a tire drive that netted 2,100 tires. The public works department pays \$50,000 per year to dispose of old tires. "This has been a real problem for us," said Cheryl Odeleye of the Arts Exchange, surveying the endless

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and unwanted black mountain left near the center. "It is a health hazard. And it is a morale downer for someone to come in and be so disrespectful to us."

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

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

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

#### Tire disposal

Number of scrap tires generated in Georgia annually: 10 million

Number of those that are disposed of illegally: 1.5 million

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

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



The Atlanta Journal-Constitution (GA)  
May 16, 2011

## **Your Tax Dollars**

### **Grumbling Greet's Amphitheater**

#### **Supporters See Boon for South Fulton; Opponents Question Use of Funds**

Author: *Johnny Edwards*

South Fulton has a lot to brag about these days. After last week's announcement that Porsche would leave Sandy Springs to build its North American headquarters near Hapeville, Fulton County officials will open the new 5,200-seat Wolf Creek Amphitheater. Supporters are counting on the venue becoming another Chastain Park, a regional draw where picnicking music fans take in classy, intimate concerts. Fulton County Commissioner William "Bill" Edwards, who has championed the \$6.1 million project for the past decade, predicts it will draw the spending power of concertgoers from throughout the metro area to nearby stores and restaurants, bolstering a local economy hit hard by the recession.

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

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

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

The Wolf Creek Amphitheater has stirred tensions along the way. When the construction contract was approved in 2008, Riley and Commissioner Tom Lowe were outvoted 4-2. Riley contended that figures from a 2005 feasibility study -- which predicted the amphitheater would be profitable after three years -- needed to be updated. Edwards fired back that she and Lowe were trying to sabotage a revenue-generating project that south Fulton wanted. Edwards also brought up that the county spent \$1 million on Alpharetta's Verizon Wireless Amphitheatre, which was privately built. The county's contribution came through a trade-off for north Fulton not having garbage service at the time. Gary Bongiovanni, editor-in-chief of Pollstar Magazine,

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

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

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

Wolf Creek was the shooting venue for the 1996 Olympics, and it currently houses a police training center. A new library is in the works, and other plans include a sports complex, walking trails, horse trails, and an arts, cultural and events center, which also could generate revenue through bookings, Edwards said. Alre Alston, owner of the Ultimate Bar and Grille in Camp Creek Pointe shopping center, expects the amphitheater to bring him customers before and after shows. "I think it will be a good thing, as long as they bring in the quality clientele, not the rough clientele," he said.

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

The Atlanta Journal-Constitution (GA)  
January 22, 2011

**Fulton Hikes Club Fees Despite Suit  
Judge Declared Adult Ordinance Invalid after Free Speech Dispute  
Strip Joints' Attorneys Debating Next Step**

Author: *Johnny Edwards*

Fulton County will raise fees on strip clubs by hundreds of dollars this year and double them for nude dancers, even though the county remains locked in litigation over the fees after a federal judge recently declared the adult entertainment ordinance unconstitutional. With no discussion, the commission voted 5-1 this week to raise a list of fees on businesses and residents in unincorporated south Fulton expected to generate an extra \$303,601 per year. Amid new and increased rates for false alarms, fire safety inspections, escort services and door-to-door salesmen were several license and permit hikes on the county's three nude bars off Fulton Industrial Boulevard.

Attorneys for the clubs say they are considering what to do: whether to seek an injunction or pay the fees and hope to recoup them as damages. "I don't know what right they have to increase them when the case is still being litigated," said Jim Cline, who represents Riley's Showbar. "I guess they can do whatever they want. I guess we can argue about it when we get to the end." **Rob Hernandez**, the deputy county manager for the South Fulton Special Services District, said the county attorney advised officials that since the lawsuit is still pending, Fulton is justified in raising the fees. If a club refuses to pay, it could have its license revoked and would face closure, he said. "There was an injunction ordered on certain aspects of the ordinance, but not all aspects of the ordinance," **Hernandez** said.

County Attorney R. David Ware did not return messages from The Atlanta Journal-Constitution inquiring about the issue. The judge's ruling arose from a First Amendment lawsuit filed by a group of clubs in 2001 that challenged the county's revved-up regulation of nude dancing as a prior restraint on free speech, part of a larger battle being waged throughout metro in both state and federal courts. The clubs won the 2001 case in U.S. District Court. It was reversed on appeal, and then it was sent back to District Court. In November 2010, Senior U.S. District Judge Robert Vining ruled that the code illegally put the clubs through a bureaucratic wringer, making them wait indefinitely for approval from police, fire and building departments. While Vining withheld judgment on whether the fees were too high, he did say that if sections of the ordinance don't hold up, none of it can stand. "Judge Vining has said that we don't have an ordinance," Cline said. "Unless they appeal, then there's no ordinance unless they go back and pass one."

But starting Feb. 1, the county will raise the cost of an adult entertainment license from \$6,000 to \$6,400 and annual license renewal from \$4,000 to \$4,300. Employee permits will rise from \$300 to \$325, permit renewals from \$50 to \$100, employee background checks from \$50 to \$55 and fire inspections from \$30 to \$75. The increases are expected to generate an additional \$11,590 per year. Cary Wiggins, an attorney for Fannie's Cabaret, said that since nude dancing is protected speech, a county's licensing fees can be no more than the cost of regulation. He said

**Internet – Newspaper Archives Searches**  
**Roberto Hernandez**  
*(Articles are in reverse chronological order)*

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there is no evidence that nude bars cause any more problems for police than regular bars, and he doesn't see how Fulton can charge \$4,000 to renew a license, much less \$4,300. "I'm just unaware of any evidence justifying a rate hike," Wiggins said.

The third club off Fulton Industrial, Club Babe's, isn't taking part in the lawsuit. Managers at all three declined interview requests. Wiggins also represents two Sandy Springs clubs that, while no longer in unincorporated Fulton, are seeking back compensation from the period before Sandy Springs became a city. As with the state government and other local jurisdictions, the Fulton fee hikes are part of a strategy to make up for declining revenue without burdening property-tax payers. **Hernandez** said he is also trying to recover costs and adjust an array of charges, many of which haven't changed in five years, for inflation. North Fulton Commissioner Liz Hausmann cast the sole dissenting vote Wednesday. She told the AJC that she opposes raising any fees or taxes in this economy without reducing spending. She said she wasn't aware of the strip club issue.

The Atlanta Journal-Constitution (GA)  
May 17, 2010

**County Targets Image Change**  
**Campaign is to Clean up Fulton Industrial**  
**Code Enforcers, Police Start out Cracking Down on Boulevard's Motels**  
Author: *Steve Visse*

Fulton County has an image problem with its huge warehouse district: Its legitimate economic opportunities sometimes have been overshadowed by its undesirable qualities. This has caused companies to bypass it and take their business across the Chattahoochee River to Cobb and Douglas counties, or get out of Fulton and relocate. "We have had tenants who have been there for years and years and who decided to move across the river," said Tom Flanigan, ING Clarion asset manager. "I don't think it was taxes." To attract new business and keep what it has, Fulton is pushing a campaign designed to clean up what it says is the 10 percent of Fulton Industrial Boulevard that gives the rest of it a bad name. For starters, code enforcers and police have targeted motels that allegedly were centers for sex and drug trades; three were closed for health and safety violations, and a fourth was sold to a new owner, who refurbished the property and secured a Days Inn franchise.

The new motel has posted rules in the lobby banning unregistered guests from rooms and requiring identification to reserve a room as a customer. "We got rid of a hub of criminal activity," said Tom Phillips, county code enforcement administrator. "You can walk in there now and say, 'I can stay here.' Two years ago you wouldn't have said that. You might not even have walked in there." At its last meeting, the County Commission banned truck drivers from parking their big rigs in vacant lots off the boulevard and using them as unofficial truck stops. "Truck stops, as you know, have a link to prostitution," Phillips said. Even strip clubs such as Fannies' Cabaret are seeking a more orderly boulevard. Fannies' is trying to distance itself from prostitution, specifically the hookers who regularly have solicited the club's clientele when arriving and leaving. The club hired security to run them off. "It didn't used to be this way 15 years ago," said Thomas Madden, Fannies' Cabaret general manager.

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

The area has 89 million square feet of warehouse and commercial space but a county study released in March showed that several buildings and warehouses, developed in the 1960s and 1970s, are practically unusable. Seven properties are listed on the Georgia Hazardous Site Inventory, including five for the presence of cancer-causing vinyl chloride. Noting its potential, the study described the boulevard as potentially one of the largest and most prestigious warehousing and transportation hubs east of the Mississippi River. "Today it may still be the largest, but it has lost much of its prestige," the report concluded. Last month, the county used

**Internet – Newspaper Archives Searches**  
**Roberto Hernandez**  
*(Articles are in reverse chronological order)*

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the area blight and vacant warehouses to have the district reclassified as an opportunity zone urban redevelopment area. That allows it to borrow \$26 million from a federal bond program and give employers a \$3,500 tax credit for each new job for 10 years. **Hernandez** said the county wants to use the bond money to install crime surveillance cameras in the area. A \$100,000 federal grant already was secured to increase police patrols and hire seven officers specific for south Fulton. "We're serious about this," **Hernandez** said. "We have put together everything we have available in our tool box to assist Fulton Industrial."

Satellite offices for county services and commissioners Emma Darnell and Bill Edwards have been set up to show the county is committed to improving the area. People have noticed. Companies recently either bought or leased separate industrial properties that cover a combined 260,000 square feet. With upgrades, the area should be able to sell itself. It is located in the center of a metro area that promotes itself as a national transportation hub. Fulton Industrial offers a regional airport and is close to Hartsfield-Jackson International Airport. I-20 is located nearby, as is the Norfolk Southern Intermodal container shipping yard in Austell, an industrial area crisscrossed by railroad tracks.

A next step would be to develop a Community Improvement District, which has happened elsewhere in Fulton and in Cobb, DeKalb and Gwinnett counties. CIDs require commercial property owners to tax themselves to pay for development plans, transportation alternatives and security. Boulevard activists so far have been unable to obtain 51 percent approval of the property owners to install a CID, which increases tax bills by 3 or 4 mills. Yet one man on board with this idea is Madden, the strip club manager, who recognizes that even the adult entertainment business needs better security. "We have to keep it clean here," he said.

The Atlanta Journal-Constitution (GA)  
October 9, 2008

### **Fulton Begins Taking Steps to Aid 911 Center**

Author: *D. L. Bennett*

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

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

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

"This definitely should add value and reduce stress on the staff," said Commissioner Lynne Riley, who represents the city of Johns Creek, where Darlene Dukes died Aug. 2. Fulton also has in process two classes of trainees who should be able to fill all the remaining spots, a move he hopes will cut down on stress at the center and reduce conflict and mistakes. Everyone should be on the job within six months, **Hernandez** said.

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

The Atlanta Journal-Constitution (GA)  
October 5, 2008

### **Not Enough Workers and a lot of Slack**

Author: *Heather Vogell & D. L. Bennett*

A supervisor told 911 worker JoLynn Griffin she didn't have any days left for vacation. The Fulton County emergency center had barely enough workers to cover shifts. But Griffin went on a cruise anyway. She returned to find her job waiting, her personnel file shows, just as it had been when she'd missed work before. Chronic absenteeism and tardiness are among the center's most vexing problems, records and interviews suggest, accounting for roughly a quarter of all personnel infractions and aggravating a staffing shortage that can mean marathon shifts for the dispatchers who do show up. Griffin is one of scores of Fulton 911 employees who racked up roughly 280 sanctions for arriving late or not at all -- often on multiple days -- a database of personnel actions since January 2004 reveals. The problem is likely worse; officials say their data is not comprehensive.

No-shows were counseled, warned and occasionally suspended. But they were rarely fired, data show. Some workers accumulated long disciplinary histories that included 911 call errors as well as absences, and they weren't terminated, according to personnel files. "It appears that certain violations of performance were tolerated or forgiven, for lack of a better word, in order to maintain the staffing required to operate the center," said Lynne Riley, a Fulton commissioner. Losing trained employees wasn't an attractive option for the 911 center. In recent weeks, as many as a third of the center's total positions have sat vacant. Deputy County Manager **Rob Hernandez** said staffing shortages are common at 911 centers, but Fulton's center needs to train more new workers and improve retention. A county consultant should address discipline problems such as absenteeism, he said. "In general, discipline was used like a tool -- a management tool -- rather than as a last resort," he said. "It may have lost its intended effect."

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

Griffin left without permission for the cruise and two other short vacations between September 2003 and March 2004 -- in addition to taking dozens of sick days and showing up late at least 14 times, records show. Alfred "Rocky" Moore, the center's director at the time, wrote in a March



**Internet – Newspaper Archives Searches**  
**Roberto Hernandez**  
*(Articles are in reverse chronological order)*

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2004 letter that he was considering dismissing her. "Your personal vacation [cruise] did not justify an emergency vacation," he wrote. But Griffin hung on, volunteering for a demotion instead. Her tardiness continued. One night in January 2006, the call center sent a Fulton sheriff's car to pick her up for work because she had car trouble, records show. Later that year, she was suspended after supervisors said an error she made delayed response to a fire call. She took disability retirement in mid-2007.

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

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

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

Data analysts John Perry and Megan Clarke and staff writer Cameron McWhirter contributed to this article. 32 emergency calls delayed. Six of those calls were delayed more than 20 minutes.

- \* 23 instances of employees being orally abusive, fighting, being unprofessional or disruptive in the call center. 34 write-ups for poor customer service. 9 instances of dispatchers sleeping on duty. 280 write-ups of not showing up to work or showing up late. 147 write-ups for not meeting monthly standards for speed and safety by the department.
- \* Numbers based on a review of the incomplete database of disciplinary actions against employees at Fulton County's 911 center.

Sun Sentinel - Fort Lauderdale (FL)  
April 29, 1997

### **Conditions for Planned Shelter don's Allay Fears**

Author: *Robin Benedick*

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

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

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

City planners are recommending approval with these conditions:

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

County officials said they were designing a shelter that wouldn't be a magnet for uninvited homeless people. "The word will quickly get out among the homeless that this facility does not accept walk-ins," said **Rob Hernandez**, Broward County's assistant director of Human Services. With more than 5,000 homeless people in Broward, the shelter is billed as the first of several to

**Internet – Newspaper Archives Searches**

**Roberto Hernandez**

*(Articles are in reverse chronological order)*

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

Sun Sentinel - Fort Lauderdale (FL)  
March 13, 1994

**New Refugees like Broward Cuban Immigrants Find more Opportunities, Less Congestion**  
Author: *Lyda Longa*

When Geovanny Montes de Oca and 11 of his friends set sail from Havana for the United States aboard a rubber raft in October, Montes de Oca's friends couldn't stop talking about Miami. But after the men were rescued by the U.S. Coast Guard and taken to Key West, Montes de Oca set his sights on a different place: Broward County. His relatives had described Broward as an area where plenty of opportunities could be found. "I like Miami, but up here, there's less congestion and life is more relaxed," Montes de Oca said in Spanish. "I love it here because I'm learning English, I have a job and I even got a car," he said. Montes de Oca works at the Fort Lauderdale-Hollywood International Airport's catering service. Montes de Oca, who lives with friends in west Hollywood, is not alone. In the past six months, a colony of about 50 or 60 Cuban rafters has taken root in Hollywood and Fort Lauderdale.

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

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

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

**Internet – Newspaper Archives Searches**  
**Roberto Hernandez**  
*(Articles are in reverse chronological order)*

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Sun Sentinel - Fort Lauderdale (FL)  
February 22, 1994

**Planned Center may Help Elderly Hispanics**

Author: *Lyda Longa*

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

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

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

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

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

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Research Compiled by:      Amanda Dillabough  
                                         Colin Baenziger & Associates

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## **Appendix D**

### *Sample Survey* *Savannah City Manager Quality Survey*

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## Sample City Manager Quality Survey

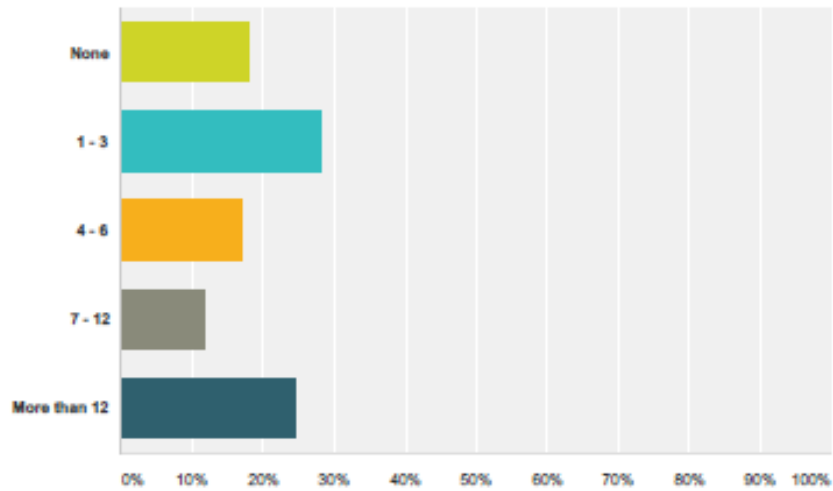
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Savannah City Manager Quality Survey

SurveyMonkey

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

Answered: 449 Skipped: 1



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

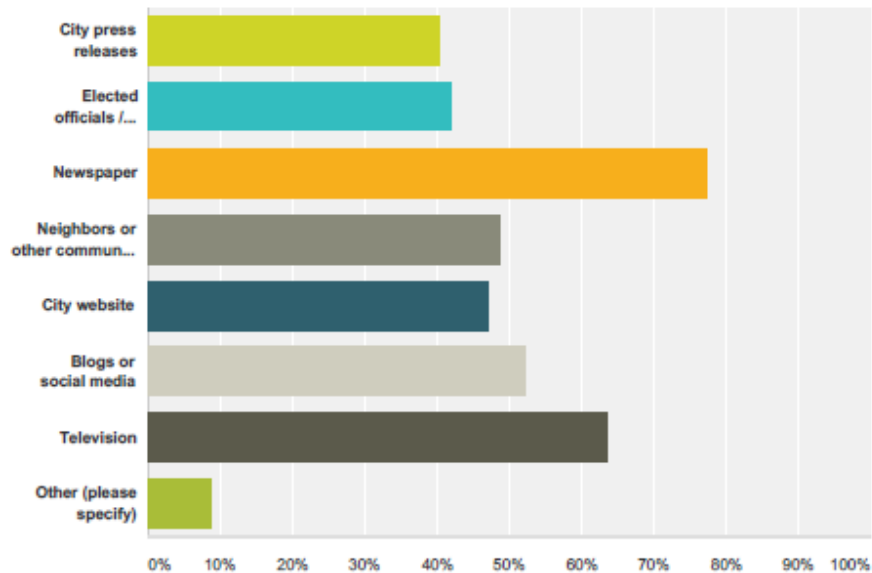
## Sample City Manager Quality Survey (continued)

Savannah City Manager Quality Survey

SurveyMonkey

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

Answered: 450 Skipped: 0



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



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## *Sample City Manager Quality Survey* (continued)

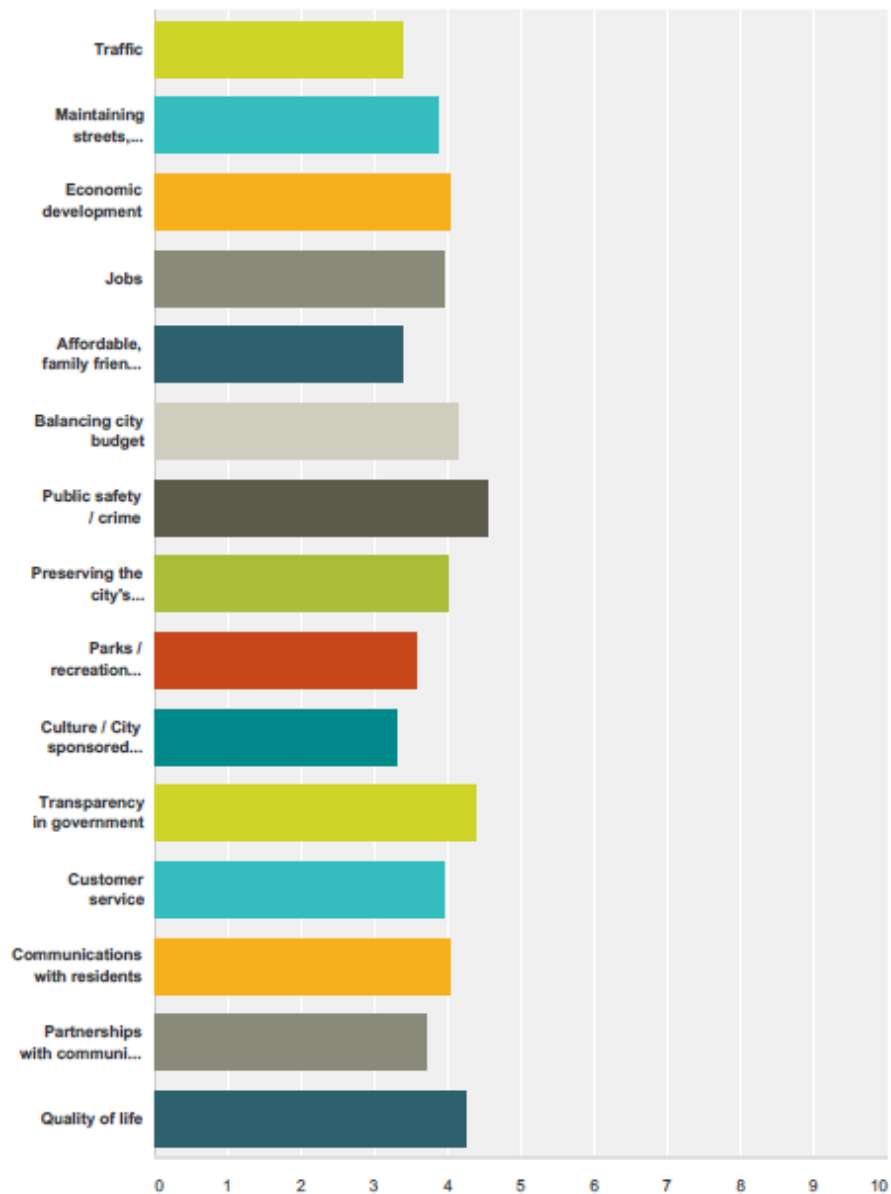
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Savannah City Manager Quality Survey

SurveyMonkey

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

Answered: 448 Skipped: 2



## *Sample City Manager Quality Survey* (continued)

Savannah City Manager Quality Survey							SurveyMonkey	
Traffic	6.59% 28	12.47% 53	35.06% 149	24.00% 102	21.41% 91	0.47% 2	425	3.41
Maintaining streets, buildings, and other public facilities	2.30% 10	7.36% 32	23.22% 101	33.79% 147	32.64% 142	0.69% 3	435	3.88
Economic development	6.19% 27	6.42% 28	13.76% 60	22.25% 97	48.85% 213	2.52% 11	436	4.04
Jobs	5.61% 24	7.71% 33	16.82% 72	22.66% 97	44.86% 192	2.34% 10	428	3.96
Affordable, family friendly housing	10.39% 45	13.39% 58	28.41% 123	19.40% 84	27.48% 119	0.92% 4	433	3.41
Balancing city budget	3.63% 16	5.22% 23	13.83% 61	27.89% 123	47.62% 210	1.81% 8	441	4.13
Public safety / crime	3.83% 17	2.03% 9	5.63% 25	10.36% 46	74.77% 332	3.38% 15	444	4.55
Preserving the city's character	5.68% 25	5.68% 25	17.50% 77	23.41% 103	46.36% 204	1.36% 6	440	4.00
Parks / recreation programs	3.90% 17	7.57% 33	33.94% 148	32.11% 140	21.56% 94	0.92% 4	436	3.60
Culture / City sponsored events	7.74% 34	12.98% 57	35.99% 158	28.02% 123	14.81% 65	0.46% 2	439	3.29
Transparency in government	3.61% 16	2.71% 12	10.84% 48	14.67% 65	65.24% 289	2.93% 13	443	4.39
Customer service	4.52% 20	6.79% 30	20.59% 91	24.89% 110	42.31% 187	0.90% 4	442	3.95
Communications with residents	4.31% 19	4.76% 21	18.37% 81	26.53% 117	44.90% 198	1.13% 5	441	4.04
Partnerships with community / schools / business	8.18% 36	8.41% 37	22.50% 99	24.32% 107	35.68% 157	0.91% 4	440	3.72
Quality of life	4.56% 20	2.96% 13	12.07% 53	20.96% 92	56.72% 249	2.73% 12	439	4.26

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## Sample City Manager Quality Survey (continued)

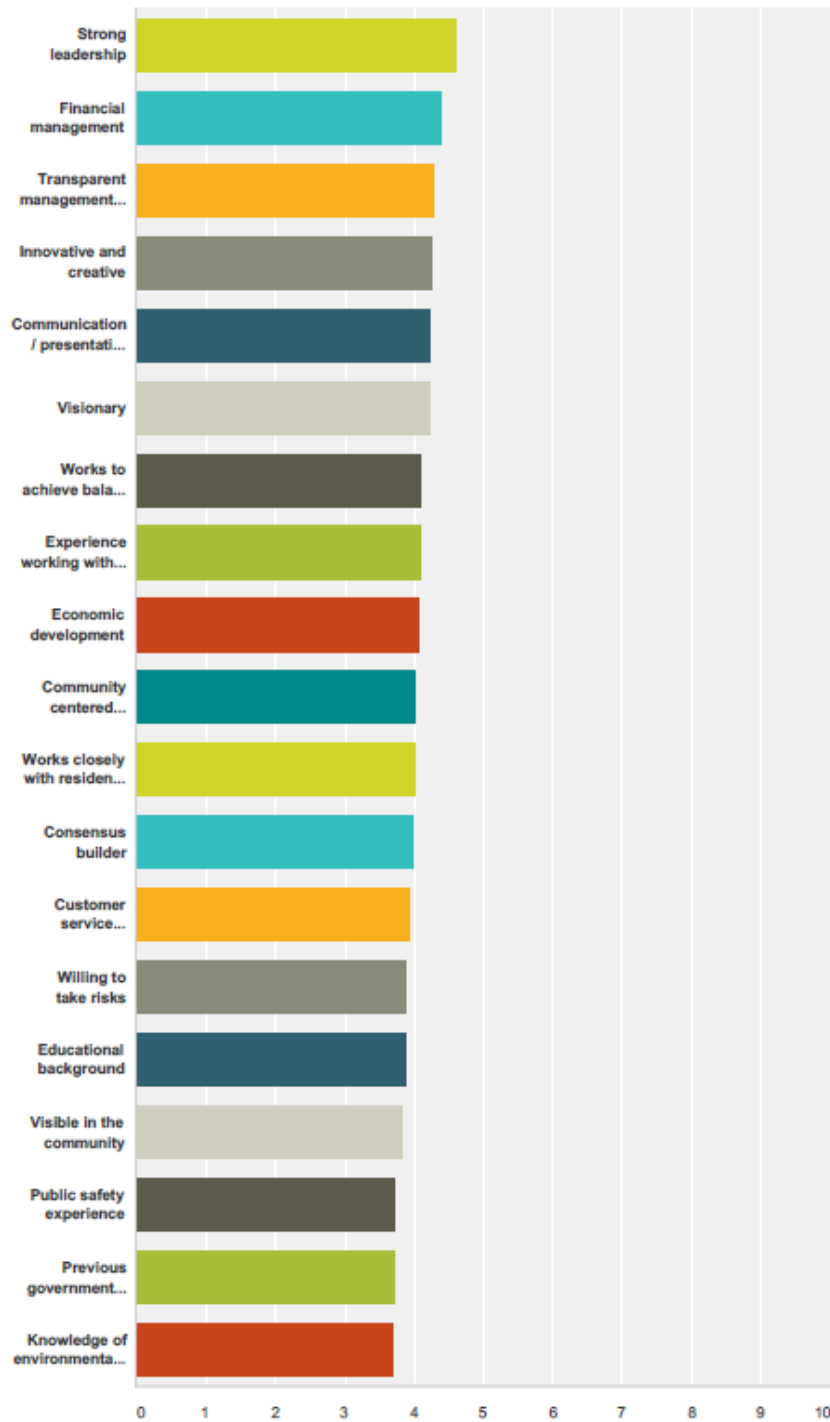
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Savannah City Manager Quality Survey

SurveyMonkey

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

Answered: 449 Skipped: 1



## *Sample City Manager Quality Survey* (continued)

Savannah City Manager Quality Survey

SurveyMonkey

	1	2	3	4	5	N/A	Total	Weighted Average
Strong leadership	4.51% 20	1.13% 5	3.39% 15	10.61% 47	79.01% 350	1.35% 6	443	4.61
Financial management	3.38% 15	3.15% 14	8.33% 37	20.72% 92	63.06% 280	1.35% 6	444	4.39
Transparent management style	3.83% 17	2.25% 10	13.06% 58	20.50% 91	58.78% 261	1.58% 7	444	4.30
Innovative and creative	4.10% 18	2.28% 10	14.81% 65	20.27% 89	57.86% 254	0.68% 3	439	4.26
Communication / presentation skills	3.62% 16	3.39% 15	13.12% 58	25.57% 113	53.62% 237	0.68% 3	442	4.23
Visionary	5.22% 23	2.95% 13	12.70% 56	20.63% 91	57.37% 253	1.13% 5	441	4.23
Works to achieve balance among all community interests: residents, businesses and developers	2.95% 13	6.35% 28	15.19% 67	26.98% 119	47.39% 209	1.13% 5	441	4.11
Experience working with diverse communities	6.07% 27	5.39% 24	14.16% 63	21.12% 94	52.36% 233	0.90% 4	445	4.09
Economic development	4.57% 20	5.25% 23	14.16% 62	28.54% 125	45.89% 201	1.60% 7	438	4.06
Community centered approach	4.78% 21	5.01% 22	17.31% 76	27.56% 121	44.65% 196	0.68% 3	439	4.03
Works closely with residents and seeks their viewpoint	4.08% 18	4.31% 19	17.46% 77	31.75% 140	41.72% 184	0.68% 3	441	4.03
Consensus builder	4.31% 19	6.12% 27	20.63% 91	24.04% 106	43.54% 192	1.36% 6	441	3.96
Customer service orientation	5.24% 23	5.92% 26	18.00% 79	28.93% 127	41.00% 180	0.91% 4	439	3.95
Willing to take risks	5.25% 23	5.02% 22	23.74% 104	26.26% 115	38.81% 170	0.91% 4	438	3.89
Educational background	3.64% 16	7.05% 31	22.95% 101	27.05% 119	37.27% 164	2.05% 9	440	3.89
Visible in the community	4.58% 20	7.09% 31	24.71% 108	26.32% 115	36.61% 160	0.69% 3	437	3.84
Public safety experience	4.49% 20	8.31% 37	26.97% 120	27.42% 122	31.69% 141	1.12% 5	445	3.74
Previous government experience	8.07% 36	7.17% 32	24.22% 108	23.54% 105	35.43% 158	1.57% 7	446	3.72
Knowledge of environmental issues	7.06% 31	8.43% 37	25.28% 111	24.83% 109	33.26% 146	1.14% 5	439	3.70

## *Sample City Manager Quality Survey* (continued)

Savannah City Manager Quality Survey

SurveyMonkey

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

Answered: 230 Skipped: 220

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

\*16 samples responses from the 230 received.

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## **Appendix E**

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

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**RESOLUTION NO. 2007-23**

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

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

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

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

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

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

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



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

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

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

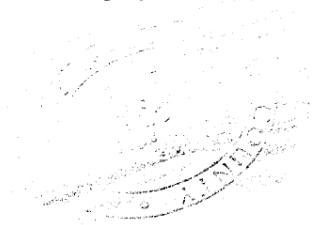
**ATTEST: Cheryl Strickland, Clerk**

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

By: Pam Halterman  
Deputy Clerk

By: Ben Rich  
Ben Rich, Chairman

Rendition Date: 8/23/07



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## **Appendix F**

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

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# Fernandina Observer™

A JOURNAL OF NEWS AND OPINION

## Weekly comments from Dale Martin

By Dale Martin, City Manager, City of Fernandina Beach

*March 18, 2016 1:00 a.m.*

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

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

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

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

# GovHR



**City of Lake City, Florida**

**City Manager**

Recruitment Proposal

July 28, 2021



**GovHR USA**  
**GovTEMPS USA**

630 Dundee Road  
Suite 225  
Northbrook, IL 60062  
847-380-3240  
[info@GovHRusa.com](mailto:info@GovHRusa.com)

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## About Us

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

GovHR is a public management consulting firm serving local government clients and other public-sector entities across the country. Our headquarters are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois and work exclusively in the public and non-profit sectors. GovHR offers customized executive recruitment services, management studies and consulting projects for local government and organizations who work with local government. Please note the following key qualifications of our firm:

- Since our establishment in 2009, our consultants have conducted more than 700 recruitments in 41 states, with an increase in business of at least 30% each year. Twenty-eight (28%) of our clients are repeat clients, the best indicator of satisfaction with our services.
- Surveys of our clients show that 94% rate their overall experience with our firm as Outstanding and indicate they plan to use our services or highly recommend us in the future.
- Our state of the art processes, including extensive use of social media for candidate outreach and video interviews with potential finalist candidates, ensure a successful recruitment for your organization.
- Our high quality, thorough recruitment brochure reflects the knowledge we will have about your community and your organization and will provide important information to potential candidates.
- We are committed to providing you with a pool of candidates that reflects the diversity of your community. We support the following organizations with our time as well as provide financial resources: National Forum for Black Public Administrators, Local Government Hispanic Network, League of Women in Government and Engaging Local Government Leaders.

### About the Owners

GovHR is led by Heidi Voorhees, President, and Joellen Cademartori, Chief Executive Officer.

Ms. Voorhees has conducted more than 400 recruitments in her management consulting career, with many of her clients repeat clients, attesting to the high quality of work performed for them. In addition to her 17 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, including ten years as the Village Manager for the Village of Wilmette, Illinois.

Ms. Cademartori is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Cademartori has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services. She has worked in Massachusetts, North Carolina, and Illinois.



## Our Team

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### **Recruitment Consultant & Main Point of Contact:**

**Jim Dinneen**

Vice President

847-380-3240

[JDinneen@GovHRusa.com](mailto:JDinneen@GovHRusa.com)

### **Proposal Inquiry:**

**Laurie Pederson**

Administrative Services Director

847-380-3198

[LPederson@GovHRusa.com](mailto:LPederson@GovHRusa.com)

### **GovHR Owners:**

**Heidi J. Voorhees**

President

847-380-3243

[HVoorhees@GovHRusa.com](mailto:HVoorhees@GovHRusa.com)

**Joellen J. Cademartori**

Chief Executive Officer

847-380-3239

[JCademartori@GovHRusa.com](mailto:JCademartori@GovHRusa.com)

## References

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

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**Lakeland FL**

**(City Manager, 2020)**

Bill Mutz, Mayor  
228 S. Massachusetts Ave.  
Lakeland, FL 33801  
863-834-6000  
[Bill.Mutz@lakelandgov.net](mailto:Bill.Mutz@lakelandgov.net)

**Riviera Beach Community Redevelopment Authority, FL**

**(Executive Director, 2020)**

Michael Haygood, CRA Attorney  
2001 Broadway, Ste 300  
Riviera Beach, FL 33404  
561-758-1210  
[mhaygood@haygoodlaw.com](mailto:mhaygood@haygoodlaw.com)

**Pinellas County, FL**

**(Director of Office Management and Budget, In Progress)**

**(Human Resources Director, 2020)**

**(Assistant County Administrator, 2020)**

**(Deputy County Administrator, 2019)**

Barry Burton, County Administrator  
Jill Silverboard, Deputy County Administrator  
315 Court Street  
Clearwater, FL 33756  
727-464-3485  
[jsilverboard@co.pinellas.fl.us](mailto:jsilverboard@co.pinellas.fl.us)  
[bburton@pinellascounty.org](mailto:bburton@pinellascounty.org)

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## Scope of Services – Full Scope Recruitment

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

### Phase I: Position Assessment, Position Announcement & Brochure

One-on-one or group interviews will be conducted with stakeholders identified by the client to develop the Recruitment Brochure. We have a variety of other options for gathering input:

- Dedicated email and surveys to obtain feedback from stakeholder groups
- Public Forums conducted by our consultants

A combination of the above items can be used to fully understand community and organizational needs and expectations for the position.

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

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



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

### Phase II: Advertising, Candidate Recruitment & Outreach

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

Phase II will include the following:

- GovHR consultants will personally identify and contact potential candidates in person, via email, and also via telephone.
- Develop a database of potential candidates from across the country unique to the position and to the client, focusing on:
  - Leadership and management skills
  - Size of organization
  - Experience in addressing challenges and opportunities also outlined in Phase I
- The database will range from several hundred to thousands of names and an email blast will be sent to each potential candidate.



## Scope of Services - Continued

- Placement of the Position Announcement in appropriate professional online publications:
  - Public sector publications & websites
  - Social media
    - LinkedIn (over 15,000 connections)
    - Facebook
    - Twitter
    - Instagram
- GovHR will provide you with a list of advertising options for approval



### **PHASE III: Candidate Evaluation & Screening**

Phase III will include the following steps:

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



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

### **Phase IV: Presentation of Recommended Candidates**

Phase IV will include the following steps:

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



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

## Scope of Services - Continued

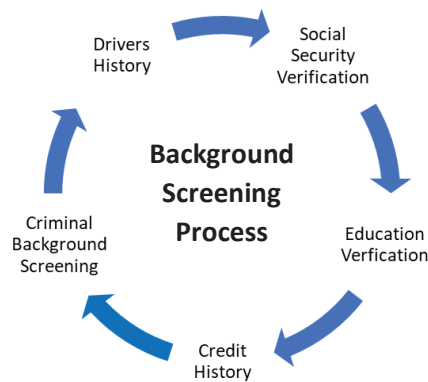
### Phase V: Interviewing Process & Background Screening

Phase V will include the following steps:

GovHR will:

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

Background screening\* will be conducted along with additional references contacted:



\*Per state and federal regulations

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

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

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

- Tour of client facilities
- Interviews with senior staff

## Scope of Services - Continued

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### **Phase VI: Appointment of Candidate**

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

## Project Timeline – Full Scope Recruitment



Weeks 1 & 2	Phase 1: On Site Interviews & Brochure Development
Weeks 3 thru 6	Phase 2: Advertising, Candidate Recruitment & Outreach
Weeks 7 thru 9	Phase 3: Candidate Evaluation & Background Screening
Week 10	Phase 4: Presentation of Recommended Candidates
Week 11 & 12	Phase 5: Interview Process & Additional Background Screening
Weeks 13 & 14	Phase 6: Appointment of Candidate

\*In certain recruitments, the above schedule can be condensed to 12-weeks. Please inquire for details.

## Full Scope Recruitment – Price Proposal

### Summary of Costs:

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

**\*\*Consultant travel expenses are not included in the price proposal. If the consultant is requested to travel to the client, costs will be estimated at time of request. Client will reimburse actual travel expenses.**

Possible in-person meetings could include:

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

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

#### Recruitment Fee:

**\$18,500**

#### Recruitment Expenses:

Expenses include candidate due diligence efforts

**\$1,500**

#### Advertising:

\*Advertising costs over \$2,500 will be placed only with client approval. Client is billed only for actual cost.

**\$2,500\***

#### Total:

**\$22,500\*\***

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

### Payments for Fees & Services:

Professional fees and expenses will be invoiced as follows:

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

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

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

Recruitment expenses will be itemized in detail. Payment of invoices is due within thirty (30) days of receipt.



## Limited Scope Recruitment

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### Summary of Services:

GovHR offers Clients a "Limited Scope" recruitment process, designed for clients who require only partial assistance with a recruitment.

The first several components of a Limited Scope Recruitment Process and a Full Recruitment and Selection Process are similar. The consultant will:

- Meet with employees and other stakeholders
- Develop and place the position announcement on websites and on social media outlets
- Conduct outreach for candidates via personal and electronic contacts
- Review all resumes for fit for position
- Conduct video interviews.
- Complete two references for each finalist candidate
- Prepare an electronic Recruitment Portfolio that includes the information on the recommended candidates. This will be provided to the client a few days in advance of a candidate presentation meeting.

At this point in the Limited Scope Recruitment process, GovHR involvement will be complete.

The key differences between the Limited Scope Recruitment Process and the Full Recruitment and Selection Process are:

- A Recruitment Flyer, instead of a full Brochure, will be prepared for the Limited Scope Recruitment. This flyer will be distributed as a .pdf file.
- GovHR will not conduct background investigations (court, credit, motor vehicle records checks, etc.)
- GovHR will not offer any guarantee regarding the selection and tenure of the candidates. GovHR will bill the client immediately after presentation of candidates and will not redo the recruitment and selection process if the Client is unsuccessful in hiring someone from the group of recommended candidates.
- Development of interview questions, second interview questions, and assistance with contract negotiations will be the responsibility of the client.

## Limited Scope Recruitment – Price Proposal

### Summary of Costs:

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

**\*\*Consultant travel expenses are not included in the price proposal. If the consultant is requested to travel to the client, costs will be estimated at time of request. Client will reimburse actual travel expenses.**

Possible in-person meetings could include:

1. Recruitment brochure interview process
2. Presentation of recommended candidates

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

### Payments for Fees & Services

Professional fees and expenses will be invoiced as follows:

**1<sup>st</sup> Payment:** 1/2 of the Recruitment Fee (invoice sent upon acceptance of our proposal).

**Final Payment:** 1/2 of the Recruitment Fee and expenses incurred (invoice sent following the recommendation of candidates).

Recruitment expenses will be itemized in detail. Payment of invoices is due within thirty (30) days of receipt.

#### Recruitment Fee:

**\$17,000**

#### Advertising:

\*Advertising costs over \$2,500 will be placed only with client approval. Client is billed only for actual cost.

**\$2,500\***

#### Total:

**\$19,500\*\***

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

## Guarantee – Full Scope Recruitment

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### GovHR Guarantee

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

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

### Why Choose GovHR?

- We are a leader in the field of local government recruitment and selection with experience in more than 38 states, in communities ranging in population from 1,000 to 1,000,000. More than 28% of our clients are repeat clients showing a high level of satisfaction with our work. We encourage you to call any of our previous clients.
- We are committed to bringing a diverse pool of candidates to your recruitment process. We network extensively with state, city and county management associations, attending more than 20 state and national conferences each year. In addition, we support and attend the meetings of League of Women in Government, the Local Government Hispanic Network, National Forum for Black Public Administrators and Engaging Local Government Leaders.
- We conduct comprehensive due diligence on candidates. Before we recommend a candidate to you, we will have interviewed them via video, conducted reference calls, and news media and social media searches. Our knowledge of local government ensures that we can ask probing questions that will verify their expertise.
- We are your partners in this important process. You are welcome to review all the resumes we receive and we will share our honest assessment of the candidates.
- Our goal is your complete satisfaction. We are committed to working with you until you find the candidate that is the best fit for your position.

## Signature Page

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

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

City of Lake City, Florida agrees to retain GovHR USA, LLC ("GovHR") to conduct a City Manager Recruitment in accordance with its proposal dated July 28, 2021. The terms of the proposal are incorporated herein and shall become a part of this contract.

**ACCEPTED:**

**City of Lake City, Florida**

By: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Billing Contact: \_\_\_\_\_

Billing Contact Email: \_\_\_\_\_

**GovHR USA, LLC**

By: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**PLEASE SELECT ONE:**

☐ **Full Recruitment Service**

☐ **Limited Recruitment Service**

## Optional Services

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### GovTemps USA

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

### Recorded One-Way Video Interview of Candidates

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

### Leadership/Personality Testing

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

### 360° Evaluation

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



# JAMES DINNEEN



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

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

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

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

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

## PROFESSIONAL EDUCATION

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

## MEMBERSHIPS AND AFFILIATIONS

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

## PROFESSIONAL BACKGROUND

### Over 42 Years as a Local Government Management Professional

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



### City Management Recruitments

STATE	CLIENT	POSITION	POPULATION	YEAR
Alabama	Lee County	Chief Administrative Officer	166,831	2021
Alaska	Bethel	City Manager	6,500	2019
	Homer	City Manager (Professional Outreach)	5,300	2019
	Seward	City Manager	2,693	2019
	Unalaska	City Manager	4,768	2017
	Eagle	Town Manager	6,739	2017
Colorado	Englewood	City Manager	34,957	2019
Connecticut	Cheshire	Town Manager	29,261	2017
	East Hampton	Town Manager	13,000	2019
	Enfield	Town Manager	45,246	2015
				2018
				2020
Delaware	Meriden	City Manager	60,838	2018
	Newark	City Manager	33,398	2018
Florida	Gainesville	Assistant City Manager	133,997	2021
	Lakeland	City Manager	110,000	2020
	Largo	Assistant City Manager	82,244	2018
	Palm Beach	Assistant City Manager	85,933	2021
Georgia	Albany	City Manager	77,434	2021
	Decatur	Assistant City Manager	25,000	2018
		City Manager	25,000	2018
Illinois	Algonquin	Village Manager	30,947	2012
	Arlington Heights	Village Manager	75,525	2014
	Barrington	Village Manager	10,455	2018
	Bensenville	Village Manager	20,703	2015
	Bloomington	City Manager	78,005	2018
	Buffalo Grove	Village Manager	42,909	2010
	Carbondale	City Manager	25,092	2011
	Cary	Village Administrator	18,713	2011
	Centralia	City Manager	13,000	2020
	Clarendon Hills	Village Administrator	8,653	2014
		Village Manager	8,653	2010
	Crest Hill	City Administrator	21,169	2015
	Decatur	City Manager	76,178	2014
				2018
		Deputy City Manager	76,178	2019
	DeKalb	City Manager	43,849	2018
			44,862	2013
			18,601	2015
	Dixon	City Manager	18,601	2015
	East Moline	City Administrator	21,300	2011
				2016
	East Peoria	City Administrator	23,503	2016
	Effingham	City Administrator	12,384	2010

### City Management Recruitments

STATE	CLIENT	POSITION	POPULATION	YEAR
			12,577	2018
	Elmhurst	City Manager	43,300	2010
	Forsyth	Village Administrator	3,490	2021
	Fox Lake	Village Administrator	10,550	2013
				2021
	Freeport	City Manager	25,000	2017
	Galesburg	City Manager	33,706	2010
	Geneseo	City Administrator (Virtual)	6,500	2019
	Glen Ellyn	Assistant Village Manager	27,000	2013
		Village Manager	27,000	2010
	Glencoe	Assistant Village Manager	8,723	2015
		Village Manager	8,723	2013
	Hanover Park	Village Manager	38,510	2012
	Highland Park	City Manager	31,365	2011
	Hinsdale	Village Manager	16,816	2013
	Homer Glen	Village Manager	24,220	2011
	Homewood	Assistant Village Manager (Virtual)	19,464	2017
	Inverness	Village Administrator	7,400	2013
	Joliet	City Manager	147,500	2013
				2017
	Kenilworth	Village Manager	2,562	2012
	La Grange	Assistant Village Manager (Virtual)	15,732	2017
	La Grange	Village Manager	15,732	2017
	La Grange Park	Assistant Village Manager	13,579	2020
	Lake Bluff	Assistant to the Village Manager	5,700	2016
	Lake Forest	City Manager	19,375	2018
	Lake Villa	Village Administrator	8,774	2013
	Lake Zurich	Village Manager	19,631	2015
	Libertyville	Village Manager	20,431	2016
	Lincoln	City Administrator	14,500	2014
		Assistant Village Manager/Community		
	Lincolnshire	Development Director	7,500	2016
		Village Manager	7,500	2012
	Lindenhurst	Village Administrator	14,468	2017
	Lombard	Village Manager	43,165	2013
	Marengo	City Administrator	7,614	2011
	Mettawa	Part-time Village Administrator	500	2010
	Mokena	Village Administrator	19,042	2015
	Moline	City Administrator	43,100	2017
	Monmouth	City Administrator	9,444	2014
	Morton Grove	Village Administrator	23,500	2011
	Mt. Prospect	Village Manager	54,771	2015
	Mundelein	Village Administrator	31,385	2020



### City Management Recruitments

STATE	CLIENT	POSITION	POPULATION	YEAR
	New Lenox	Village Administrator	25,000	2011
	Niles	Village Manager	30,001	2021
	Normal	City Manager	54,264	2017
	Northbrook	Village Manager	35,000	2021
	Oak Brook	Village Manager	7,883	2014
		Assistant Village Manager/Human Resources		
	Oak Park	Director	52,000	2019
	Orland Park	Village Manager	60,000	2016
				2019
	Palos Heights	City Administrator (Virtual)	12,480	2021
	Pekin	City Manager	33,223	2016
	Pingree Grove	Village Manager	10,000	2020
	Plainfield	Village Administrator	41,734	2021
	Princeton	City Manager	7,700	2011
	Princeton	City Manager	7,700	2019
	River Forest	Village Administrator	11,635	2010
	Rock Island	City Manager	39,684	2011
	Savoy	Village Administrator (Virtual)	8,607	2020
	Schiller Park	Village Manager	11,870	2015
	Shorewood	Village Administrator	17,495	2018
	Skokie	Village Manager	65,000	2013
	Tinley Park	Village Manager	58,000	2013
	Vernon Hills	Village Manager	25,911	2021
	Villa Park	Assistant Village Manager (Virtual)	22,038	2021
	Volo	Village Administrator	3,300	2013
	Washington	City Administrator	15,700	2015
	Wauconda	Village Administrator	13,758	2013
				2017
				2021
Indiana	Munster	Town Manager	23,603	2014
	St. John	Town Manager (Professional Outreach)	18,047	2020
Iowa	Bondurant	City Administrator	5,493	2017
	Burlington	City Manager	25,663	2011
	Knoxville	City Manager	7,300	2021
	Muscatine	City Administrator	23,819	2020
	Newton	City Administrator	15,000	2016
	Washington	City Administrator	7,266	2011
	Webster City	City Manager	8,000	2016
	West Liberty	City Manager	3,736	2013
Kentucky	Paducah	City Manager	24,850	2021
Maryland	Greenbelt	City Manager	23,753	2016
	Hagerstown	City Administrator	40,612	2015
	Sykesville	Town Manager	3,941	2019

### City Management Recruitments

STATE	CLIENT	POSITION	POPULATION	YEAR
Massachusetts	Westminster	City Administrator	18,522	2021
	Cambridge	City Manager	110,000	2016
	Eastham	Town Administrator	4,956	2016
	Provincetown	Town Manager	2,990	2015
Michigan	Williamstown	Town Manager	8,400	2015
	Adrian	City Administrator	20,676	2018
	Albion	City Manager	8,337	2018
	Alpena	City Manager	10,410	2012
	Caro	City Manager	4,208	2012
	Charlotte	City Manager	9,100	2020
	Delta Charter Township	Township Manager	32,400	2014
	Eastpointe	City Manager	32,673	2019
	Ferndale	City Manager	20,428	2019
	Hamtramck	City Manager	21,752	2017
	Kalamazoo	City Manager	75,000	2013
	Lincoln Park	City Manager	36,665	2019
	Oakland Township	Township Manager	16,779	2013
			19,132	2018
	Rochester	City Manager	13,000	2015
	Royal Oak	City Manager	59,112	2019
	Royal Oak Township	Township Manager	2,600	2021
	Troy	Assistant City Manager	83,813	2019
		City Manager	83,813	2018
Minnesota	Hibbing	City Administrator	15,855	2021
	St. Louis Park	City Manager	48,662	2021
	Waconia	City Administrator	13,500	2021
Missouri	Ballwin	City Administrator	30,181	2020
	Cape Girardeau	City Manager	38,000	2020
	Ferguson	City Manager	21,111	2015
	Maryland Heights	City Administrator	27,436	2015
	Republic	City Administrator	15,590	2016
	South Lyon	City Manager	11,327	2018
	University City	Assistant City Manager	35,172	2020
		Assistant to the City Manager/Communications Director	35,172	2018
		Assistant to the City Manager/Director of Human Resources	35,172	2020
		City Manager	35,172	2017
	Warrensburg	City Manager	20,200	2021
	Webster Groves	City Manager	22,800	2020
	Wildwood	City Administrator	35,517	2014

### City Management Recruitments

STATE	CLIENT	POSITION	POPULATION	YEAR
		City Manager	35,524	2019
Nevada	Boulder City	City Manager	16,207	2021
New Hampshire	Portsmouth	City Manager	21,796	2019
New Jersey	Waldwick	Borough Administrator	9,800	2015
New York	Long Beach	Deputy City Manager (Virtual)	33,275	2021
	Mamaroneck (Town)	Town Administrator	29,156	2021
	Mamaroneck (Village)	Village Manager	19,426	2018
	Scarsdale	Village Manager	17,500	2021
North Carolina	Fayetteville	Assistant City Manager	210,000	2012
				2017
				2018
North Dakota	Minot	City Manager	45,700	2020
Ohio	Oberlin	City Manager	8,390	2016
	Ferguson			
Pennsylvania	Township	Township Manager	18,300	2017
	Mt. Lebanon	Municipal Manager	33,137	2015
	South Fayette Township	Township Manager	14,416	2018
Rhode Island	North Kingston	Town Manager	26,326	2015
Texas	Austin	Deputy City Manager	885,000	2021
	Burleson	City Manager	36,990	2011
			43,960	2018
	Garland	Assistant City Manager	233,206	2016
	McKinney	Assistant City Manager	191,645	2019
	Missouri City	Assistant City Manager	74,139	2019
Virginia	Chesapeake	City Manager	245,000	2019
	Portsmouth	City Manager	96,000	2020
	Salem	City Manager	25,643	2019
	Virginia Beach	City Manager	442,707	2019
Washington	Duvall	City Administrator (POS)	8,090	2021
West Virginia	Bridgeport	City Manager	8,582	2019
	Morgantown	City Manager	31,000	2016
Wisconsin	Baraboo	City Administrator	12,048	2019
	Bayside	Assistant Village Manager	4,400	2019
	Bellevue	Village Administrator	15,524	2018
	Beloit (City)	City Manager	36,966	2015
	Beloit (Town)	Town Administrator	7,083	2016
				2020
	Brown Deer	Village Manager	12,000	2012
	Burlington	City Administrator	10,511	2014
	Cedarburg	Town Administrator	11,475	2015

### City Management Recruitments

STATE	CLIENT	POSITION	POPULATION	YEAR
	Fon du Lac	City Manager	43,021	2012
	Fort Atkinson	City Manager	12,300	2012
	Franklin	Director of Administration	36,155	2019
	Glendale	City Administrator	12,920	2016
	Harrison	Village Manager	13,185	2021
	Hartford	City Administrator	14,251	2015
	Hobart	Village Administrator	8,500	2016
	Janesville	City Manager	63,480	2013
	Lake Geneva	City Administrator	7,710	2015
	Lisbon	Town Administrator/Clerk	2,521	2014
	Monroe	City Administrator	10,827	2020
	Oak Creek	City Administrator	35,243	2016
	Plymouth	City Administrator/Utilities Manager	8,540	2020
		Director of City Services	8,540	2010
	Prairie du Chien	City Administrator	5,900	2017
	Princeton	City Administrator	1,504	2010
	Racine	City Administrator	78,200	2016
	Rhineland	City Administrator	7,800	2018
	Richfield	Village Administrator	11,500	2009
	Rome	Town Administrator	2,720	2016
	Shorewood	Village Manager	13,331	2017
	Waukesha	City Administrator	71,000	2012
				2014
	West Bend	City Administrator	31,000	2016
	Whitewater	City Manager	14,300	2012





**CITY OF LAKELAND, FL**

**CITY MANAGER**



**EXECUTIVE RECRUITMENT**



# THE CITY



Lakeland, Florida with a population of 110,000, is strategically located in [Central Florida](#) between Tampa and Orlando. Lakeland is an award-winning city that has a perfect mix of a small-town community environment with the amenities of a larger city. A fast-growing city with a racially and culturally diverse population, Lakeland covers 75 square miles and is the largest city in Polk County. Lakeland has several city operations that are unique for a city its size. The city operates its electric utility a critical source of revenue for the city and the Lakeland Linder International Airport, an economic engine for the city and the region, as well as water and wastewater utilities. The city has an exceptional parks and trails system, a recently renovated 27-hole golf course, and an expansive array of recreational and cultural opportunities for residents of all ages.

Lakeland is the headquarters for Publix Super Market, the spring training location for the Detroit Tigers since 1935 and is the home for five universities including Florida's only STEM university, Florida Polytechnic. Amazon Air Cargo just launched its first flight from its new 220,000 square foot cargo facility at Lakeland Linder International Airport, and the National Oceanic and Atmospheric Administration recently relocated its Hurricane Hunters operation to the Lakeland airport as well. In March 2020, Summit Insurance broke ground on an eight story, 135,000 square foot headquarters in Lakeland's downtown, a thriving, historic business community.

Lakeland was incorporated on January 1, 1885 and experienced an economic and building boom in the 1920's that resulted in the Polk Theater, the Terrace Hotel, the Park Trammel Building and the Lake Mirror Promenade, all located on the National Register for Historic Places. Lakeland continues its interest in the history of its community, approving the addition of a History and Cultural center to its main library.

## National Recognition for **LAKELAND**

**U.S. News and World Report  
2019 Sixth Safest City**

**ArbNet Arboretum Accreditation Level 1 Award**

**Bronze Bike Friendly Award**

**Bronze Pedestrian Friendly Award**

**#1 Spring Training Site in Florida**

## LAKELAND by the Numbers



Average Age **41**



Median Household Income  
**\$45,149**



Median Home Value  
**\$150,800**



Number of Households  
**43,786**



Over **70** Neighborhood  
Associations



Library System with  
**3** locations and  
**1 million** items



**27** playgrounds, plus miles  
of trails, recreational facilities,  
tennis courts, playfields and  
dog parks.



**265,000** Lakeland  
Electric Service Area &  
Population with Lakeland, FL  
Addresses (approximate)

## Demographics by Race

**58%** White

**19%** African American

**16%** Hispanic/Latino

**2%** Asian



### The Position in Brief and the City Organization

The City operates under the Council-Manager form of government with the City Manager reporting to the Mayor and six-member City Commission. The City Commission is a mix of at large and district representation. The Mayor and City Commission work collaboratively and respectfully with one another, the community, and the city staff. The elected officials and city staff recently underwent a strategic planning session and identifying the following goals – each of which has accompanying strategies:

- **Quality of Life:** Provide quality public spaces, deliver superior municipal services and support arts, education, recreation and wellness.
- **Communication:** Develop an informed and engaged community.
- **Economic Opportunity:** Create and encourage inclusive, lasting environments that grow, attract and retain a creative, talented, educated and technically qualified workforce.
- **Fiscal Management:** Develop and effectively manage financial resources
- **Growth Management:** Ensure planning and infrastructure results in quality development and safe, attractive neighborhoods.
- **Governance Goal:** Provide for responsive and responsible governmental service.



The **City Manager** is responsible for providing collaborative, team oriented, executive leadership in the oversight of the city's extensive and complex municipal operations. The City Manager is assisted by a Deputy City Manager, and an Assistant City Manager, each of whom has several departments directly reporting to them. City Departments include the City Manager's Office, Legal, Communications, Community and Economic Development, Electric Utility, Finance, Fire, Human Resources, Information Technology, Lakeland Linder International Airport, Parks and Recreation (includes Cemeteries, Golf Course and Library Divisions), Police, Public Works, RF Funding Center (multi-purpose entertainment complex with an arena, theater and convention center), Retirement Systems, Risk Management and Purchasing and Water Utilities. [City Government](#)

The City has 2100 full time and 200 part time employees. There are collective bargaining agreements in police, fire and the utility operations. The average tenure of city employees is 17 years with 35% of the city's workforce eligible for retirement in the next few years. The City has an annual budget of \$626 million. [Lakeland 2020 Budget](#)

### Lakeland Mission, Vision and Values

#### Mission Statement:

Lakeland – a vibrant, innovative, culturally inclusive, world-class community.

#### Vision Statement:

A community working together to achieve an exceptional quality of life.

#### Core Values

[The City of Lakeland's Core Values](#) are the guiding principles utilized by elected officials and staff of the City to carry out our duties and obligations in service to the citizens: Social Responsibility, Leadership, Integrity, Commitment to Excellent, Empowered Workforce and Diversity.





### Lakeland Economic Development

Lakeland is one of Florida's fastest growing cities located on Central Florida's I-4 corridor. The City Manager must be an agile, creative, and collaborative leader in managing and strategically planning for the city's continued growth. In addition to the recent successes with Amazon Air, Summit Insurance and NOAA, the city is working closely with neighboring communities and the Polk County Commission to establish an [Research District](#) which will capitalize on the Florida Polytechnic University's continued growth and development.

The city has also developed a vision for its downtown [Envision Downtown Lakeland](#) that will draw upon the strengths of the existing RP Funding Center, a multi-purpose entertainment complex that includes a theater, convention center, and arena. This Center is home to the Florida Tropics Soccer Club and the Lakeland Magic, the Orlando Magic's affiliate in the NBA G League. Recent Downtown development includes the historic [Lake Mirror](#) area with its promenade, parks and open space, providing the crown jewel for Downtown Lakeland.

Lakeland has a history of engaging with its business community and corporate leaders, valuing public- private partnerships in development and redevelopment. Lakeland is working with partners on affordable housing projects that take advantage of the City's land bank. In 2014 the City worked with the Detroit Tigers organization on a \$40 million public private partnership to upgrade the spring training facilities making it a best in class operation and solidifying the spring training site for decades to come. In 2016, the City worked with Publix and the Detroit Tigers on a multi-million dollar deal for naming rights for the spring training facility. Lakeland is fortunate to have a generous philanthropic community which works with the City on a wide variety of projects.

One of the keys to the City's continued growth and economic development is a strategic investment in its current and future transportation infrastructure. These plans include but are not limited to developing a sustainable transportation system that is safe, multi-modal, supports emerging technologies, and addresses traffic congestion issues.





## THE IDEAL CANDIDATE

### Candidate “Must-Haves”

- ▶ A viable candidate must have a Bachelor’s Degree in public administration, business administration, urban planning or related field. A Master’s Degree in a relevant field is preferred. Candidates must also have at least seven years of experience in a senior executive position in a full-service city of similar or larger size and complexity to Lakeland. Experience in a city that operates an electric utility will be highly valued.
- ▶ The candidate must be a natural collaborator both inside and outside the municipal organization and within the region, facilitating discussions among competing interests, while fostering and leading an environment that values innovation, an entrepreneurial approach to problem solving, teamwork and a willingness to advocate for changes that grow and enhance a culture that reflects the City’s mission and core values.
- ▶ Excellent communication skills with a desire and passion for engaging in the community and truly make Lakeland their home valuing the formal and informal contact with community residents, businessowners and non-profit organizations.
- ▶ Experience in strategic planning, project management and complex problem solving with the ability to work effectively in a wide variety of governmental disciplines and plan for long and short term challenges the city will face. Significant fiscal management experience is critical.
- ▶ Embrace a progressive, transformational leadership and management style that emphasizes delegation with accountability, a team-oriented focus throughout the organization and ensures an environment that respects and promotes diversity and inclusion for all employees.



### Key Challenges and Opportunities

- ▶ Like all cities across the country, Lakeland is dealing with the global pandemic and its impact on the City’s residents, business community and non-profit organizations. The next City Manager can expect to work closely with elected officials and city staff to address budget shortfalls and other community needs as the country works to recover from the pandemic.
- ▶ The City Manager will strategically align with elected officials and city staff on growth management opportunities facing Lakeland including business development, affordable housing, transportation issues and workforce development, seeking partnerships and opportunities to collaborate regionally and with Lakeland’s five universities.
- ▶ The City Manager will work with the elected officials and community organizations on race relations, continuing Lakeland’s efforts to recognize the history of all of its residents and cultures, while minimizing playing field gaps for all citizens. The City is currently evaluating broadband plans to eliminate digital inequities within the community.
- ▶ The City Manager will work with elected officials to finalize the strategic plan and then link the goals and strategies to operations throughout the City, ensuring effective implementation of the various projects.
- ▶ The City’s workforce is aging with nearly 35% eligible for retirement in the next few years. The City Manager must work closely with City staff to prepare for the transfer of critical knowledge and plan for succession throughout the organization, building on the city’s current in house supervisory and executive training programs. It is critical that the next City Manager embrace a recruitment and retention policy that preserves or enhances the City’s goals for diversity and inclusion at all levels of the organization.







# CITY OF LAKE LAND

## Compensation and Benefits

The City is seeking a progressive leader who will inspire and engage the municipal organization, reach out and work with regional partners and have a true commitment to Lakeland's goals, mission and values as Lakeland moves forward in this exciting period of growth and development.

The starting salary range is \$196,000 - \$215,000 +/- DOQ. The City offers an exceptional benefit package including membership into the city's retirement system and optional deferred compensation plans.

[Employee Benefits and Pension Plans](#)

## How to Apply

The recruitment for this position is being handled by GovHR USA. Candidates should apply by September 4, 2020 with resume, cover letter and contact information for five work-related references to [www.GovHRjobs.com](http://www.GovHRjobs.com) to the attention of:

**Heidi Voorhees, President, GovHR USA**

630 Dundee Road, #130, Northbrook, IL 60062.

Office Telephone: 847-902-4110

**The City of Lakeland is an Equal Opportunity Employer.**



**S Renee**

**Narloch**



S. RENÉE NARLOCH  
& ASSOCIATES  
PROFESSIONAL EXECUTIVE RECRUITMENT

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

S. RENÉE NARLOCH, PRESIDENT  
2910 Kerry Forest Pkwy D4-242, Tallahassee, FL 32309  
P 850.391.0000  
info@srnsearch.com

723 West University Ave, Suite 110-296, Georgetown, TX 78626  
P 512.843.5439  
info@srnsearch.com

[www.srnsearch.com](http://www.srnsearch.com)





August 2, 2021

Mayor Stephen Witt  
and Members of City Council  
Attn: Ms. Karen Nelmes  
Procurement Director  
City of Lake City  
205 N. Marion Avenue  
Lake City, FL 32055

Submitted via email: NelmesK@lcfla.com

Dear Mayor Witt and Councilmembers:

We appreciate the opportunity to provide the City of Lake 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 Lake 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 **Cumberland County, NC** (Assistant County Manager General Government & Stewardship); **City of Dunedin, FL** (Director of Community Development; Director of Communications); **City of Sugar Land, TX** (Assistant Finance Director); **San Antonio Housing Authority (SAHA), TX** (Director of Federal Housing Programs); and **Miami-Dade Public Housing and Community Development (PHCD), FL** (PHCD Development Director).
- ❖ 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 the **City of Live Oak, FL** (City Manager); **City of Coral Springs, FL** (City Manager; Deputy City Manager; Director of Economic Development; Finance Director; Police Chief); **City of Fort Lauderdale, FL** (City Manager; Assistant City Manager; Deputy Director of Human Resources; Building Official;



City Attorney; Director of Sustainable Development); *City of Tallahassee, FL* (City Manager; Human Resources Director; Fire Chief; Director of Airport); *City of Dania Beach, FL* (City Manager); *City of Dunedin, FL* (City Manager; Finance Director); *City of Miami Beach, FL* (City Manager); *Palm Beach County, FL* (County Administrator; Director of Capital Improvements); *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); *City of Thomasville, GA* (City Manager); *Town of Addison, TX* (City Manager); *City of Charlottesville, VA* (City Manager); *City of Virginia Beach, VA* (Deputy City Manager; Deputy Director Human Services); *Wake County, NC* (County 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 Washington, IL* (City Administrator); *Broward County, FL* (Assistant Director of Economic & Small Business Development; County Attorney; Port Everglades Chief Executive/Port Director; Port Everglades Director of Business Development); *Franklin County (Columbus), OH* (County Administrator; Animal Care and Control Services Director); and many others. Ms. Narloch will conduct the recruitment for the City Manager for the City of Lake 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

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### OUR UNDERSTANDING OF THE REQUESTED SERVICES

S. Renée Narloch & Associates is highly qualified to assist the City of Lake 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. We 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 Lake City. Her contact information is as follows:

S. Renée Narloch, President  
2910 Kerry Forest Pkwy D4-242  
Tallahassee, FL 32309  
P: 850.391.0000  
Email: [renee@srnsearch.com](mailto:renee@srnsearch.com)  
Website: [www.srnsearch.com](http://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 Lake 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 the [City of Live Oak, FL](#) (City Manager); [City of Coral Springs, FL](#) (City Manager; Deputy City Manager; Director of Economic Development; Finance Director; Police Chief); [City of Fort Lauderdale, FL](#) (City Manager; Assistant City Manager; Deputy Director of Human Resources; Building Official; City Attorney; Director of Sustainable Development); [City of Tallahassee, FL](#) (City Manager; Human Resources Director; Fire Chief; Director of Airport); [City of Dania Beach, FL](#) (City Manager); [City of](#)



Dunedin, FL (City Manager; Finance Director); City of Miami Beach, FL (City Manager); Palm Beach County, FL (County Administrator; Director of Capital Improvements); 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); City of Thomasville, GA (City Manager); Town of Addison, TX (City Manager); City of Charlottesville, VA (City Manager); City of Virginia Beach, VA (Deputy City Manager; Deputy Director Human Services); Wake County, NC (County 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 Washington, IL (City Administrator); Broward County, FL (Assistant Director of Economic & Small Business Development; County Attorney; Port Everglades Chief Executive/Port Director; Port Everglades Director of Business Development); Franklin County (Columbus), OH (County Administrator; Animal Care and Control Services Director); and many others. Ms. Narloch will conduct the recruitment for the City Manager for the City of Lake 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 Lake 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 that 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 that violate antitrust laws.

Communication between us, our clients, and candidates is impartial and accurate. 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

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S. Renée Narloch & Associates' unique, client-driven approach to executive search will ensure that the City of Lake 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 of 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 Lake 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 organizational 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 Lake 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 a 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

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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 ten 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 International City/County Management Association (ICMA) Annual 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 twelve years of experience working in executive administration in both the 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 Bachelor of Arts degree, magna cum laude, and a Master of Special Education from Florida State University, Tallahassee, Florida.

## CLIENTS/REFERENCES

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### 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.

City of Coral Springs, FL  
City Manager; Deputy City Manager;  
Director of Economic Development Director of  
Finance; Police Chief  
City of Tallahassee, FL  
City Manager; Human Resource Director; Fire  
Chief; Director of Airport  
City of Fort Lauderdale, FL  
City Manager; Assistant City Manager;  
Building Official; City Attorney; Director of  
Sustainable Development; Deputy Director of  
Human Resources  
City of Dania Beach, FL  
City Manager  
City of Dunedin, FL  
City Manager; City Clerk  
City of Miami Beach, FL  
City Manager  
Alachua County, FL  
County Manager  
Pasco County, FL  
County Manager  
Lee County, FL  
County Manager; County Attorney  
City of Delray, FL  
City Attorney  
Broward County, FL  
Assistant Director of Economic & Small  
Business Development; County Attorney; Port  
Everglades Chief Executive/Port Director; Port  
Everglades Director of Business Development  
Sumter County, FL  
Public Works Director; Fire Chief;  
Development Services Director; Assistant  
Public Works Director Engineer; Staff Engineer  
City of Thomasville, GA  
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  
City of Boca Raton, FL  
Building Official; Risk Manager  
SOS Children's Villages - Florida  
Chief Executive Officer  
Virginia Commonwealth University (VCU),  
Richmond, VA  
Police Chief  
Alexandria Redevelopment and Housing  
Authority (ARHA), VA  
Chief Executive Officer  
Housing Authority of the City of Tulsa, OK  
President/CEO  
New Orleans Redevelopment Authority, LA  
Executive Director  
City of Oak Creek, WI  
City Administrator  
Houston Housing Authority, 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  
Early Learning Coalition of Broward County,  
FL  
Chief Executive Officer  
City of Gainesville, FL  
City Attorney; City Auditor  
City of Dallas, TX  
City Manager; Assistant Director of  
Transportation Operations; Assistant Director  
of Water Utilities; Managing Director of  
Environmental Quality; Assistant Director of  
Street Services (Maintenance)  
El Paso Water Utilities-Public Service Board,  
TX  
President/CEO  
Louisiana Housing Corporation, LA  
Executive Director  
Children's Board of Hillsborough County, FL  
Executive Director  
Pinellas Suncoast Transit Authority (PSTA), FL  
Chief Financial Officer  
Orange County, FL  
Chief of Corrections  
Hillsborough County, FL  
Director of Head Start; Affordable Housing  
Services Director  
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 Charlottesville, VA  
City Manager

## REFERENCES

Clients and candidates provide the best testament to 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 33065  
(954) 344-1152; dpazdra@coralsprings.org  
POSITIONS: City Manager; Deputy City Manager; Director of Economic Development;  
Police Chief; Director of Finance

CLIENT: City of Dunedin, FL  
REFERENCE: Ms. Theresa Smalling, Director of Human Resources & Risk Management  
750 Milwaukee Avenue, Dunedin, FL 34698  
(727) 298-3042; TSmalling@DunedinFL.Net  
POSITIONS: City Manager; Finance Director; City Clerk

CLIENT: City of Thomasville, GA  
REFERENCE: Mr. Dominic Ford, Human Resources Director  
111 Victoria Place, Thomasville, GA 31799  
(229) 277-7043; dford@thomasville.org  
POSITION: City Manager; Assistant City Manager; City Engineer

CLIENT: City of Tallahassee, FL  
REFERENCE: Ms. Ellen Blair, Director, Human Resources & Workforce Development  
300 South Adams Street, Box A-1, Tallahassee, FL 32301  
(850) 891-8321; ellen.blair@talgov.com  
POSITIONS: City Manager; Human Resources Director, Fire Chief, Director of Airport,  
Consolidated Dispatch Agency Director

## COST PROPOSAL

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### PROFESSIONAL FEE AND EXPENSES

The professional fee for conducting this recruitment on behalf of the City of Lake City is \$15,450, plus actual expenses. Services covered by the fee consist of all steps outlined in this proposal, including up to two (2) video meetings and one (1) onsite meeting. Expenses are estimated not to exceed \$4,500 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 Lake 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 on 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 Lake City monthly for professional fees and expenses for services incurred as of the date of the invoice. We expect payment of the 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

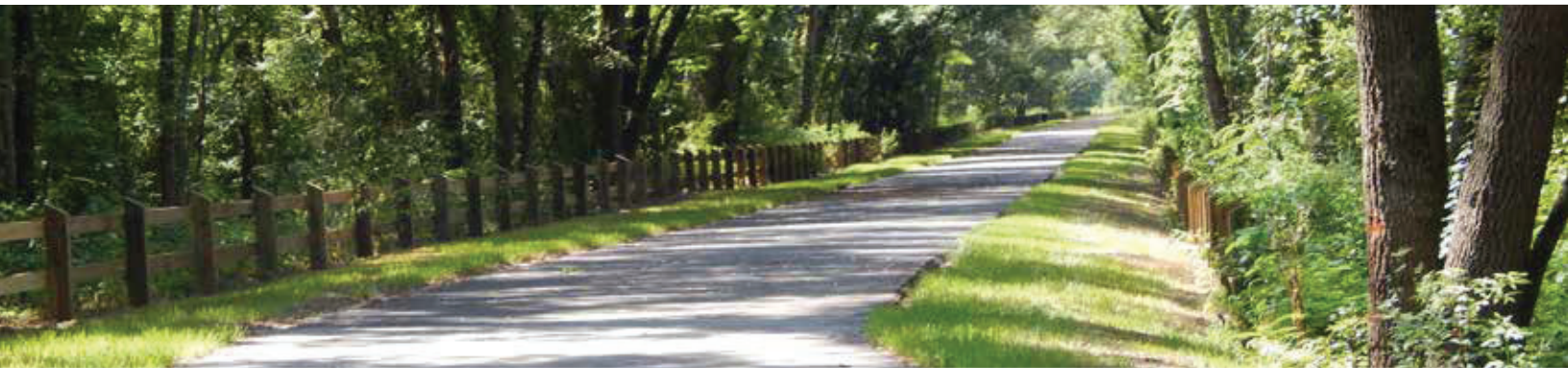
We guarantee that, should the selected candidate be terminated for cause within the first year of employment, we will conduct the search again at no cost (with the exception of expenses) to the City. We are confident in our ability to recruit outstanding candidates and do not expect the City to find 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 City 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 City staff and others involved in the process
15	Candidates interview with the City, follow-up interviews, and consultant reference/background checks
16	Candidate selected



# CITY OF LIVE OAK, FL

INVITES YOUR INTEREST IN THE POSITION OF

## CITY MANAGER

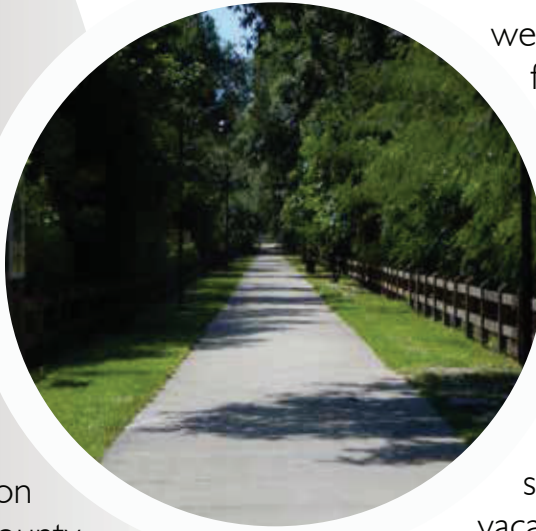
## THE COMMUNITY

The City of Live Oak is a small, historic, naturally beautiful community located in north Florida, about 70 miles from the Gulf of Mexico and the Atlantic Ocean. Situated along both Interstate 10 and Interstate 75 corridors, Live Oak is 7.63 square miles and has an approximate population of 6,800. Live Oak is the county seat of Suwannee County and is within a short driving distance of the cities of Jacksonville, Gainesville, and Tallahassee, the state capital of Florida.

The region has many small farms, charming towns, many acres of wooded lands, and beautiful natural landscapes. Home to the infamous Suwannee River which inspired a state song, the area offers an abundance of opportunities to discover nature. Outdoor adventures include swimming, canoeing, fishing, and horseback riding, as well as discovering wildlife and bird sanctuaries, and much more. Northern-central Florida is one of the best places for cave diving in Florida and some of the most extraordinary cave systems in the world are located in Suwannee County. The area is also home to an extensive group of beautiful freshwater springs and limestone formations.

For music enthusiasts, the area has programming year round that provides live music of every genre, including the annual Wane Music Festival, a 3-day rockfest and sleepaway camp which draws major label recording artists, vendors, and attendees from far and wide.

The region has an exceptional parks system which includes many small neighborhood parks with playgrounds, covered picnic pavilions, walking trails, plenty of open grassy areas and



well-maintained, modern fields for football, soccer and baseball, as well as several state parks.

Heritage Square is Live Oak's newest and most exciting Community Redevelopment Agency project. Located in the heart of the city, Heritage Square contains historic structures, greenspace and vacant parcels to be developed.

A master plan has been adopted with a vision to implement strategies to revitalize the area.

## THE ORGANIZATION

The City of Live Oak has a Council-Manager form of government. The Council is comprised of five (5) Councilmembers, who are elected in non-partisan district races. Also, the City has a Mayor who is non-voting and elected at large. Each elected official serves a four-year term, with no term limits.

The City Manager is appointed by the five (5) voting members of the City Council and oversees seven (7) departments including Building; Community Redevelopment Agency (CRA); Finance; Fire; Planning, Zoning & Development; Police; and Public Works (includes Animal Control and Code Enforcement).

The City provides a full range of municipal services, has an FY2020 total budget of \$20.5 million, and employs a workforce of 67 full-time employees, including 35+ contracted Public Works/Labor staff.

## THE POSITION

The City Manager serves as the chief executive officer and provides general

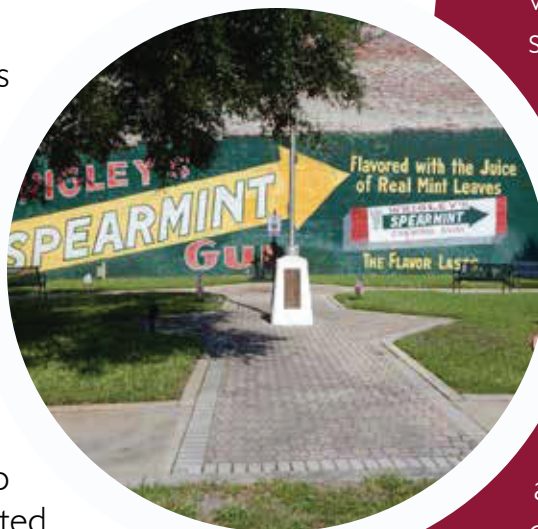


leadership, direction, guidance, and management of the City Departments. The City Manager is responsible for carrying out council policies and directives, as well as planning and directing activities to ensure the efficient and effective operations of the City. The City Manager coordinates City efforts to accomplish cost savings and increased efficiencies and interacts regularly with peers and legislators at the city, county and state level.

Responsibilities of the City Manager include:

- Works with department heads to develop, plan and implement goals and objectives;
- Oversees Capital Improvement Projects for the City;
- Ensures that laws and ordinances of the City are enforced;
- Attends all meetings of the City Council;
- Recommends to the City Council for adoption such matters as deemed necessary and expedient;
- Prepares and submits to the City Council an annual operating budget and capital budget of all departments of the City, setting forth the probable needed expenditures and estimated revenue for such year;
- Keeps the City Council advised as to the financial condition and needs of the City;
- Supervises and directs the conduct of all employees;
- Supervises the performance of all contracts for all work done for the City general government;
- Appoints, discharges and sets salaries of employees in all departments and divisions of the general government; and,
- Performs additional duties as specified in the City charter or may be required by City Council.

The City Manager must have exceptional leadership skills and a collaborative, team-oriented management style. Must be a visionary who can help guide the City through anticipated growth-related issues.



The City Manager must be trustworthy, approachable, accessible, and responsive to citizens, stakeholders, elected officials, and staff, as well as being involved with community activities and civic engagements.

The ideal candidate will have excellent communication and interpersonal skills. Should have knowledge and experience developing and negotiating contracts and agreements. Must be highly organized and a self-initiator able to exercise considerable independent judgment.

The current City Manager is retiring after serving in the position for several years.

Preferences include a bachelor's degree in Public or Business Administration or a closely related field, along with ten (10) years of executive-level municipal management experience, preferably with an organization of similar size and complexity.

Experience in community development, budgeting, strategic planning, and performance management is a plus. Experience in local government in the State of Florida is preferred.

The City Manager will be assigned to work a variety of schedules, including compulsory work periods

in special, emergency, and/or disaster situations. The City Manager may be required to stay on premises during a declared state of emergency, or as otherwise mandated.

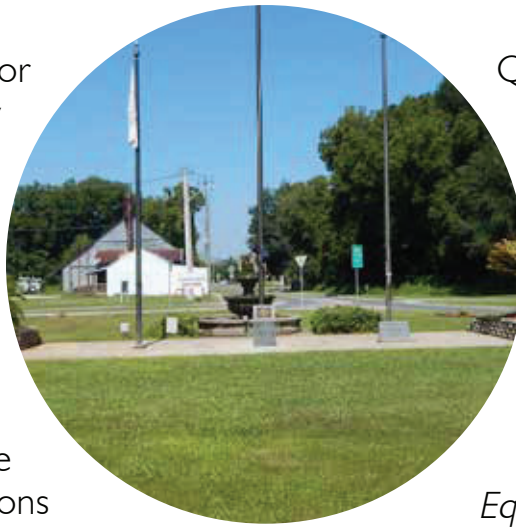
## COMPENSATION

The starting salary will be commensurate with qualifications and experience; the City offers an excellent benefits package, including participation in the Florida Retirement System (FRS). The State of Florida does not have a state income tax.

## TO APPLY

If interested in this outstanding opportunity, visit [www.srnsearch.com](http://www.srnsearch.com) to apply online. The first review of resumes will take place on September 28, 2020; position is open until filled. Resumes 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 Live Oak. 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  
S. Renée Narloch &  
Associates

[info@srnsearch.com](mailto:info@srnsearch.com) |  
850.391.0000

*The City of Live Oak is an  
Equal Opportunity Employer.  
In accordance with Florida's Public  
Records/Sunshine Laws, applications and  
resumes are subject to public disclosure.*



S. RENÉE NARLOCH  
& ASSOCIATES  
PROFESSIONAL EXECUTIVE RECRUITMENT

2910 Kerry Forest Pkwy D4-242, Tallahassee, FL 32309  
723 West University Ave 110-296, Georgetown, TX 78626  
[www.srnsearch.com](http://www.srnsearch.com)

**File Attachments for Item:**

8. City Council Resolution No. 2021-119 - A resolution of the City Council of the City of Lake City, Florida, authorizing the execution of the Landlord's release and consent in favor of a tenant at the Lake City Gateway Airport known as 406 Aviation, LLC, and the tenant's lender; and providing an effective date.

**CITY COUNCIL RESOLUTION 2021-119**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LAKE CITY, FLORIDA, AUTHORIZING THE EXECUTION OF THE LANDLORD'S RELEASE AND CONSENT IN FAVOR OF A TENANT AT THE LAKE CITY GATEWAY AIRPORT KNOWN AS 406 AVIATION, LLC, AND THE TENANT'S LENDER; AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, 406 Aviation, LLC (hereinafter "406 Aviation") is the lessee of lands and improvements located at the Lake City Gateway Airport (hereinafter the "Airport"), under the terms and conditions of the *Aircraft Hangar Rental Agreement for D Hangar D2*, dated June 1, 2020, between the City of Lake City, Florida (hereinafter the "City") and 406 Aviation; and

**WHEREAS**, 406 Aviation desires to enter into a specific financing agreement with South State Bank (hereinafter the "Lender") and has requested the City to facilitate the financing by executing the *Landlord's Release and Consent* (hereinafter the "Release") a copy of which is attached hereto as "Exhibit A"; and

**WHEREAS**, the City Council finds that it is in the City's best interest to assist 406 Aviation in obtaining adequate financing for its operation at the Airport by executing the Release.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF LAKE CITY, FLORIDA, AS FOLLOWS:**

**Section 1.** The above recitals are all true and accurate and are incorporated herein and made a part of this Resolution.

**Section 2.** The Mayor is authorized to execute the *Landlord's Release and Consent* for and on behalf of the City.

**Section 3.** The City Manager and City Attorney are authorized to make such reasonable changes and modifications to the *Landlord's Release and Consent* as may be deemed necessary to be in the best interest of the City and its citizens. The Mayor is authorized and directed to execute and deliver the

*Landlord's Release and Consent* in the name and on behalf of the City, with such changes, amendments, modifications, omissions, and additions made by the City Manager and City Attorney. Execution by the Mayor shall be deemed to be conclusive evidence of approval of such changes, amendments, modifications, omissions, and additions.

**Section 4.** Effective Date. This Resolution shall take effect immediately upon adoption.

**PASSED AND ADOPTED** at a meeting of the City Council this \_\_\_\_ day of August 2021.

**CITY OF LAKE CITY, FLORIDA**

By: \_\_\_\_\_  
Stephen M. Witt, Mayor

ATTEST:

APPROVED AS TO FORM AND  
LEGALITY:

By: \_\_\_\_\_  
Audrey E. Sikes, City Clerk

By: \_\_\_\_\_  
Frederick L. Koberlein, Jr.,  
City Attorney





\*000000905761930000000406 AVIATION, LLC00000575\*

**LANDLORD'S RELEASE AND CONSENT**

Principal	Loan Date	Maturity	Loan No	Call / Coll	Account	Officer	Initials
	07-09-2021	07-09-2026	90576193	100		***	

References in the boxes above are for Lender's use only and do not limit the applicability of this document to any particular loan or item. Any item above containing "\*\*\*\*\*" has been omitted due to text length limitations.

**Borrower:** 406 AVIATION, LLC  
343 NW Cole Terrace, Ste. 201  
Lake City, FL 32055-7294

**Lender:** South State Bank, National Association  
St Augustine SR 312  
120 SR 312 West St.  
St. Augustine, FL 32086

THIS LANDLORD'S RELEASE AND CONSENT is entered into among 406 AVIATION, LLC ("Borrower"), whose address is 343 NW Cole Terrace, Ste. 201, Lake City, FL 32055-7294; South State Bank, National Association ("Lender"), whose address is St Augustine SR 312, 120 SR 312 West St., St. Augustine, FL 32086; and City of Lake City, Florida ("Landlord"), whose address is 205 N. Marion Ave., Lake City, FL 32055. Borrower and Lender have entered into, or are about to enter into, an agreement whereby Lender has acquired or will acquire a security interest or other interest in the Collateral. Some or all of the Collateral may be affixed or otherwise become located on the Premises. To induce Lender to extend the Loan to Borrower against such security interest in the Collateral and for other valuable consideration, Landlord hereby agrees with Lender and Borrower as follows.

**COLLATERAL DESCRIPTION.** The word "Collateral" means certain of Borrower's personal property in which Lender has acquired or will acquire a security interest, including without limitation the following specific property:

1992 Cessna 560 with an FAA Registration Number of N567F (Serial Number 560-0171).

**BORROWER'S ASSIGNMENT OF LEASE.** Borrower hereby assigns to Lender all of Borrower's rights in the Lease, as partial security for the Loan. The parties intend that this assignment will be a present transfer to Lender of all of Borrower's rights under the Lease, subject to Borrower's rights to use the Premises and enjoy the benefits of the Lease while not in default on the Loan or Lease. Upon full performance by Borrower under the Loan, this assignment shall be ended, without the necessity of any further action by any of the parties. This assignment includes all renewals of and amendments to the Lease or the Loan, until the Loan is paid in full. No amendments may be made to the Lease without Lender's prior written consent, which shall not be unreasonably withheld or delayed.

**CONSENT OF LANDLORD.** Landlord consents to the above assignment. If Borrower defaults under the Loan or the Lease, Lender may reassign the Lease, and Landlord agrees that Landlord's consent to any such reassignment will not be unreasonably withheld or delayed. So long as Lender has not entered the Premises for the purpose of operating a business, Lender will have no liability under the Lease, including without limitation liability for rent. Whether or not Lender enters into possession of the Premises for any purpose, Borrower will remain fully liable for all obligations of Borrower as lessee under the Lease. While Lender is in possession of the Premises, Lender will cause all payments due under the Lease and attributable to that period of time to be made to Landlord. If Lender later reassigns the Lease or vacates the Premises, Lender will have no further obligation to Landlord.

**LEASE DEFAULTS.** Both Borrower and Landlord agree and represent to Lender that, to the best of their knowledge, there is no breach or offset existing under the Lease or under any other agreement between Borrower and Landlord. Landlord agrees not to terminate the Lease, despite any default by Borrower, without giving Lender written notice of the default and an opportunity to cure the default within a period of sixty (60) days from the receipt of the notice. If the default is one that cannot reasonably be cured by Lender (such as insolvency, bankruptcy, or other judicial proceedings against Borrower), then Landlord will not terminate the Lease so long as Landlord receives all sums due under the Lease for the period during which Lender is in possession of the Premises, or so long as Lender reassigns the Lease to a new lessee reasonably satisfactory to Landlord.

**DISCLAIMER OF INTEREST.** Landlord hereby consents to Lender's security interest (or other interest) in the Collateral and disclaims all interests, liens and claims which Landlord now has or may hereafter acquire in the Collateral. Landlord agrees that any lien or claim it may now have or may hereafter have in the Collateral will be subject at all times to Lender's security interest (or other present or future interest) in the Collateral and will be subject to the rights granted by Landlord to Lender in this Agreement.

**ENTRY ONTO PREMISES.** Landlord and Borrower grant to Lender the right to enter upon the Premises for the purpose of removing the Collateral from the Premises or conducting sales of the Collateral on the Premises. The rights granted to Lender in this Agreement will continue until a reasonable time after Lender receives notice in writing from Landlord that Borrower no longer is in lawful possession of the Premises. If Lender enters onto the Premises and removes the Collateral, Lender agrees with Landlord not to remove any Collateral in such a way that the Premises are damaged, without either repairing any such damage or reimbursing Landlord for the cost of repair.

**MISCELLANEOUS PROVISIONS.** The following miscellaneous provisions are a part of this Agreement: This Agreement shall extend to and bind the respective heirs, personal representatives, successors and assigns of the parties to this Agreement. The covenants of Borrower and Landlord respecting subordination of the claim or claims of Landlord in favor of Lender shall extend to, include, and be enforceable by any transferee or endorsee to whom Lender may transfer any claim or claims to which this Agreement shall apply. Lender need not accept this Agreement in writing or otherwise to make it effective. This Agreement shall be governed by and construed in accordance with the laws of the State of Florida. If Landlord is other than an individual, any agent or other person executing this Agreement on behalf of Landlord represents and warrants to Lender that he or she has full power and authority to execute this Agreement on Landlord's behalf. Lender shall not be deemed to have waived any rights under this Agreement unless such waiver is in writing and signed by Lender. Without notice to Landlord and without affecting the validity of this Consent, Lender may do or not do anything it deems appropriate or necessary with respect to the Loan, any obligors on the Loan, or any Collateral for the Loan; including without limitation extending, renewing, rearranging, or accelerating any of the Loan indebtedness.

**AMENDMENTS.** This Agreement, together with any Related Documents, constitutes the entire understanding and agreement of the parties as to the matters set forth in this Agreement. No alteration of or amendment to this Agreement shall be effective unless given in writing and signed by the party or parties sought to be charged or bound by the alteration or amendment.

**NO WAIVER BY LENDER.** Lender shall not be deemed to have waived any rights under this Agreement unless such waiver is given in writing and signed by Lender. No delay or omission on the part of Lender in exercising any right shall operate as a waiver of such right or any other right. A waiver by Lender of a provision of this Agreement shall not prejudice or constitute a waiver of Lender's right otherwise to demand strict compliance with that provision or any other provision of this Agreement. No prior waiver by Lender, nor any course of dealing between

**LANDLORD'S RELEASE AND CONSENT  
(Continued)**

Loan No: 90576193

Page 2

Lender and Landlord, shall constitute a waiver of any of Lender's rights or of any of Landlord's obligations as to any future transactions. Whenever the consent of Lender is required under this Agreement, the granting of such consent by Lender in any instance shall not constitute continuing consent to subsequent instances where such consent is required and in all cases such consent may be granted or withheld in the sole discretion of Lender.

**SEVERABILITY.** If a court of competent jurisdiction finds any provision of this Agreement to be illegal, invalid, or unenforceable as to any circumstance, that finding shall not make the offending provision illegal, invalid, or unenforceable as to any other circumstance. If feasible, the offending provision shall be considered modified so that it becomes legal, valid and enforceable. If the offending provision cannot be so modified, it shall be considered deleted from this Agreement. Unless otherwise required by law, the illegality, invalidity, or unenforceability of any provision of this Agreement shall not affect the legality, validity or enforceability of any other provision of this Agreement.

**DEFINITIONS.** The following capitalized words and terms shall have the following meanings when used in this Agreement. Unless specifically stated to the contrary, all references to dollar amounts shall mean amounts in lawful money of the United States of America. Words and terms used in the singular shall include the plural, and the plural shall include the singular, as the context may require. Words and terms not otherwise defined in this Agreement shall have the meanings attributed to such terms in the Uniform Commercial Code:

**Agreement.** The word "Agreement" means this Landlord's Release and Consent, as this Landlord's Release and Consent may be amended or modified from time to time, together with all exhibits and schedules attached to this Landlord's Release and Consent from time to time.

**Borrower.** The word "Borrower" means 406 AVIATION, LLC and includes all co-signers and co-makers signing the Note and all their successors and assigns.

**Collateral.** The word "Collateral" means all of Borrower's right, title and interest in and to all the Collateral as described in the Collateral Description section of this Agreement.

**Landlord.** The word "Landlord" means City of Lake City, Florida, and is used for convenience purposes only. Landlord's interest in the Premises may be that of a fee owner, lessor, sublessor or lienholder, or that of any other holder of an interest in the Premises which may be, or may become, prior to the interest of Lender.

**Lease.** The word "Lease" means that certain lease of the Premises, dated June 1, 2021, between Landlord and Borrower..

**Lender.** The word "Lender" means South State Bank, National Association, its successors and assigns.

**Loan.** The word "Loan" means any and all loans and financial accommodations from Lender to Borrower whether now or hereafter existing, and however evidenced.

**Note.** The word "Note" means the Note dated July 9, 2021 and executed by 406 AVIATION, LLC in the principal amount of \$668,000.00, together with all renewals of, extensions of, modifications of, refinancings of, consolidations of, and substitutions for the note or credit agreement.

**Premises.** The word "Premises" means the real property located in Columbia County, State of Florida, commonly known as 3524 E. U.S. Hwy. 90, Lake City, FL 32055.

**Related Documents.** The words "Related Documents" mean all promissory notes, credit agreements, loan agreements, environmental agreements, guaranties, security agreements, mortgages, deeds of trust, security deeds, collateral mortgages, and all other instruments, agreements and documents, whether now or hereafter existing, executed in connection with the Loan.

BORROWER AND LANDLORD ACKNOWLEDGE HAVING READ ALL THE PROVISIONS OF THIS LANDLORD'S RELEASE AND CONSENT, AND BORROWER AND LANDLORD AGREE TO ITS TERMS. THIS AGREEMENT IS DATED JULY 9, 2021.

**BORROWER:**

**406 AVIATION, LLC**

By: \_\_\_\_\_  
Micah Linton, Manager of 406 AVIATION, LLC

**LANDLORD:**

**CITY OF LAKE CITY, FLORIDA**

By: \_\_\_\_\_  
Authorized Signer for City of Lake City, Florida

By: \_\_\_\_\_  
Authorized Signer for City of Lake City, Florida

**LENDER:**

**SOUTH STATE BANK, NATIONAL ASSOCIATION**

X \_\_\_\_\_  
Authorized Officer

**File Attachments for Item:**

9. City Council Resolution No. 2021-125 - A resolution of the City Council of the City of Lake City, Florida, authorizing the execution of Task Assignment Sixteen with Passero Associates LLC, for professional services; providing for the development of an Airport Strategic Business Plan which is an element of the Airport Master Plan, providing for a cost not-to-exceed \$95,833.00; and providing for an effective date.

**CITY COUNCIL RESOLUTION NO. 2021-125**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LAKE CITY, FLORIDA, AUTHORIZING THE EXECUTION OF TASK ASSIGNMENT SIXTEEN WITH PASSERO ASSOCIATES, LLC, FOR PROFESSIONAL SERVICES; PROVIDING FOR THE DEVELOPMENT OF AN AIRPORT STRATEGIC BUSINESS PLAN WHICH IS AN ELEMENT OF THE AIRPORT MASTER PLAN, PROVIDING FOR A COST NOT-TO-EXCEED \$95,833.00; AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, the City of Lake City, Florida (hereinafter the "City") has heretofore entered into a Continuing Contract (hereinafter the "Agreement") with Passero Associates, LLC (hereinafter "Passero" or "Consultants"), authorized by City Council Resolution No. 2017-061 for Professional Consulting Services with the Lake City Gateway Airport (hereinafter the "Project"); and

**WHEREAS**, the Continuing Contract provides that Passero shall perform services to the City only when requested and authorized in writing by the City and that each request for services shall be for a specific project and be defined by and embodied in a separate Task Assignment; and

**WHEREAS**, the City desires to enter into Task Assignment Number Sixteen to its Continuing Contract with Passero for services related to the development of an Airport Strategic Business Plan, at a cost not to exceed ninety-five thousand eight hundred thirty-three dollars and zero cents (\$95,833.00), in accordance with the terms and conditions of Task Assignment Number Sixteen, a copy of which is attached hereto as "Exhibit A" and made a part of this resolution ("Task Assignment Number Sixteen"),

and the Continuing Contract.

**WHEREAS**, the City Council has determined that it is in the best interests of its citizens to enter into Task Assignment Number Sixteen.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF LAKE CITY, FLORIDA, AS FOLLOWS:**

**Section 1.** The above recitals are all true and accurate and are incorporated herein and made a part of this resolution.

**Section 2.** The City is hereby authorized to enter into Task Assignment Sixteen with Passero Associates, LLC, for the additional services.

**Section 3.** The City Manager and City Attorney are authorized to make such reasonable changes and modifications to Task Assignment Number Sixteen as may be deemed necessary to be in the best interest of the City and its citizens. The Mayor is authorized and directed to execute and deliver Task Assignment Number Sixteen in the name and on behalf of the City, with such changes, amendments, modifications, omissions, and additions made by the City Manager and City Attorney, if any. Execution by the Mayor and Passero shall be deemed to be conclusive evidence of approval of such changes, amendments, modifications, omissions, and additions, if any.

*[Remainder of page intentionally left blank.]*

**Section 4.** Effective Date. This resolution shall take effect immediately upon adoption.

**PASSED AND ADOPTED** at a meeting of the City Council this \_\_\_\_ day of August 2021.

**CITY OF LAKE CITY, FLORIDA**

By: \_\_\_\_\_  
Stephen M. Witt, Mayor

ATTEST:

APPROVED AS TO FORM AND  
LEGALITY:

By: \_\_\_\_\_  
Audrey E. Sikes, City Clerk

By: \_\_\_\_\_  
Frederick L. Koberlein, Jr.,  
City Attorney

**TASK ASSIGNMENT SIXTEEN TO THE CONTINUING CONTRACT  
BETWEEN THE CITY OF LAKE CITY, FLORIDA AND PASSERO  
ASSOCIATES, LLC, FOR PROFESSIONAL SERVICES RELATED  
TO THE DEVELOPMENT OF AN AIRPORT STRATEGIC BUSINESS  
PLAN AT THE LAKE CITY GATEWAY AIRPORT**

THIS TASK ASSIGNMENT NUMBER SIXTEEN is made and entered into this \_\_\_\_ day of August 2021, by and between the CITY OF LAKE CITY, FLORIDA, a municipal corporation, located at 205 North Marion Avenue, Lake City, Florida 32055 (herein referred to as "City") and PASSERO ASSOCIATES, LLC, a Florida limited liability company, having a mailing address of 13453 North Main Street, Suite 106, Jacksonville, Florida 32218 (herein referred to as "Consultant")

**RECITALS**

A. City and Consultant have heretofore entered into a Continuing Contract dated August 21, 2017, for professional consulting services as authorized by City Council Resolution No. 2017-061 (the "Continuing Contract").

B. The Continuing Contract provides that Consultant shall perform services to the City only when requested to and authorized in writing by City and that each request for services shall be for a specific project, with the scope of the work to be performed by and compensation to be paid to Consultant for each separate project and be defined by and embodied in a separate Task Assignment.

C. The City is in need of additional assistance related to the development of an Airport Strategic Business Plan, an element of the Airport Master Plan Update, at the Lake City Gateway Airport and desires to enter into Task Assignment Sixteen

with Consultant for related services pursuant to the terms and conditions included herein and the Consultant's proposed Supplemental Agreement No. 20-19B, titled *Supplemental Agreement 20-19B: Airport Strategic Business Plan for Lake City Gateway Airport (LCQ), Lake City, Florida* (hereinafter "Supplemental Agreement 20-19B"), a copy of which is attached as "Exhibit A".

**NOW, THEREFORE**, in consideration of the premises and the mutual covenants and agreements herein contained, the parties hereto agree as follows:

1. **RECITALS**: The above recitals are all true and accurate and are incorporated herein and made a part of Task Assignment Sixteen.

2. **PROJECT**: The City hereby engages Consultant and Consultant agrees to furnish to the City the services and work as set forth in Exhibit A attached hereto.

3. **COMPENSATION TO CONSULTANT**: City shall pay Consultant a fixed fee for services rendered, each of which are specified within Exhibit A, at a total projected cost not to exceed ninety-five thousand eight hundred thirty-three dollars and zero cents (\$95,833.00).

4. **PROVISIONS OF CONTINUING CONTRACT**: The terms, provisions, conditions, obligations, and requirements of the Continuing Contract are incorporated in and made a part of this Task Assignment and shall be binding on, and complied with by, Consultant. Should any conflict arise between the terms and conditions set forth herein and the Continuing Contract, the terms and conditions of the Continuing Contract shall be controlling. Should any



conflict arise between the terms and conditions set forth in the attached exhibit with either the Continuing Contract or this Task Assignment, the conflicts shall be construed in favor of the Continuing Contract first and then, if applicable, this Task Assignment.

5. **ATTORNEYS' FEES AND COSTS.** In the event of breach by either party of the Continuing Contract or Task Assignment, the breaching party shall be liable for, and agrees to pay, all costs and expenses incurred in the enforcement of this Continuing Contract or Task Assignment Fourteen, including reasonable attorneys' fees.

6. **ENTIRE AGREEMENT.** This Task Assignment Sixteen and the Continuing Contract constitute the entire agreement between City and Consultant and supersedes all prior written or oral understandings with respect to the project. This Task Assignment Sixteen may only be amended, supplemented, modified, or canceled by a duly executed written instrument.

7. **PARTIES BOUND.** This Task Assignment Number Sixteen shall be binding upon and shall inure to the benefit of City and Consultant, their successors and assigns.

*[Remainder of page left blank intentionally. Signature page to follow.]*

**IN WITNESS WHEREOF**, the parties hereto have made and executed this  
Task Assignment Number Sixteen as of the day and year first above written.

**CITY OF LAKE CITY, FLORIDA**

By: \_\_\_\_\_  
Stephen M. Witt, Mayor

ATTEST:

APPROVED AS TO FORM AND  
LEGALITY:

By: \_\_\_\_\_  
Audrey E. Sikes, City Clerk

By: \_\_\_\_\_  
Frederick L. Koberlein, Jr.,  
City Attorney

ATTEST:

**PASSERO ASSOCIATES, LLC**

By: \_\_\_\_\_  
Angela Witt,  
Contracts Administrator

By: \_\_\_\_\_  
Bradley Wente  
Vice President

# City of Lake City



## Lake City Gateway Airport (LCQ)

### Airport Strategic Business Plan

#### (Planning Services)

By  
Passero Associates, LLC  
(Passero Project No. 20070044.0019B)

## Supplemental Agreement 20-19B

**Supplemental Agreement 20-19B: Airport Strategic Business Plan**  
**for Lake City Gateway Airport (LCO), Lake City, Florida**

PASSERO ASSOCIATES, LLC (PA or Consultant) agrees to perform the following services, in accordance with the terms and conditions of this Supplemental Agreement and the Basic Contract for Professional Consulting Services with the City of Lake City (Client or City), dated August 21, 2017, of which all terms and conditions are incorporated herein by reference, and Attachment B, Federal Contract Provisions:

**Project Location:** Lake City Gateway Airport (LCO), Lake City, Florida.

**Project Description:** Airport Strategic Business Plan (or ASBP).

**Scope of Basic Services:** Airport Business Planning Services (See Schedule A: Scope of Services).

**Scope of Special Services:** None.

**Client Project Coordinator:** Ms. Florence Straugh, Airport Manager

**PA Project Officer:** Mr. Andrew Holesko, CM, C.E.O., Senior Planner

**PA Project Manager:** Mr. Chris Johnson, Airport Planner

<b><u>Basic Services Compensation and Method of Payment:</u></b>	Planning Phase	Not-to-Exceed:	\$95,833.00
------------------------------------------------------------------	----------------	----------------	-------------

<b><u>Special Services Compensation and Method of Payment:</u></b>	Special Services Phase	Not-to-Exceed:	\$ 0,000.00
--------------------------------------------------------------------	------------------------	----------------	-------------

<b><u>Total Services Compensation and Method of Payment:</u></b>	Planning Phase	Not-to-Exceed:	\$95,833.00
------------------------------------------------------------------	----------------	----------------	-------------

**Schedule:** Begin upon Notice-to-Proceed from the City. Note: Airport Business Plan efforts will be provided concurrent with Airport Master Plan production tasks and presentations.

**Meetings:** Numerous project coordination/review meetings will be scheduled with the City, Airport staff and the Airport Master Plan Steering Group (AMPSG), as needed and directed by the Client. (See Schedule A – Scope of Services, Tasks 7 & 8).

**Deliverables:** All elements of the ASBP will be compiled and submitted within technical report chapters and presented at each of the AMP-SG meetings.

**"Consultant"**

Passero Associates, LLC

BY: \_\_\_\_\_

Andrew Holesko, CM, C.E.O.  
Typed Name, Title

ATTEST:

BY: \_\_\_\_\_

Brad Wente, PE, Vice President  
Name, Title

Date: \_\_\_\_\_

**"Client"**

City of Lake City

BY: \_\_\_\_\_

Stephen M. Witt, Mayor  
Typed Name, Title

ATTEST:

BY: \_\_\_\_\_

\_\_\_\_\_  
Name, Title

Date: \_\_\_\_\_

# **SCHEDULE A – SCOPE OF SERVICES LAKE CITY GATEWAY AIRPORT**

## **Airport Strategic Business Plan (Element of the Airport Master Plan)**

### **INTRODUCTION**

The Consultant (Passero Associates), working on behalf and with the Sponsor (the City of Lake City), will prepare an Airport Strategic Business Plan (or ASBP) for Lake City Gateway Airport (LCQ), as an additional element of the Airport Master Plan Update. The Airport Cooperative Research Program (ACRP) Report 77 *Guidebook for Developing General Aviation Airport Business Plans* will serve as the main project guide and reference throughout the development of the ASBP for LCQ.

The ASBP is a document that uses a logical and disciplined structure to set goals, objectives and action plans that drive the day-to-day operations and management of an airport, related to airport business planning and development. The plan is a guide for airport managers and policy makers to make informed, prudent, and defensible business decisions relating to the operation and management of the airport and maximize financial self-sufficiency long-term.

With the Airport Master Plan Update underway at LCQ, the ASBP will be completed as an additional element of the master plan, working with the Airport Master Plan Steering Group (AMPSG), to provide input and guidance to this element of the study.

### **I. TASKS**

#### **Task 1 – Study Design, Introduction and Background (5% of total project effort)**

This task presents the work scope, project organization, and time schedule of events. Through close coordination with the Sponsor and Airport staff, the Consultant has developed a work scope specifically for LCQ which focuses on the elements of ASBP. This project will coincide with the ongoing master plan and start near the mid-point of that project. Therefore, the AMPSG will continue providing guidance and recommendations throughout the lifecycle of the project. Due to the nature of the ASBP, changes may be made to the AMPSG to support the ASBP. If this occurs, the updated AMPSG membership list will be presented to the Lake City Airport Advisory Committee for their recommendation of approval by the City Council.

Product: The scope of services and identification of early discussions goals and objectives are the products of this task.

#### **Task 2 – Mission and Vision Summary, Business Plan Goals and Objectives (5% of total project effort)**

In this task, the Consultant will guide the process that will be followed for the ASBP, provide a succinct background of the airport, community, industry and market, and revisit the Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis that was completed with the AMPSG, within the ongoing airport master plan project.

This task also involves developing the mission, and vision statements of the ASBP, in relation to LCQ. These two statements will help shape the focus and expected results of the ASBP. Mission statements convey the reason for an airport's existence to the public, and may identify core competencies of the airport and City of Lake City. Vision statements articulate aspirations within the Airport (i.e., the City's intended picture of success).

Last, the Consultant will work with the AMPSG to re-evaluate the airport goals established during the master plan to determine specific long-term goals for the Airport relative to the business planning, and recommendation of objectives

to achieve these goals. The Consultant will then compile this information into a series of plans that will provide a process of how Airport staff and noted agencies can accomplish each objective.

Product: Information from Task 2 will be compiled into a chapter and will be reviewed with the Sponsor and AMPSG.

### **Task 3 – Airport Development and Land Use Alternatives (50% of total project effort)**

In this task, the initial development alternatives from the master plan will be reviewed and evaluated to determine if and how the alternatives will support business planning objectives.

These alternatives include: development with airfield access; hangar development needs (small and large development potential); Maintenance Repair Overhaul (MRO) or potential large-scale aviation development; air cargo and aviation distribution systems; and, other aviation/non -aviation related support development.

Potential developers who have expressed interest in locating their operations at LCQ may also be invited to provide input to determine the best locations for logical development at the Airport.

This task will also assess the land uses at LCQ and immediately adjacent to the Airport to identify which parcels of land may be best for related development, acquisition, swap or release.

Product: Information from Task 3 will be compiled into a chapter and will be reviewed with the Sponsor and AMPSG.

### **Task 4 –Business Development Plans (25% of total project effort)**

The business development plans will include a series of drawings depicting various locations for potential airfield development that are focused on aviation and business related development including descriptions for each development. These descriptions will include, at a minimum:

- project type and size;
- revenue potential;
- investment needed;
- readiness for development; and,
- authority action needed from the FDOT and the City of Lake City.

The drawing set will include the following drawings, at a minimum:

1. Site Overview Sheet
2. Terminal Area Plan (FBO Area)
3. Route 90 Plan
4. Route 100 Plan
5. Timberwolf Avenue Plan

Product: Information from Task 4 will be compiled into a drawing set to be reviewed with the Sponsor and AMPSG.

### **Task 5 – Implementation Plan, Budgeting (10% of total project effort)**

Working closely with the Sponsor and AMPSG, the Consultant will inventory historical and existing Airport financial information (i.e., financial statements, budgets, and performance measures) to determine a baseline financial position of the Airport. The Consultant will use the development goals established in Task 4 to identify potential funding opportunities to help the Airport be as financially self-sustaining as possible. Project phasing determined in the ongoing airport master plan will be used in the ASBP.

The phasing plan developed in the airport master plan will be re-evaluated for business development projects in the short (0-5-year), intermediate (6-10-year), and long (11-20-year) term timeframes. Identifying triggering events (e.g., demand, infrastructure need, future revenue potential) for the alternatives identified in Task 4 will help determine which actions are necessary for immediate/short-term development only.

Building on Task 4, a Capital Improvement Program (CIP) will be prepared, specifically focusing on ASBP initiatives in the short-term period.

Product: Information from Task 5 will be compiled into a chapter and will be reviewed with the Sponsor and AMPSG.

## **Task 6 – Documentation and Marketing Brochure Summary (5% of total project effort)**

The Consultant will review, update and finalize information within previous chapters and Tasks 1-5, with input from the Sponsor and AMPSG, before finalizing the document. In addition, the Consultant will put together a marketing brochure highlighting the potential projects and business development areas at the Airport. The Consultant will use various graphics to depict potential developments, and development opportunities at LCQ.

Prior to starting this project, the Consultant will work with the Sponsor to determine the number of final copies and materials that will need to be printed, and provided in electronic format (i.e., .pdf format).

## **Task 7 – Meetings, Presentations and Coordination**

As an element of the ongoing airport master plan, (6) additional project status update / coordination and review meetings are anticipated for the ASBP. These meetings will occur with the Sponsor, Airport Staff and the AMPSG. One to two specific meetings may be conducted as stand-alone meetings, with a focus solely on the ASBP.

## **Task 8 – Public Information & Community Engagement**

As part of this task, the Consultant will present project progress and completion updates to the AMPSG, the Lake City Airport Advisory Committee (AAC), City Council, and also work with the Sponsor to update the City's website either at different phases of the ASBP update, or after the project has been completed.

At a minimum, the following will be included on the website, after Sponsor review and approval:

- Report Chapters
- Various Graphics and Worksheets taken directly from the ASBP
- AMPSG Meeting Minutes and Agenda

## **DELIVERABLES**

Although the ASBP will be an element to the airport master plan, the ASBP will be organized into a standalone document and include the following chapters:

	Executive Summary
Section 1	Study Design, Introduction and Background
Section 2	Mission and Vision Summary, Business Plan Goals and Objectives
Section 3	Airport Development and Land Use Alternatives
Section 4	Business Development Plans
Section 5	Implementation Plan, Budgeting
Appendices	Supporting Documentation
	Documentation and Marketing Brochure Summary

The deliverables will be provided at each meeting with the AMPSG and/or Sponsor. The Consultant will also have each completed/revised chapter available upon request.

Transmission of the deliverables to the AMPSG and FDOT staff will be managed by the Consultant, at the direction of the Sponsor.

## II. SPECIAL SERVICES

None included in this scope at this time.

## III. BASIC ASSUMPTIONS

The following is a list of assumptions which forms the basis of the cost for providing these services. It must be noted that any change to these assumptions may result in a change to the project scope, possibly requiring additional fee.

1. The Sponsor and airport staff will be responsible for providing available documentation, reports and statistics regarding the Airport for the period between 2010-2020. This is to include the following:
  - Project Funding Assistance Received (from FDOT, others).
  - Aviation Activities (operations - local and itinerant, and based aircraft).
  - Operational Activities (total land leased, airport improvements, fuel volumes and sales, employment information).
  - Financial statements including the following:
    - Total Operating Revenue (all revenue including land, hangar and facility leases)
    - Total Operating Expenses
    - Non-Operating Sources of Funds
    - Non-Operating Uses of Funds
    - Capital Assets
    - Gross Profit Margin
    - Internal Rate of Return
    - Operating Profit Margin
2. The Consultant will work with the Sponsor to complete various worksheets that are important and related to the development of the ASBP. These worksheet templates are provided by the ACRP Report 77 Guidebook.
3. The Consultant will be responsible for copying and distributing all material to the Sponsor, the AMPSG, and FDOT, upon request, prior meetings. The Sponsor will be responsible for additional productions to the general public and other City needs.
4. The Sponsor will provide for and/or arrange access to and make provisions for the Consultant to enter upon public and private property for performance of the Scope of Work.
5. The Sponsor or AMPSG will examine studies, reports, sketches, drawings, specifications, proposals and other documents presented by the Consultant and render in writing decisions or comments pertaining thereto within a reasonable time so as not to delay completion of the Scope of Work.

## IV. EXCLUSIONS

The following items will not be included in the scope of work for the ASBP.

1. Review, revisions and creation of Fair Market Value (FMV) assessments, or appraisals, and Airport tenant lease agreements.
2. The creation of a new Airport Overlay District.
3. Any other specialty study or task that is not specifically described in this scope of services.

End of Scope of Work



**File Attachments for Item:**

10. City Council Resolution No. 2021-126 - A resolution of the City Council of the City of Lake City, Florida approving improvements at the Lake City Gateway Airport to be constructed by the United States Department of Agriculture, Forest Service, providing for the expansion of aircraft parking apron pavement to facilitate aircraft deployed by the forest service; and providing for an effective date.

**CITY COUNCIL RESOLUTION NO. 2021-126**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LAKE CITY, FLORIDA APPROVING IMPROVEMENTS AT THE LAKE CITY GATEWAY AIRPORT TO BE CONSTRUCTED BY THE UNITED STATES DEPARTMENT OF AGRICULTURE, FOREST SERVICE; PROVIDING FOR THE EXPANSION OF AIRCRAFT PARKING APRON PAVEMENT TO FACILITATE AIRCRAFT DEPLOYED BY THE FOREST SERVICE; AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, the City of Lake City, Florida (hereinafter the "City"), and the United States Department of Agriculture, Forest Service (hereinafter the "Department"), entered into a lease agreement for the lease of property located at Lake City Gateway Airport (hereinafter the "Lease Agreement"); and

**WHEREAS**, the Lease Agreement was authorized pursuant to City Council Resolution 2019-112, and the Lease Agreement has a current lease term that expires on April 30, 2049; and

**WHEREAS**, the Department has requested the City's permission to strengthen the leasehold apron (hereinafter the "Project") at the Airport as described in the *Pavement Expansion Air Tanker Base* document, attached hereto as "Exhibit A" and incorporated herein; and

**WHEREAS**, the City Council desires to permit the Department to construct the Project in accordance with and subject to the terms and conditions as described in the *Pavement Expansion Air Tanker Base* document and the procurement solicitation administered by Passero Associates, LLC, and the Department known as solicitation 12445221C0020, a copy of which is available through the City Clerk's office.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF LAKE CITY, FLORIDA, AS FOLLOWS:**

**Section 1.** The above recitals are all true and accurate and are incorporated herein and made a part of this resolution.

**Section 2.** The City hereby grants the Department permission to proceed

with the construction to strengthen the leasehold apron at the Lake City Gateway Airport.

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

**PASSED AND ADOPTED** at a meeting of the City Council this \_\_\_\_ day of August, 2021.

**CITY OF LAKE CITY, FLORIDA**

By: \_\_\_\_\_  
Stephen M. Witt, Mayor

ATTEST:

APPROVED AS TO FORM AND  
LEGALITY:

By: \_\_\_\_\_  
Audrey E. Sikes, City Clerk

By: \_\_\_\_\_  
Frederick L. Koberlein, Jr.,  
City Attorney



CONTRACT DRAWINGS FOR:

# U.S FOREST SERVICE AT LAKE CITY GATEWAY AIRPORT (LCQ)

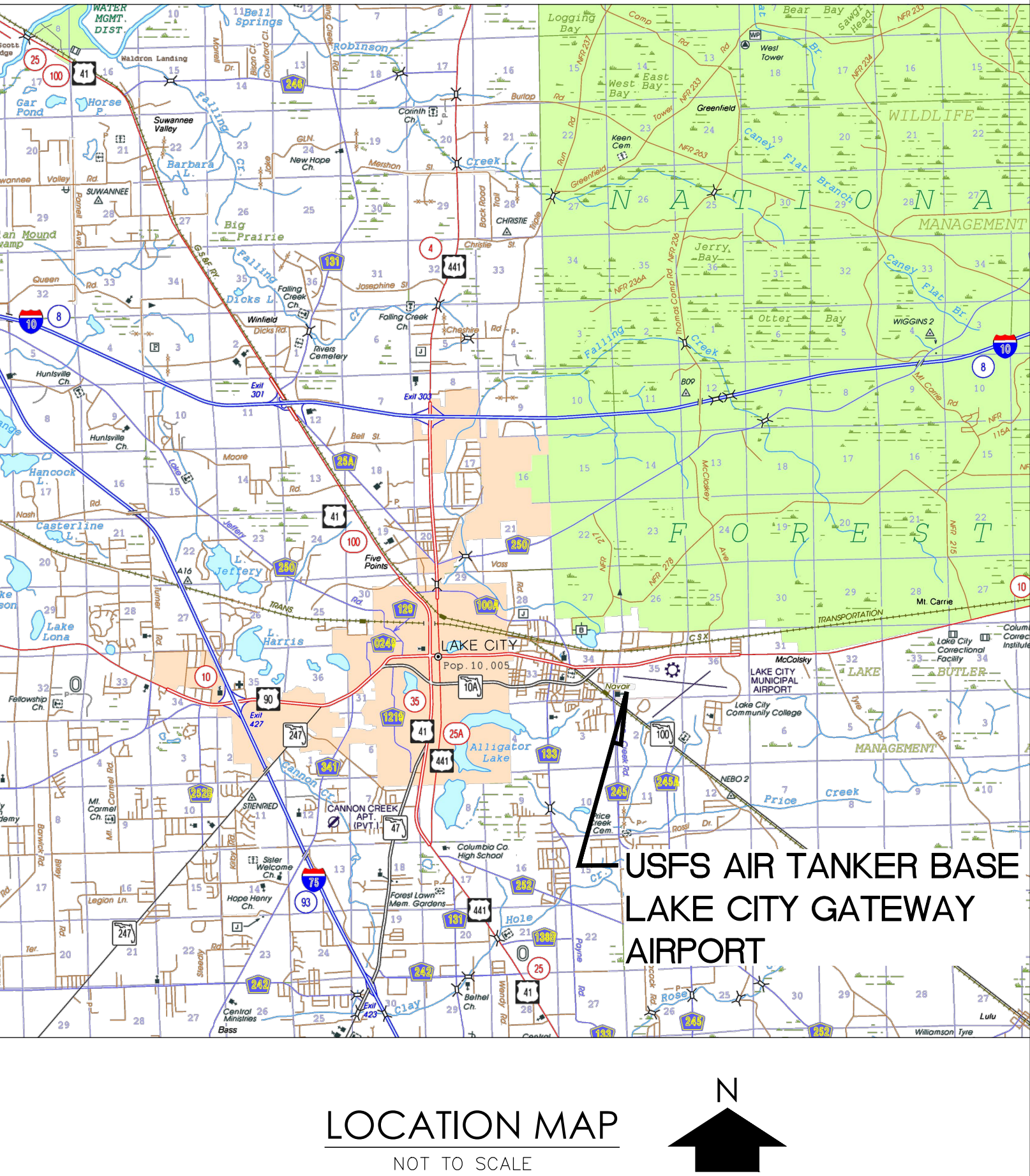
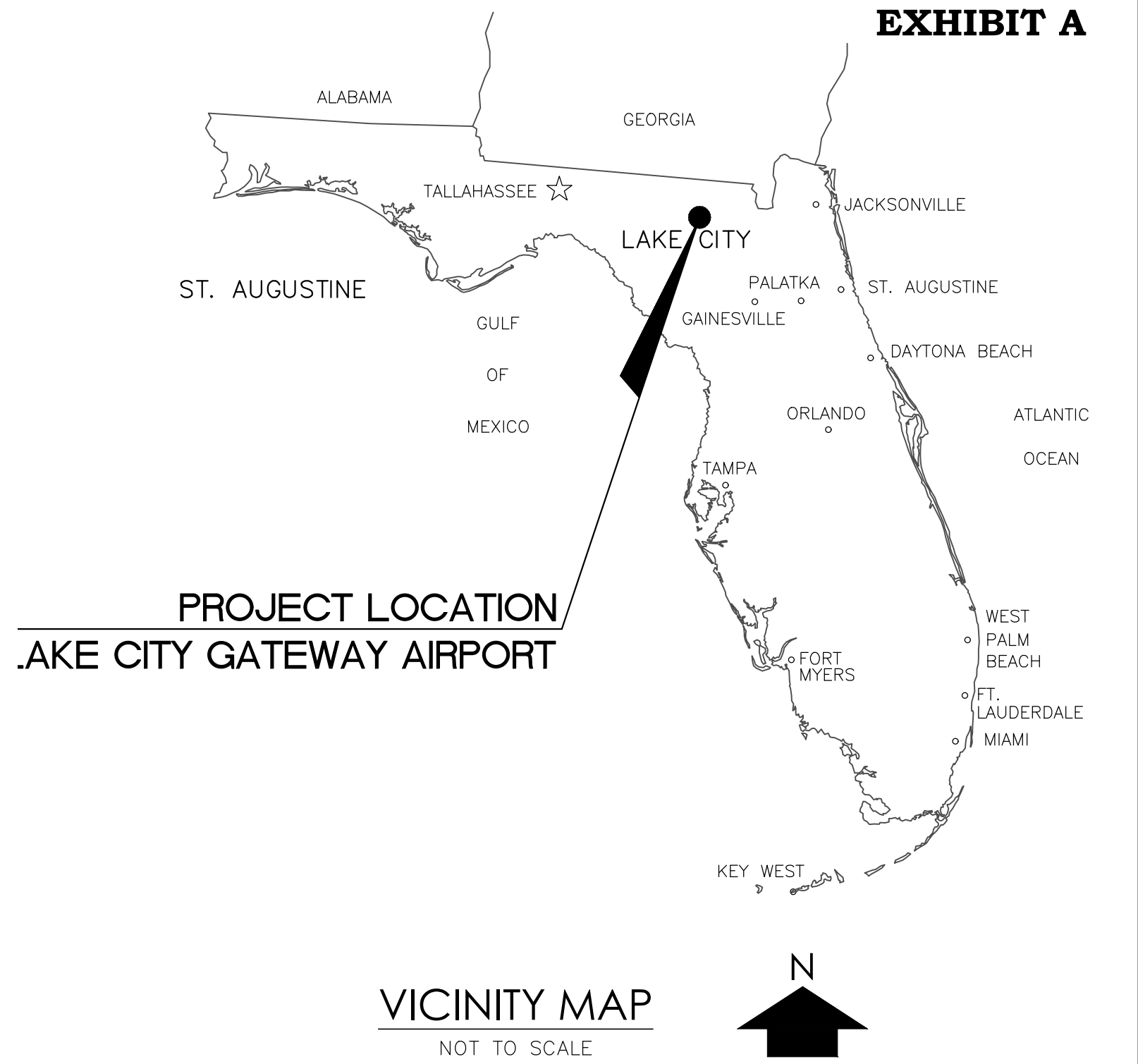
475 SE COUNTY ROAD 245  
LAKE CITY, FLORIDA 32025

# PAVEMENT EXPANSION AIR TANKER BASE

JUNE 2020

USDA FOREST SERVICE  
CONTRACT NO. 1243N919C0001

PASSERO ASSOCIATES  
PROJECT NUMBER 20192861.0001



INDEX OF SHEETS	
DRAWING NO.	DRAWING TITLE
G1-1	COVER SHEET
G1-2	ABBREVIATIONS & SUMMARY OF QUANTITIES
G1-3	SAFETY, SECURITY & GENERAL NOTES
G1-4	GENERAL PLAN
G2-1	CONSTRUCTION SAFETY & PHASING PLAN
G3-1 THRU G3-3	EXISTING CONDITIONS & SURVEY CONTROL PLAN
C1-1	DEMOLITION PLAN
C2-1	GEOMETRY AND JOINT LAYOUT PLAN
C2-2	ACCESS ROAD WIDENING SITE PLAN
C3-1 THRU C3-2	TYPICAL SECTIONS AND PAVEMENT DETAILS
C4-1 THRU C4-3	GRADING, DRAINAGE AND EROSION CONTROL PLAN
C4-4	PAVEMENT ELEVATION PLAN
C4-5	DRAINAGE DETAILS
C5-1	PAVEMENT MARKING, LIGHTING & SIGNAGE PLAN
C5-2	PAVEMENT MARKING, LIGHTING & SIGNAGE DETAILS
C6-1 THRU C6-4	STORMWATER POLLUTION PREVENTION PLAN

**PA** PASSERO ASSOCIATES  
engineering architecture

4730 Casa Cola Way, Suite 200  
St. Augustine, FL 32095  
Phone: (904) 757-6106  
www.Passero.com  
Certificate of Authorization # 3428

**BID SET**



July 13, 2020

**U.S. Forest Service**



**Air Tanker Base at LCQ  
475 SE County Rd. 245  
Lake City, Florida 32025**

## Passero Associates

Certificate of Authorization # 3428

Mathematical Model:  $\frac{dM}{dt} = \lambda M - \mu M$

Designed by  
Designed by  
Matt Singletary, P.E.  
Bruce Bradley, E

## Revisions

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ADMINISTRATIVE CODE 61G15-27.001 AND FLORIDA STATUTE 471.033  
THESE PLANS ARE COPYRIGHT PROTECTED ©

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## ABBREVIATIONS

## 8 SUMMARY OF

## QUANTITIES

## Pavement Expansion

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Lake City

## Air Tanker Base

Town/City: Lake City  
County: Columbia State: Florida

Project No. 20102004 0004

NOTHING TO LOSE

# 2

Date	
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## BID QUANTITIES

Pavement Expansion - Base Bid			
	DESCRIPTION	QUANTITY	UNIT
PAY ITEM NO.	CONTRACTOR QUALITY CONTROL PROGRAM	1	LS
C-100-14.1	TEMPORARY AIR AND WATER POLLUTION, SOIL EROSION, AND SILTATION CONTROL	1	LS
C-105-6.1	MOBILIZATION	1	LS
C-106-4.1	MAINTENANCE & PROTECTION OF TRAFFIC	1	LS
C-108-8.1	PROJECT SURVEY AND STAKEOUT	1	LS
C-108-8.2	AS-BUILT DRAWINGS	1	LS
P-101-5.1	PAVEMENT REMOVAL, FULL DEPTH INCLUDING BASE ROCK	3,190	SY
P-101-5.2	PAVEMENT REMOVAL, 4-INCH BITUMINOUS LAYER	300	SY
P-101-5.3	ELECTRIC/LIGHTING DEMOLITION, COMPLETE	1	LS
P-152-5.1	TOPSOIL STRIPPING EXCAVATION	9,840	SY
P-152-5.2	UNCLASSIFIED EXCAVATION (PROVIDED QUANTITY IS BASED ON EXISTING GROUND SURFACE PRIOR TO TOPSOIL STRIPPING)	1,600	CY
P-152-5.3	EMBANKMENT IN PLACE (PROVIDED QUANTITY ACCOUNTS FOR 6 INCHES TOPSOIL STRIPPING PRIOR TO EMBANKMENT PLACEMENT)	1,540	CY
P-160-8.1	12-INCH SUBGRADE STABILIZATION	6,980	SY
P-219-6.1	4-INCH RECYCLED CONCRETE AGGREGATE BASE COURSE (PCC BASE COURSE)	4,770	SY
P-219-6.2	6-INCH RECYCLED CONCRETE AGGREGATE BASE COURSE (ACCESS RD. WIDENING BASE COURSE)	90	SY
P-219-6.3	8-INCH RECYCLED CONCRETE AGGREGATE BASE COURSE (STANDARD AIRCRAFT ASPHALT BASE COURSE)	3,160	SY
P-219-6.4	12-INCH RECYCLED CONCRETE AGGREGATE BASE COURSE (HEAVY-DUTY AIRCRAFT ASPHALT BASE COURSE)	3,340	SY
P-401-8.1	2-INCH ASPHALT SURFACE COURSE, 3/4" MAX. AGGREGATE (AIRCRAFT PAVEMENT)	770	TON
P-401-8.2	2-INCH ASPHALT BASE COURSE, 1" MAX. AGGREGATE (AIRCRAFT PAVEMENT)	770	TON
P-409-5.1	4-INCH FOOT-9" 12.5MM, TRAFFIC LEVEL B, SURFACE COURSE (ACCESS RD. WIDENING)	20	TON
P-501-8.1	14-INCH PORTLAND CEMENT CONCRETE PAVEMENT	4,770	SY
P-602-5.1	BITUMINOUS PRIME COAT	1,968	GAL
P-603-5.1	BITUMINOUS TACK COAT	460	GAL
P-620-5.1	PERMANENT RUNWAY & TAXIWAY MARKING	2,000	SF
P-620-5.2	BLACK OUTLINE RUNWAY & TAXIWAY MARKING	4,000	SF
P-700-4.1	ROADWAY SIGNS	1	EA
P-711-4.1	24-INCH WIDE WHITE THERMOPLASTIC STOP BAR	30	LF
P-720-4.1	INDUCTIVE LOOP DETECTOR MODIFICATION	1	LS
D-701-5.1	19 X 30 INCH CLASS IV ELIPTICAL RCP	292	LF
D-701-5.2	24 X 38 INCH CLASS IV ELIPTICAL RCP	280	LF
D-751-5.1	AIRCRAFT RATED STORM INLET, 4 X 4' INNER DIMENSIONS	2	EA
D-751-5.2	AIRCRAFT RATED STORM INLET, 4.5 X 4.5' INNER DIMENSIONS	1	EA
D-751-5.3	FOOT L-TYPE ENDWALL, MODIFIED 24 X 38 INCH E-RCP, 6:1 SLOPE, WITH BAFILLES	1	EA
1901-5.1	SEEDING	1	AC
1904-5.1	SODDING	2,700	SY
1905-5.1	TOPSOILING	790	CY
L-108-4.1	NO. 8 AWG, 5KV, L-924C CABLE, INSTALLED IN CONDUIT	60	LF
L-108-4.2	BARE COUNTERPOSE WIRE, INSTALLED IN TRENCH	30	LF
L-110-5.1	ELECTRICAL CONDUIT, 2-INCH PVC SCH 40, INSTALLED IN TRENCH	30	LF
L-125-5.1	RELOCATE EXISTING SIGN ON NEW CONCRETE BASE	1	EA
OD-5.1	OWNER DIRECTED MATERIAL TESTING	1	FIXED

Pavement Expansion - BID ADDITIVE 1		
PAY ITEM NO.	DESCRIPTION	QUANTITY / UNIT
P-152-5.1	TORSOL STRIPPING EXCAVATION	3,600 SY
P-152-5.2	UNCLASSIFIED EXCAVATION (PROVIDED QUANTITY IS BASED ON EXISTING GROUND SURFACE PRIOR TO TORSOL STRIPPING)	40 CY
P-152-5.3	EMBANKMENT IN PLACE (PROVIDED QUANTITY ACCOUNTS FOR 6 INCHES TORSOL STRIPPING PRIOR TO EMBANKMENT PLACEMENT)	620 CY
P-160-8.1	12-INCH SUBGRADE STABILIZATION	2,820 SY
P-219-5.1	8-INCH RECYCLED CONCRETE AGGREGATE BASE COURSE (STANDARD AIRCRAFT ASPHALT BASE COURSE)	2,820 SY
P-401-8.1	2-INCH ASPHALT SURFACE COURSE, 3/4" MAX. AGGREGATE (AIRCRAFT PAVEMENT)	320 TON
P-401-8.2	2-INCH ASPHALT BASE COURSE, 1" MAX. AGGREGATE (AIRCRAFT PAVEMENT)	320 TON
P-602-5.1	BITUMINOUS PRIME COAT	803 GAL
P-603-5.1	BITUMINOUS TACK COAT	187 GAL
P-904-5.1	SODDING	1,100 SY
T-905-5.1	TORSOLLING	100 CY
A-300-5.1	AIRCRAFT TIE-DOWN ANCHORS	6 EA

## ABBREVIATIONS & SUMMARY OF QUANTITIES

## Pavement Expansion U.S. Forest Service

Lake City  
Tanker Base

County: Columbia State: Florida

Project No.

20192861.0001

Drawing No. **001**

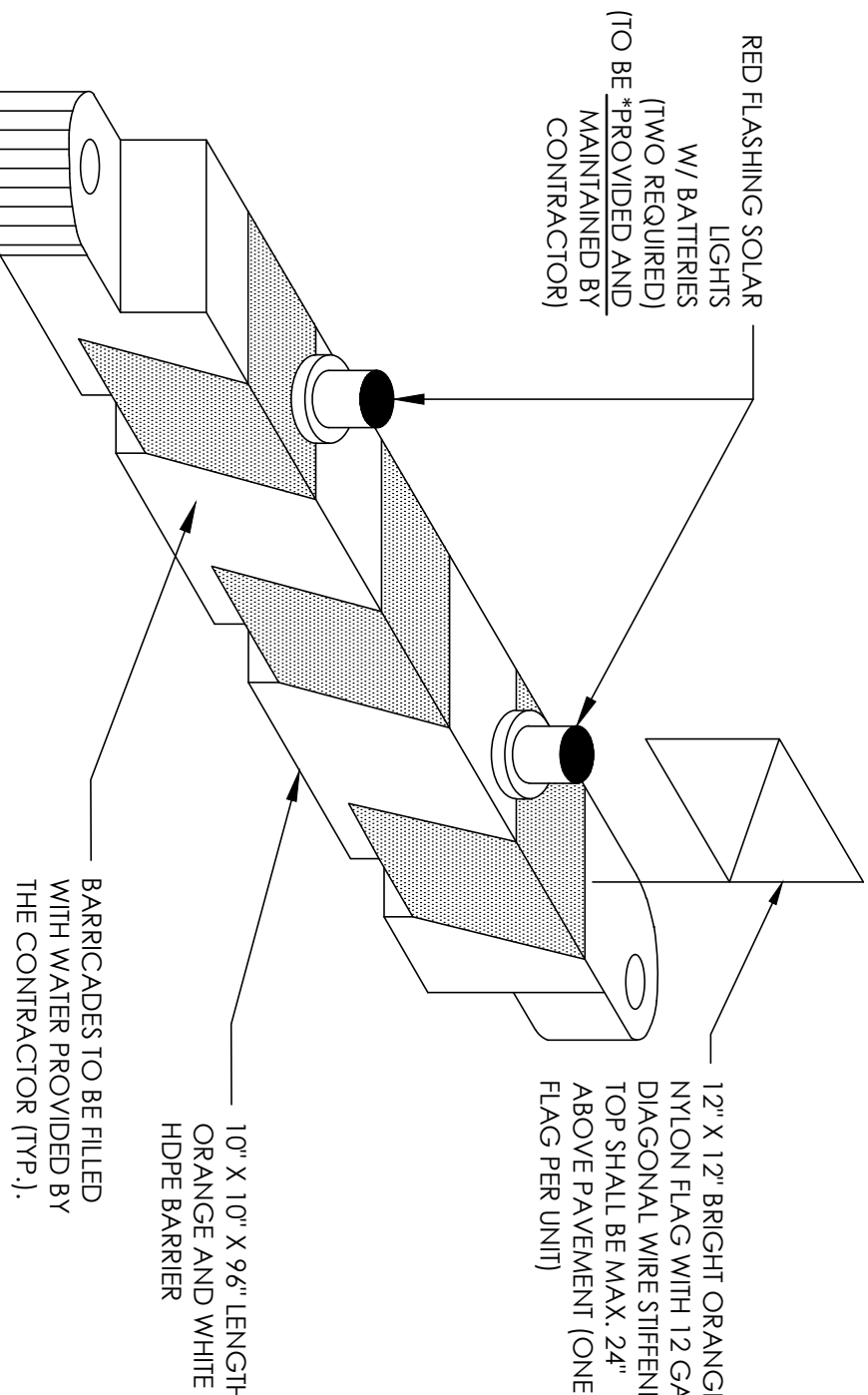
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CONTRACTOR'S SAFETY AND SECURITY REQUIREMENTS

SAFETY NOTES:

1. AIRPORT OPERATIONS - THE CONTRACTOR SHALL ACQUAINT ALL SUPERVISORS AND EMPLOYEES WITH THE AIRPORT ACTIVITIES AND OPERATIONS THAT ARE INHERENT AT THE AIRPORT AND SHALL CONDUCT ALL CONSTRUCTION ACTIVITIES TO CONFORM TO ALL ROUTINE AND EMERGENCY AIR TRAFFIC REQUIREMENTS AND GUIDELINES ON SAFETY SPECIFIED IN NOTES 10 & 13 BELOW.
2. VEHICLE IDENTIFICATION - ALL CONTRACTOR CONSTRUCTION EQUIPMENT AUTHORIZED TO OPERATE ON THE AIRPORT SHALL DISPLAY IN FULL VIEW ABOVE THE VEHICLE A 3 X 3 OR LARGER ORANGE AND WHITE CHECKERED FLAG, EACH CHECK BEING 1' SQUARE. ALL VEHICLES OPERATING IN THE ACTIVE AIRPORT OPERATIONS AREA DURING THE HOURS OF DARKNESS SHALL BE EQUIPPED WITH A FLASHING/ROTATING AMBER (YELLOW) DOME-TYPE LIGHT MOUNTED ON TOP OF THE VEHICLE AND OF SUCH INTENSITY TO CONFORM TO LOCAL CODES FOR MAINTENANCE AND EMERGENCY VEHICLES.
3. RUNWAY/TAXIWAY CLOSURES - PLACE TEMPORARY LIGHTED CLOSED RUNWAY "X" OVER RUNWAY NUMERAL FOR ANY RUNWAY CLOSURE. IF "LAWDOWN" X'S ARE ALLOWED FOR RUNWAY OR TAXIWAY CLOSURES, THEY SHALL MEET THE REQUIREMENTS OF THE MAINTENANCE & PROTECTION OF TRAFFIC TECHNICAL SPECIFICATION (COORDINATE WITH THE AIRPORT OPERATOR). SEE PHASING & SAFETY PLAN & THE MAINTENANCE & PROTECTION OF TRAFFIC TECHNICAL SPECIFICATION FOR FURTHER INFORMATION.
4. OPEN TRENCHES AND CONSTRUCTION ACTIVITY - ANY CONSTRUCTION ACTIVITY OR OPEN TRENCHES WITHIN THE RUNWAY SAFETY AREA (RSA) (250' OF RUNWAY 10-28 CENTERLINE, 75' OF RUNWAY 5-23 CENTERLINE, OR 60' FROM AN ACTIVE TAXIWAY CENTERLINE) WILL REQUIRE CLOSURE OF THE AFFECTED RUNWAY OR TAXIWAY, UNLESS OTHERWISE APPROVED BY AIRPORT MANAGER AND THE OWNER'S REPRESENTATIVE. NO OPEN DITCHES, EQUIPMENT, MATERIALS OR MATERIAL STOCKPILES WILL BE PERMITTED WITHIN THE RUNWAY 10-28 OR 5-23 OBJECT FREE AREA (OFFA). 400' AND 250' RESPECTIVELY FROM THE RUNWAY CENTERLINE, WHEN RUNWAY IS OPEN. CLOSURES REQUIRE THE SAME PROVISIONS AS NOTE 3 ABOVE.
5. TRENCH MARKING - OPEN TRENCHES, EXCAVATIONS AND STOCKPILED MATERIALS LOCATED IN THE AIRPORT OPERATIONS AREA SHALL BE PROMINENTLY MARKED WITH FLAGS AND LIGHTED BY APPROVED LIGHT UNITS DURING HOURS OF RESTRICTED VISIBILITY AND DARKNESS.
6. OPEN FLAME - OPEN FLAME, WELDING OR TORCH-CUTTING OPERATIONS ARE PROHIBITED UNLESS ADEQUATE FIRE AND SAFETY PRECAUTIONS HAVE BEEN TAKEN AND THE PROCEDURE APPROVED BY FIRE INSPECTOR, AIRPORT MANAGER AND THE ENGINEER. NO DEBRIS BURNING IS ALLOWED.
7. STOCKPILE EROSION AND DUST CONTROL - STOCKPILED MATERIAL AND OPEN EXCAVATIONS SHALL BE TREATED IN SUCH A MANNER AS TO PREVENT MOVEMENT RESULTING FROM AIRCRAFT BLAST OR WIND.
8. DEBRIS CONTROL - DEBRIS, WASTE AND LOOSE MATERIAL SHALL NOT BE ALLOWED ON ACTIVE AIRCRAFT MOVEMENT AREAS. IF OBSERVED TO BE ON ACTIVE AIRCRAFT MOVEMENT AREAS, THE MATERIAL WILL BE REMOVED IMMEDIATELY BY THE CONTRACTOR. THE ENGINEER MAY DIRECT THAT DEBRIS PROBLEMS DURING CONSTRUCTION NOT CORRECTED BY THE CONTRACTOR BE CORRECTED BY OTHERS AT THE EXPENSE OF THE CONTRACTOR. NO OPEN TOP DUMPSTERS ARE ALLOWED IN THE PROJECT OR STAGING AREA. TRUCKS SHALL COVER THE LOAD FOR ALL MOVEMENTS ON THE AIRPORT.
9. INSPECTION BY OPERATIONS - PRIOR TO OPENING FOR AIRCRAFT USE, THE CONTRACTOR SHALL ARRANGE FOR INSPECTION BY THE ENGINEER AND AIRPORT MANAGER ANY RUNWAY, TAXIWAY OR APRON THAT HAS BEEN CLOSED FOR WORK, OR THAT HAS BEEN USED FOR A CROSSING POINT OR HAUL ROUTE BY THE CONTRACTOR.
10. SAFETY GUIDELINES:
  - 150/5370-2 "OPERATIONAL SAFETY ON AIRPORTS DURING CONSTRUCTION"
  - 150/5200-18 "AIRPORT SAFETY SELF-INSPECTION"
  - 150/5210-5 "PAINTING, MARKING AND LIGHTING OF VEHICLES USED ON AIRPORT"
11. LIGHTED AIRPORT LOW PROFILE BARRICADES ARE REQUIRED AS NOTED ANYTIME THE CONTRACTOR IS WORKING.
12. AT THE END OF THE WORK DAY, CONTRACTOR SHALL REMOVE ALL EQUIPMENT FROM WORK AREA BACK TO THE CONTRACTOR STAGING AREA OR TO SUCH OTHER LOCATIONS AS APPROVED BY THE ENGINEER.
13. IN COMPLIANCE WITH AC 150/5370-2G "OPERATIONAL SAFETY ON AIRPORTS DURING CONSTRUCTION," THE CONTRACTOR DESIGNATED PERSONNEL SHALL HAVE AND MONITOR A RADIO FOR TWO-WAY COMMUNICATION WITH THE AIR TRAFFIC CONTROL TOWER AT ALL TIMES. THE LAKE CITY GATEWAY AIRPORT RADIO GROUND FREQUENCY IS 121.9.



- NOTES:
1. DETAIL BASED ON MULTI-BARRIER AIRPORT RUNWAY BARRICADE (PART 10X96 HDPE SPN) WITH SOLAR POWERED LIGHT.
  2. BARRICADES SHALL BE INSTALLED PER CONSTRUCTION PHASING DRAWINGS. TEMPORARY BARRICADES SHALL BE PAID UNDER ITEM M-101.
  3. CONTRACTOR SHALL PLACE, MAINTAIN AND REMOVE BARRICADES AS REQUIRED. COST TO MOVE, SET AND MAINTAIN SHALL BE INCIDENTAL.
  4. CONTRACTOR SHALL INSPECT AND MAINTAIN BARRICADES ON A DAILY BASIS (TYP.).

1 AIRPORT LOW-PROFILE BARRICADE DETAIL  
G1-3  
NOT TO SCALE

SECURITY NOTES:

1. THE CONTRACTOR SHALL COMPLY WITH ALL REQUIREMENTS OF THE AIRPORT AND WITH THE SECURITY REQUIREMENTS SPECIFIED HEREIN. THE CONTRACTOR SHALL DESIGNATE IN WRITING TO THE ENGINEER THE NAME OF HIS/HER "CONTRACTOR SECURITY OFFICER". THE CONTRACTOR SECURITY OFFICER SHALL REPRESENT THE CONTRACTOR ON THE SECURITY REQUIREMENTS OF THE CONTRACT.
2. CONTRACTOR PERSONNEL SECURITY ORIENTATION - THE CONTRACTOR SECURITY OFFICER SHALL BE RESPONSIBLE FOR BRIEFING ALL CONTRACTOR PERSONNEL ON THESE REQUIREMENTS AND, FROM TIME TO TIME, OTHER SECURITY PROVISIONS ADOPTED BY THE ENGINEER OR OWNER. ALL NEW CONTRACTOR EMPLOYEES SHALL BE BRIEFED ON THESE REQUIREMENTS PRIOR TO WORKING IN THE CONSTRUCTION AREA.
3. ACCESS TO THE SITE - CONTRACTOR'S ACCESS TO THE SITE SHALL BE AS SHOWN ON THE PLANS OR AS DIRECTED BY THE ENGINEER. THE CONTRACTOR SHALL NOT PERMIT ANY UNAUTHORIZED CONSTRUCTION PERSONNEL OR TRAFFIC ON THE SITE. THE CONTRACTOR SHALL BE RESPONSIBLE FOR TRAFFIC CONTROL TO AND FROM THE VARIOUS CONSTRUCTION AREAS ON THE SITE. THE CONTRACTOR IS RESPONSIBLE FOR THE IMMEDIATE CLEANUP OF ANY DEBRIS DEPOSITED ALONG THE ACCESS ROAD AS A RESULT OF HIS/HER CONSTRUCTION TRAFFIC. DIRECTIONAL SIGNING AT THE ACCESS GATE AND ALONG THE DELIVERY ROUTE TO THE STORAGE AREA OR WORK SITE SHALL BE AS DIRECTED BY THE ENGINEER.
4. MATERIALS DELIVERY TO THE SITE - ALL CONTRACTOR'S MATERIAL ORDERS FOR DELIVERY TO THE SITE WILL USE THE ACCESS POINT AT THE CONTRACTOR'S STAGING SITE. THE CONTRACTOR SHALL PROVIDE ESCORT SERVICES TO DIRECT DELIVERIES.
5. CONSTRUCTION AREA LIMITS - THE LIMITS OF CONSTRUCTION, MATERIAL STORAGE AREAS, EQUIPMENT STORAGE AREA, PARKING AREA AND OTHER AREAS DEFINED AS REQUIRED FOR THE CONTRACTOR'S EXCLUSIVE USE DURING CONSTRUCTION SHALL BE MARKED BY THE CONTRACTOR AND APPROVED BY THE ENGINEER. THE CONTRACTOR SHALL ERECT AND MAINTAIN AROUND THE PERIMETER OF THESE AREAS SUITABLE FENCING, SIGNAGE AND WARNING DEVICES VISIBLE FOR BOTH DAY/NIGHT USE TO DELINEATE THE PERIMETER OF ALL SUCH AREAS.
6. CONTRACTOR EMPLOYEE PERSONAL VEHICLES SHALL BE RESTRICTED TO THE CONTRACTOR'S STAGING AREA OR CONTRACTOR EMPLOYEE PARKING AREA AND ARE NOT ALLOWED ON THE AIRFIELD AT ANY TIME.
7. REQUIREMENTS FOR BADGING - NO BADGING REQUIRED
8. THE CONTRACTOR SHALL INSTALL A 3 X 3 SIGN AT THE CONSTRUCTION SITE ENTRANCE GATE THAT SAYS: "THIS AREA IS A DESIGNATED CONSTRUCTION SITE AND ANYONE WHO TRESPASSES ON THIS PROPERTY COMMITS A FELONY."

BARRICADE NOTES:

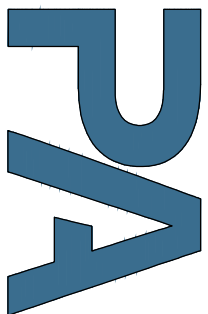
1. TYPICAL LIGHTED AIRPORT LOW PROFILE BARRICADES TO BE PLACED ALONG THE LIMITS OF THE PHASES OF WORK, AS SHOWN IN THESE PLANS, TO DELINEATE THE CONTRACTOR'S WORK AREAS (SEE DETAIL BELOW).
2. ALL BARRICADES SHALL BE CHECKED VISUALLY FOR SIGNS OF WEAR AND TEAR ON A WEEKLY BASIS AND SHALL BE REPAINTED WHEN DETERMINED APPROPRIATE BY THE ENGINEER. THE CONDITIONS OF LIGHTING UNITS SHALL BE CHECKED DAILY. ALL LIGHT FIXTURES SHALL BE VERIFIED OPERATING BY THE CONTRACTOR ON A DAILY BASIS BEFORE THE CONTRACTOR CEASES OPERATION FOR THE DAY.
3. ALL BARRICADES SHALL BE MOVED AT LEAST ONCE EACH WEEK AND THE CONTRACTOR SHALL SWEEP THE DEBRIS WHICH HAS ACCUMULATED AND REMOVE IT FROM THE SITE. THE BARRICADES SHALL THEN BE REPLACED AT THE APPROPRIATE LOCATION.
4. BARRICADES SHALL BE SPACED 8' MAXIMUM, END TO END, OR AS DIRECTED BY THE ENGINEER.

SUNSHINE STATE ONE CALL OF FLORIDA:

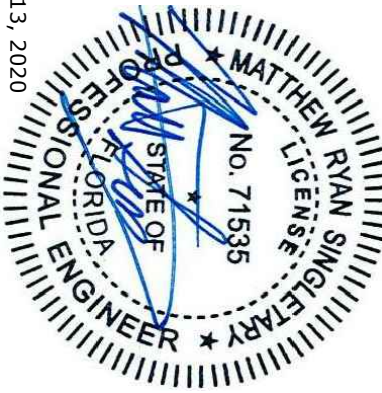
AT LEAST 48 HOURS BEFORE YOU DIG, EXCLUDING SATURDAYS, SUNDAYS AND HOLIDAYS, CALL **811** WHEN CALLING FROM FLORIDA AND **1-800-452-4770** WHEN CALLING FROM OUTSIDE FLORIDA. A REPRESENTATIVE WILL COME TO YOUR PROPERTY TO LOCATE AND MARK PUBLIC UTILITIES. THERE IS NO CHARGE FOR THIS SERVICE.

GENERAL NOTES

1. UNDERGROUND UTILITY LAYOUT INFORMATION WAS COMPILED FROM AS-BUILT INFORMATION AND EXISTING RECORD PLANS AND IS OFFERED SOLELY FOR THE PURPOSE OF PROVIDING THE CONTRACTOR WITH DATA AVAILABLE TO THE ENGINEER. THE ACTUAL LOCATIONS IN THE FIELD MAY BE DIFFERENT FROM THAT SHOWN. THE CONTRACTOR SHALL VERIFY LOCATIONS OF ALL UTILITIES AND AIRPORT CABLES IN FIELD PRIOR TO CONSTRUCTION.
2. THE CONTRACTOR IS RESPONSIBLE FOR FIELD VERIFICATION OF ALL EXISTING UTILITIES (SEE SUNSHINE STATE ONE CALL OF FLORIDA NOTE BELOW). IN THE EVENT OF DAMAGE TO EXISTING ELECTRICAL CABLES AND UTILITIES, THE ENGINEER AND AIRPORT MANAGER ARE TO BE NOTIFIED IMMEDIATELY AND THE CONTRACTOR SHALL REPAIR THE DAMAGE, AS DIRECTED BY THE ENGINEER, IMMEDIATELY AND AT THE CONTRACTOR'S EXPENSE. ALL DAMAGED CABLES WILL BE REPLACED TO THE NEAREST LIGHTING FIXTURES, AND FIELD SPICES WILL BE PERMITTED.
3. PROPERTY LINES, RIGHT-OF-WAY LINES, AND OWNER NAMES SHOWN ON THE PLANS ARE TAKEN FROM RECORD MAPS.
4. CONTRACTOR'S ACCESS TO THE AIRPORT SHALL BE LIMITED TO THE ACCESS ROADS SHOWN ON THIS PLAN. THE CONTRACTOR, UPON COMPLETION OF THIS CONTRACT, SHALL REPAIR ANY DAMAGE TO ACCESS ROADS, GATES OR FENCES. ALL EXISTING PAVEMENTS AND DISTURBED GROUND SHALL BE RESTORED TO EXISTING CONDITION OR BETTER AT NO COST TO THE OWNER. ONLY ACTIVE AIRCRAFT PAVEMENTS MARKED ON THIS PLAN MAY BE USED FOR CONTRACTOR ACCESS. CONTRACTOR SHALL MINIMIZE PAVEMENT CROSSINGS AND SHALL CLEAN AND SWEEP ACTIVE AIRCRAFT PAVEMENT AS OFTEN AS NECESSARY, AS ORDERED BY OWNER / ENGINEER, TO KEEP PAVEMENT FREE OF DEBRIS. UTILIZED VEHICLE ROADS SHALL BE SWEEP AT THE END OF EACH WORKING DAY.
5. ALL AREAS DISTURBED SHALL BE FINE GRADED, TOPSOILED, AND SEEDED AND MULCHED. FINE GRADING SHALL BE SHAPED TO ALLOW SURFACE DRAINAGE AND CONFORM TO SMOOTH TRANSITIONS WITH SURROUNDING GRADE.
6. THE CONTRACTOR IS RESPONSIBLE FOR OBTAINING ALL PERMITS NECESSARY FOR THE PROJECT AND FOR ACCESS TO THE SITE. COST FOR PERMITS TO BE PAID AS PART OF MOBILIZATION.
7. ALL COSTS ASSOCIATED WITH MAINTENANCE OF HAUL ROADS, ACCESS ROADS, RESTORATION OF SURFACES DISTURBED AND ALL BARRICADES AND TEMPORARY AIRPORT MARKINGS SHALL BE INCLUDED IN THE MAINTENANCE & PROTECTION OF TRAFFIC TECHNICAL SPECIFICATION.
8. THE CONTRACTOR'S SPECIAL ATTENTION IS DIRECTED TO AC 150/5370-2G, "OPERATIONAL SAFETY ON AIRPORTS DURING CONSTRUCTION," AND THE CONTRACT SPECIAL PROVISIONS SECTION 80, AS THEY RELATE TO SAFETY REQUIREMENTS AND AFFECT SEQUENCING OF WORK.
9. ANY IRON PINS, CONCRETE MONUMENTS, SURVEY MONUMENTS OR OTHER ITEMS DEFINING PROPERTY LINES OR BASELINES WHICH ARE DISTURBED SHALL BE PROPERLY TIED AND ACCURATELY RESET UPON COMPLETION OF WORK BY THE CONTRACTOR AT NO COST TO THE OWNER.
10. ELEVATIONS ARE BASED ON U.S.C. & G.S. DATUM. THE CONTRACTOR WILL BE RESPONSIBLE FOR MAINTAINING THESE SITE BENCH MARKS OR MOVING THEM IF THEY ARE IN THE LINE OF CONSTRUCTION.
11. THE ENGINEER SHALL BE NOTIFIED IN WRITING OF ANY CONDITIONS THAT VARY FROM THOSE SHOWN ON THE PLANS. THE CONTRACTOR'S WORK SHALL NOT VARY FROM THE PLANS WITHOUT THE EXPRESSED WRITTEN APPROVAL OF THE ENGINEER.
12. SITE DRAINAGE SHALL BE MAINTAINED THROUGHOUT THE PERIOD OF CONSTRUCTION.
13. THE CONTRACTOR SHALL BE RESPONSIBLE FOR SAFETY MAINTAINING THE CONSTRUCTION SITE THROUGHOUT THE PERIOD OF CONSTRUCTION.
14. THE CONTRACTOR SHALL NOT LEAVE CONSTRUCTION EQUIPMENT RUNNING OR UNATTENDED.
15. THE CONTRACTOR SHALL KEEP EQUIPMENT NOT NECESSARY FOR THEIR OPERATIONS OUT OF THE EXISTING TERMINAL AND AIR OPERATIONS AREA.
16. ALL WORK IS INCLUDED UNDER BASE BID UNLESS SPECIFICALLY LABELED OTHERWISE.
17. GATES WITH LOCKS WILL BE MAINTAINED AT CONTRACTOR ACCESS ROUTES. NO ACCESS WILL BE PERMITTED BY ANYONE OTHER THAN AIRPORT EMPLOYEES, CONTRACTOR'S EMPLOYEES, AND EQUIPMENT INCLUDING DELIVERIES, AND THE RESIDENT ENGINEER. NO OPEN GATES WILL BE LEFT UNATTENDED.
18. THE CONTRACTOR IS INSTRUCTED TO COOPERATE WITH ANY AND ALL OTHER CONTRACTORS PERFORMING WORK ON THIS JOB SITE DURING THE PERFORMANCE OF THIS CONTRACT.
19. ALL WORK SHALL BE DONE IN STRICT COMPLIANCE WITH ALL APPLICABLE NATIONAL, STATE, AND LOCAL CODES, STANDARDS, ORDINANCES, RULES, AND REGULATIONS.
20. THE ENGINEER RESERVES THE RIGHT TO EXAMINE ANY WORK DONE ON THIS PROJECT AT ANY TIME TO DETERMINE CONFORMANCE WITH THE REQUIREMENTS OF THE CONTRACT DOCUMENTS OF THIS PROJECT, AS INTENDED AND INTERPRETED BY THE ENGINEER.
21. THE CONTRACTOR SHALL:
  - A. VERIFY ALL CONDITIONS IN THE FIELD FOUND PRIOR TO COMMENCEMENT OF WORK AND NOTIFY THE ENGINEER, IN WRITING, OF ANY DISCREPANCIES.
  - B. EXAMINE THE SITE AND INCLUDE IN HIS WORK THE EFFECT OF ALL EXISTING CONDITIONS ON THE WORK.
  - C. PROVIDE AND INSTALL ALL MATERIALS AND PERFORM ALL WORK IN ACCORDANCE WITH RECOGNIZED GOOD STANDARD PRACTICE.
  - D. HOLD THE OWNER HARMLESS AGAINST ANY AND ALL CLAIMS ARISING FROM WORK DONE BY THE CONTRACTOR OR HIS SUB CONSULTANTS ON THE SITE.
22. CONTRACTOR PROJECT CLOSE-OUT REQUIREMENTS:
  - A. THE CONTRACTOR SHALL FULFILL THE REQUIREMENTS AND COMPLETE THE "CONTRACTOR'S PROJECT CLOSEOUT CHECKLIST," INCLUDED IN THE CONTRACT DOCUMENTS, BEFORE FINAL PAYMENT WILL BE ISSUED. THE FINAL 10% OWED TO THE CONTRACTOR (INCLUDING ANY RETAINAGE) WILL NOT BE RELEASED UNTILL ALL CLOSEOUT CONTRACT DOCUMENTS HAVE BEEN SUBMITTED & APPROVED.
  - B. THE CONTRACTOR SHALL COMPLY WITH ALL APPLICABLE FEDERAL, STATE, AND LOCAL REGULATIONS FOR THE COMPLETION AND CLOSE-OUT OF THE PROJECT CONSTRUCTION.
  - C. THE CONTRACTOR SHALL PROVIDE THE OWNER AND THE ENGINEER OF RECORD WITH COPIES OF RECORD LOGS, TEST RESULTS, AND SUPPORTING DOCUMENTATION WITHIN 30 DAYS OF THE COMPLETION OF WORK.
  - D. AT THE COMPLETION OF THE PROJECT, THE CONTRACTOR SHALL GIVE THE OWNER AND THE ENGINEER OF RECORD A MINIMUM OF THREE (3) DAYS NOTICE PRIOR TO THE SCHEDULED SITE WALK THROUGH.



PASSERO ASSOCIATES  
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Architecture



July 13, 2020

Client: U.S. Forest Service



Air Tanker Base at LCO  
475 SE County Rd. 245  
Lake City, Florida 32025  
Passero Associates

4720 Gadsden Way, Suite 200 Phone: (904) 757-6106  
State: August 2019 Email: info@passero.com  
Certificate of Authorization # 3428

Project Manager: Matt Singletary, P.E.  
Designed by: Matt Singletary, P.E.  
Designed by: Bruce Bradley, EIT

Revisions		
No.	Date	Description

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SAFETY,  
SECURITY &  
GENERAL  
NOTES

Pavement Expansion  
U.S. Forest Service  
Lake City  
Air Tanker Base

County: Columbia State: Florida  
Town/City: Lake City

Project No. 20192861.0001

Drawing No. G1-3

Date June 2020

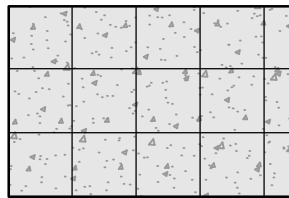


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LEGEND

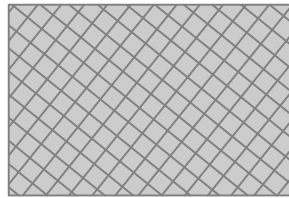
PROPOSED AIRCRAFT PORTLAND CEMENT CONCRETE (PCC) PAVEMENT

- 14" P-501 PCC
- 4" P-219 RECYCLED CONCRETE AGGREGATE BASE



PROPOSED FULL DEPTH AIRCRAFT ASPHALT PAVEMENT (HEAVY-DUTY/TRANSITION AREAS)

- 4" P-401 SURFACE COURSE
- 12" P-219 RECYCLED CONCRETE AGGREGATE
- 12" STABILIZED SUBGRADE



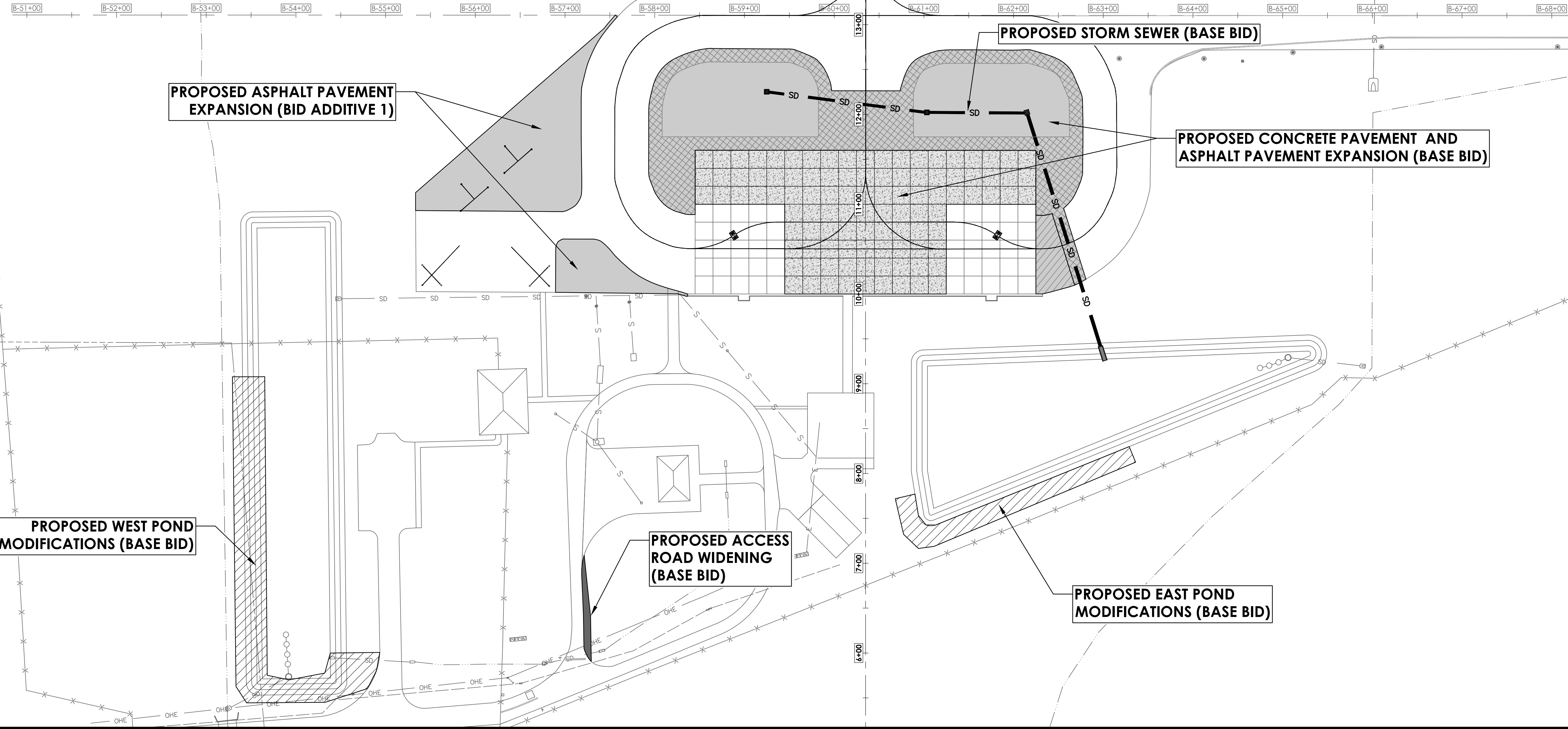
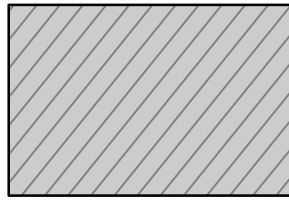
PROPOSED FULL DEPTH AIRCRAFT ASPHALT PAVEMENT (STANDARD)

- 4" P-401 SURFACE COURSE
- 8" P-219 RECYCLED CONCRETE AGGREGATE
- 12" STABILIZED SUBGRADE



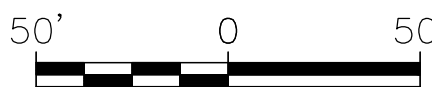
PROPOSED PAVEMENT ADJACENT PIPE INSTALLATION PAVEMENT REPAIR

- 4" P-401 SURFACE COURSE



PASSERO ASSOCIATES

Engineering Architecture  
www.passero.com



BID SET

Stamp:



July 13, 2020

Client:

U.S. Forest Service



Air Tanker Base at LCQ  
475 SE County Rd. 245  
Lake City, Florida 32025

Passero Associates

4730 Casa Cola Way, Suite 200 Phone: (904) 757-6106  
Saint Augustine, FL 32095 www.passero.com  
Certificate of Authorization # 3428

Project Manager Matt Singletary, P.E.  
Designed by Matt Singletary, P.E.  
Designed by Bruce Bradley, EI

Revisions

No.	Date	By	Description

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GENERAL PLAN

Pavement Expansion

U.S. Forest Service  
Lake City  
Air Tanker Base

Town/City: Lake City  
County: Columbia State: Florida

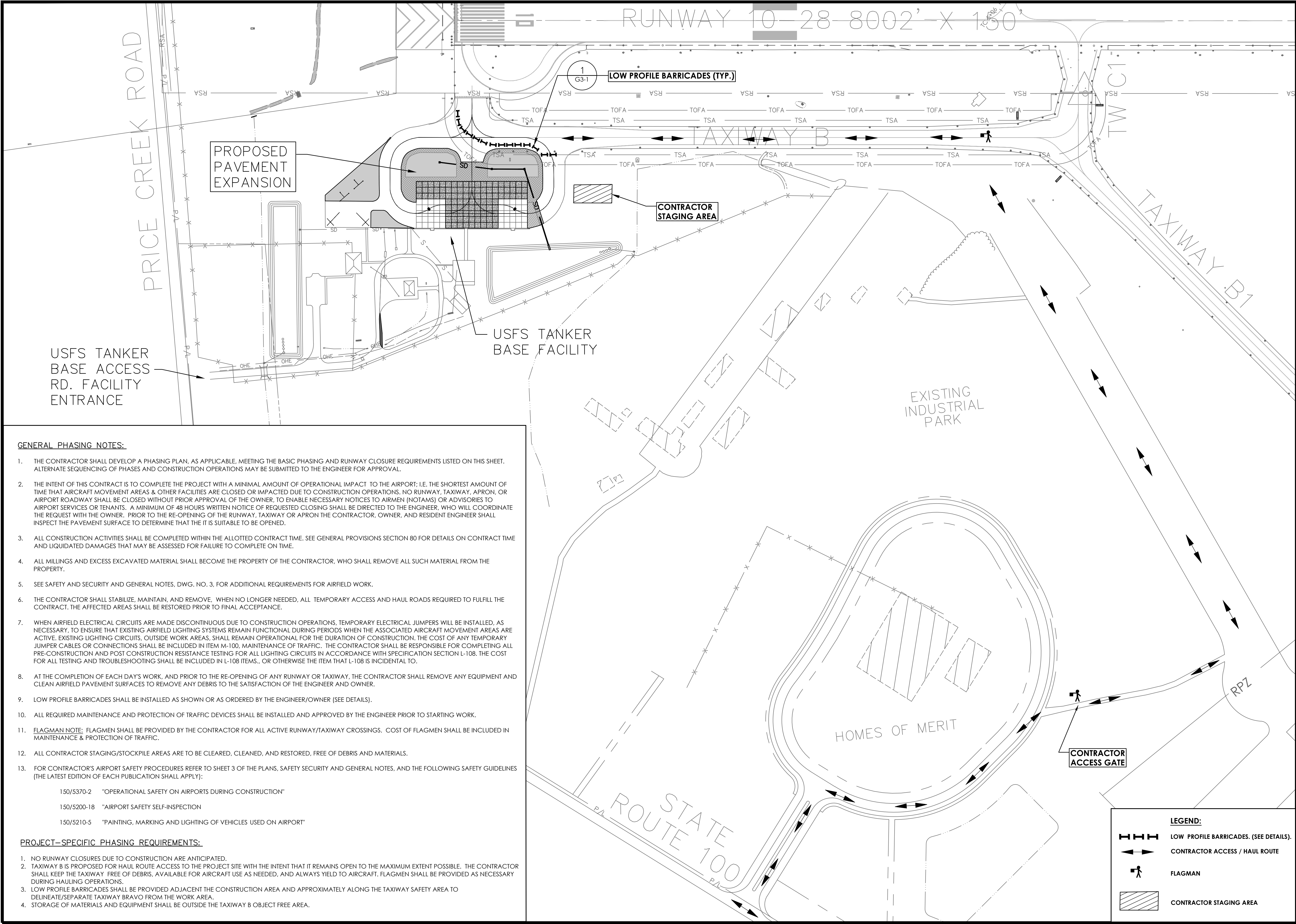
Project No.  
20192861.0001

Drawing No.  
**G1-4**

Date  
June 2020



Drawing name: X:\Projects-New\2019\20192861- SE US Forestry\20192861- Pavement Expansion\Drawings\Airport\2-1-CSP.dwg 1 Jul 13, 2020 3:04pm by: msingletary



GENERAL PHASING NOTES:

1. THE CONTRACTOR SHALL DEVELOP A PHASING PLAN, AS APPLICABLE, MEETING THE BASIC PHASING AND RUNWAY CLOSURE REQUIREMENTS LISTED ON THIS SHEET. ALTERNATE SEQUENCING OF PHASES AND CONSTRUCTION OPERATIONS MAY BE SUBMITTED TO THE ENGINEER FOR APPROVAL.
2. THE INTENT OF THIS CONTRACT IS TO COMPLETE THE PROJECT WITH A MINIMAL AMOUNT OF OPERATIONAL IMPACT TO THE AIRPORT: I.E. THE SHORTEST AMOUNT OF TIME THAT AIRCRAFT MOVEMENT AREAS & OTHER FACILITIES ARE CLOSED OR IMPACTED DUE TO CONSTRUCTION OPERATIONS. NO RUNWAY, TAXIWAY, APRON, OR AIRPORT ROADWAY SHALL BE CLOSED WITHOUT PRIOR APPROVAL OF THE OWNER, TO ENABLE NECESSARY NOTICES TO AIRMEN (NOTAMS) OR ADVISORIES TO AIRPORT SERVICES OR TENANTS. A MINIMUM OF 48 HOURS WRITTEN NOTICE OF REQUESTED CLOSING SHALL BE DIRECTED TO THE ENGINEER, WHO WILL COORDINATE THE REQUEST WITH THE OWNER. PRIOR TO THE RE-OPENING OF THE RUNWAY, TAXIWAY OR APRON THE CONTRACTOR, OWNER, AND RESIDENT ENGINEER SHALL INSPECT THE PAVEMENT SURFACE TO DETERMINE THAT THE IT IS SUITABLE TO BE OPENED.
3. ALL CONSTRUCTION ACTIVITIES SHALL BE COMPLETED WITHIN THE ALLOTTED CONTRACT TIME. SEE GENERAL PROVISIONS SECTION 80 FOR DETAILS ON CONTRACT TIME AND LIQUIDATED DAMAGES THAT MAY BE ASSESSED FOR FAILURE TO COMPLETE ON TIME.
4. ALL MILLINGS AND EXCESS EXCAVATED MATERIAL SHALL BECOME THE PROPERTY OF THE CONTRACTOR, WHO SHALL REMOVE ALL SUCH MATERIAL FROM THE PROPERTY.
5. SEE SAFETY AND SECURITY AND GENERAL NOTES, DWG. NO. 3, FOR ADDITIONAL REQUIREMENTS FOR AIRFIELD WORK.
6. THE CONTRACTOR SHALL STABILIZE, MAINTAIN, AND REMOVE, WHEN NO LONGER NEEDED, ALL TEMPORARY ACCESS AND HAUL ROADS REQUIRED TO FULFILL THE CONTRACT. THE AFFECTED AREAS SHALL BE RESTORED PRIOR TO FINAL ACCEPTANCE.
7. WHEN AIRFIELD ELECTRICAL CIRCUITS ARE MADE DISCONTINUOUS DUE TO CONSTRUCTION OPERATIONS, TEMPORARY ELECTRICAL JUMPERS WILL BE INSTALLED, AS NECESSARY, TO ENSURE THAT EXISTING AIRFIELD LIGHTING SYSTEMS REMAIN FUNCTIONAL DURING PERIODS WHEN THE ASSOCIATED AIRCRAFT MOVEMENT AREAS ARE ACTIVE. EXISTING LIGHTING CIRCUITS, OUTSIDE WORK AREAS, SHALL REMAIN OPERATIONAL FOR THE DURATION OF CONSTRUCTION. THE COST OF ANY TEMPORARY JUMPER CABLES OR CONNECTIONS SHALL BE INCLUDED IN ITEM M-100, MAINTENANCE OF TRAFFIC. THE CONTRACTOR SHALL BE RESPONSIBLE FOR COMPLETING ALL PRE-CONSTRUCTION AND POST CONSTRUCTION RESISTANCE TESTING FOR ALL LIGHTING CIRCUITS IN ACCORDANCE WITH SPECIFICATION SECTION L-108. THE COST FOR ALL TESTING AND TROUBLESHOOTING SHALL BE INCLUDED IN L-108 ITEMS., OR OTHERWISE THE ITEM THAT L-108 IS INCIDENTAL TO.
8. AT THE COMPLETION OF EACH DAY'S WORK, AND PRIOR TO THE RE-OPENING OF ANY RUNWAY OR TAXIWAY, THE CONTRACTOR SHALL REMOVE ANY EQUIPMENT AND CLEAN AIRFIELD PAVEMENT SURFACES TO REMOVE ANY DEBRIS TO THE SATISFACTION OF THE ENGINEER AND OWNER.
9. LOW PROFILE BARRICADES SHALL BE INSTALLED AS SHOWN OR AS ORDERED BY THE ENGINEER/OWNER (SEE DETAILS).
10. ALL REQUIRED MAINTENANCE AND PROTECTION OF TRAFFIC DEVICES SHALL BE INSTALLED AND APPROVED BY THE ENGINEER PRIOR TO STARTING WORK.
11. **FLAGMAN NOTE:** FLAGMEN SHALL BE PROVIDED BY THE CONTRACTOR FOR ALL ACTIVE RUNWAY/TAXIWAY CROSSINGS. COST OF FLAGMEN SHALL BE INCLUDED IN MAINTENANCE & PROTECTION OF TRAFFIC.
12. ALL CONTRACTOR STAGING/STOCKPILE AREAS ARE TO BE CLEARED, CLEANED, AND RESTORED, FREE OF DEBRIS AND MATERIALS.
13. FOR CONTRACTOR'S AIRPORT SAFETY PROCEDURES REFER TO SHEET 3 OF THE PLANS, SAFETY SECURITY AND GENERAL NOTES, AND THE FOLLOWING SAFETY GUIDELINES (THE LATEST EDITION OF EACH PUBLICATION SHALL APPLY):
  - 150/5370-2 "OPERATIONAL SAFETY ON AIRPORTS DURING CONSTRUCTION"
  - 150/5200-18 "AIRPORT SAFETY SELF-INSPECTION"
  - 150/5210-5 "PAINTING, MARKING AND LIGHTING OF VEHICLES USED ON AIRPORT"

PROJECT-SPECIFIC PHASING REQUIREMENTS:

1. NO RUNWAY CLOSURES DUE TO CONSTRUCTION ARE ANTICIPATED.
2. TAXIWAY B IS PROPOSED FOR HAUL ROUTE ACCESS TO THE PROJECT SITE WITH THE INTENT THAT IT REMAINS OPEN TO THE MAXIMUM EXTENT POSSIBLE. THE CONTRACTOR SHALL KEEP THE TAXIWAY FREE OF DEBRIS, AVAILABLE FOR AIRCRAFT USE AS NEEDED, AND ALWAYS YIELD TO AIRCRAFT. FLAGMEN SHALL BE PROVIDED AS NECESSARY DURING HAULING OPERATIONS.
3. LOW PROFILE BARRICADES SHALL BE PROVIDED ADJACENT THE CONSTRUCTION AREA AND APPROXIMATELY ALONG THE TAXIWAY SAFETY AREA TO DELINEATE/SEPARATE TAXIWAY BRAVO FROM THE WORK AREA.
4. STORAGE OF MATERIALS AND EQUIPMENT SHALL BE OUTSIDE THE TAXIWAY B OBJECT FREE AREA.

**LEGEND:**

- LOW PROFILE BARRICADES. (SEE DETAILS).
- CONTRACTOR ACCESS / HAUL ROUTE
- FLAGMAN
- CONTRACTOR STAGING AREA

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**U.S. Forest Service**

**Air Tanker Base at LCQ**  
475 SE County Rd. 245  
Lake City, Florida 32025

**Passero Associates**  
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Saint Augustine, FL 32095 www.passero.com  
Certificate of Authorization # 3428

Project Manager Matt Singletary, P.E.  
Designed by Matt Singletary, P.E.  
Designed by Bruce Bradley, E.I.

Revisions			
No.	Date	By	Description

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**CONSTRUCTION SAFETY & PHASING PLAN**

Pavement Expansion

U.S. Forest Service  
Lake City  
Air Tanker Base

Town/City: Lake City  
County: Columbia State: Florida

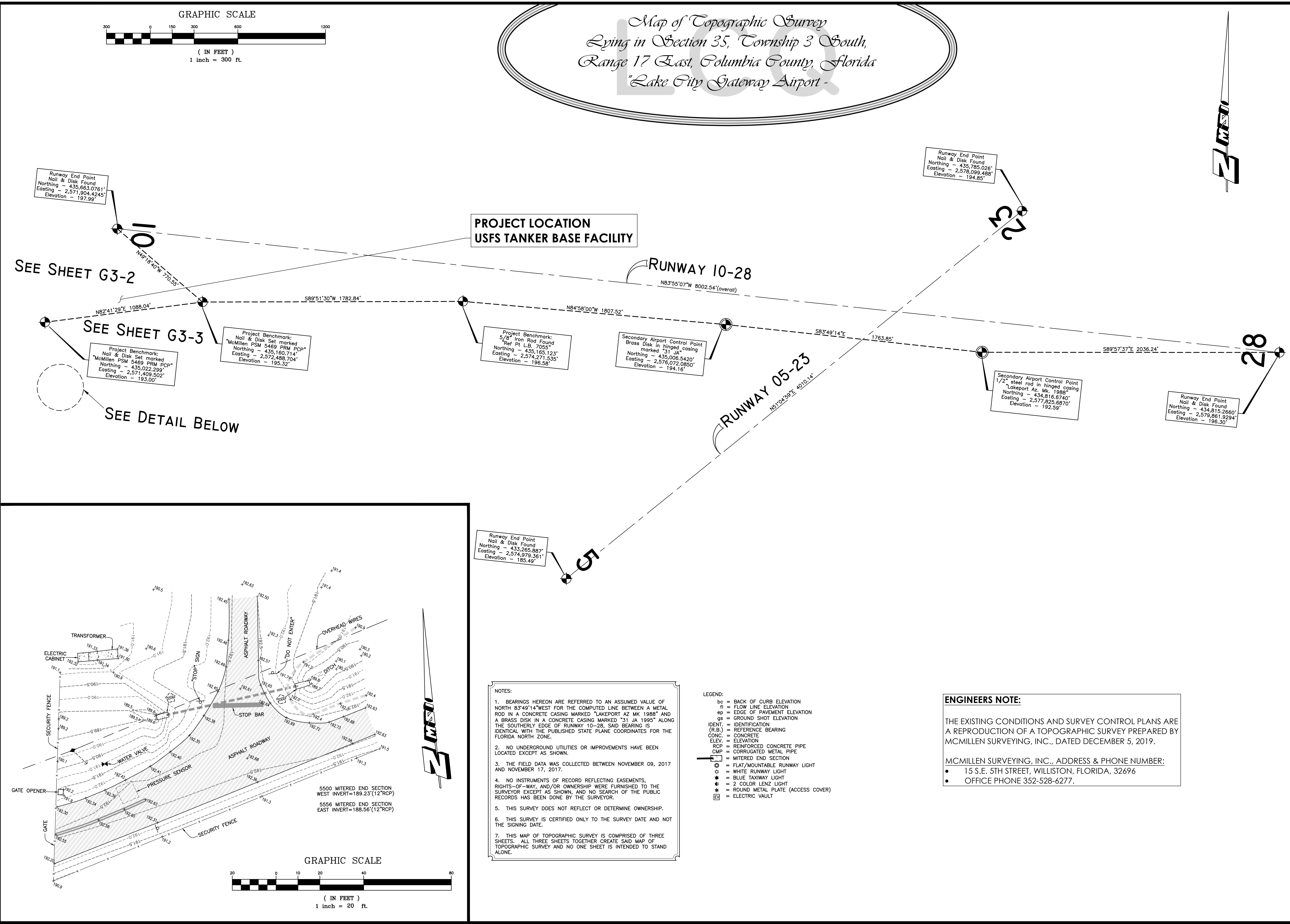
Project No.  
**20192861.0001**

Drawing No.  
**G2-1**

Date  
June 2020



Drawing name: Y:\Projects-New\2019\20192861 - SE US Forestry\2019\2861.0001 - Pavement Expansion\Drawings\Airport\3-1 EX COND. SURV. CNTRL.dwg Sheet 1 Jul 13, 2020 3:02pm by: msingletary



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**MATTHEW RYAN SINGLETARY**  
No. 71535  
STATE OF FLORIDA  
PROFESSIONAL ENGINEER  
July 13, 2020

Client:  
**U.S. Forest Service**

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Project Manager: Matt Singletary, P.E.  
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Designed by: Bruce Bradley, EI

Revisions			
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**EXISTING CONDITIONS AND SURVEY CONTROL PLAN**  
Pavement Expansion

U.S. Forest Service  
Lake City  
Air Tanker Base

Town/City: Lake City  
County: Columbia State: Florida

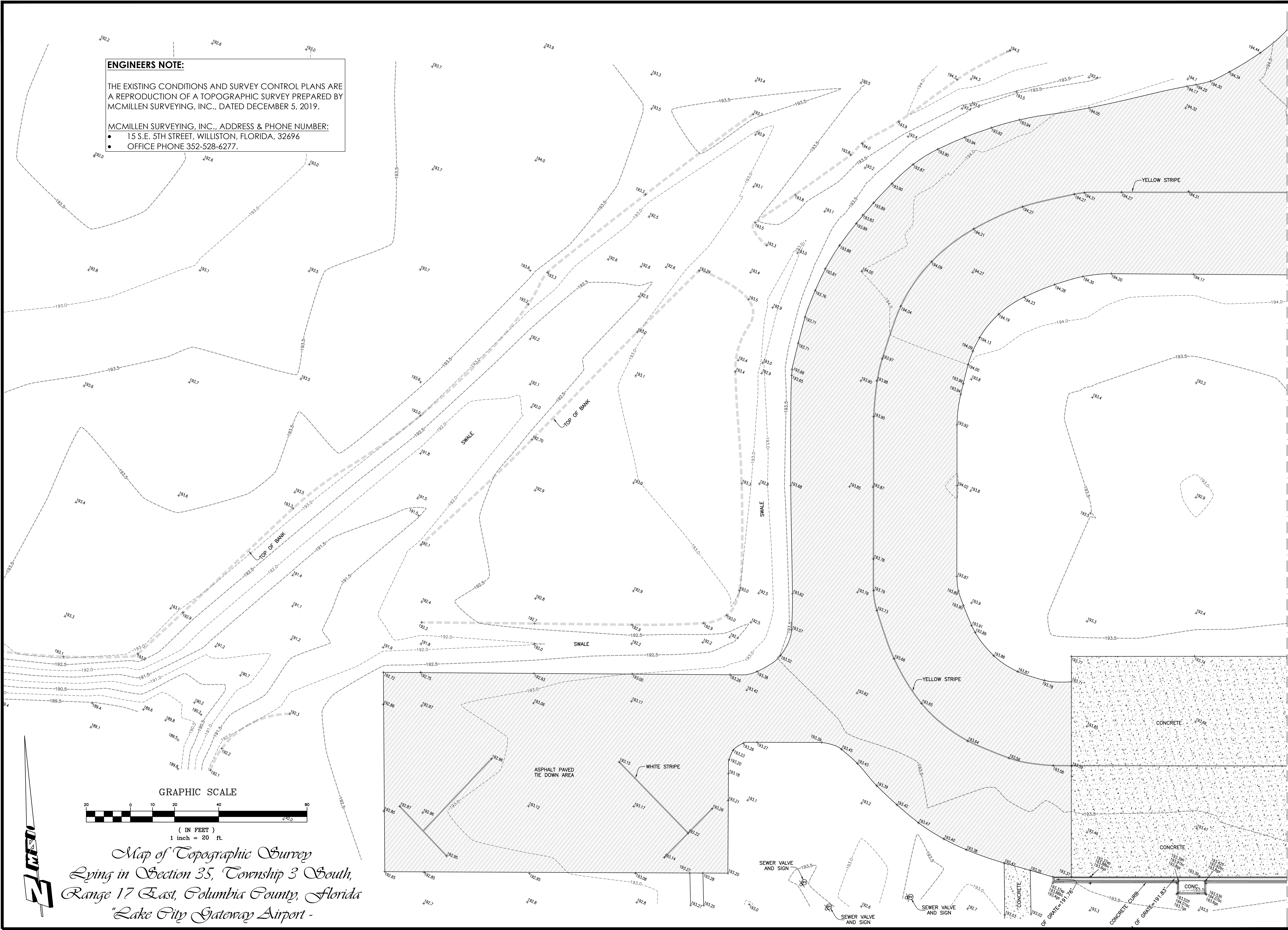
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**20192861.0001**

Drawing No.  
**G3-1**

Date  
**June 2020**

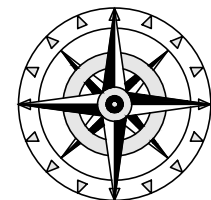


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**EXISTING  
CONDITIONS  
AND SURVEY  
CONTROL PLAN**

Pavement Expansion

U.S. Forest Service  
Lake City  
Air Tanker Base

Town/City: Lake City  
County: Columbia State: Florida

Project No.  
20192861.0001

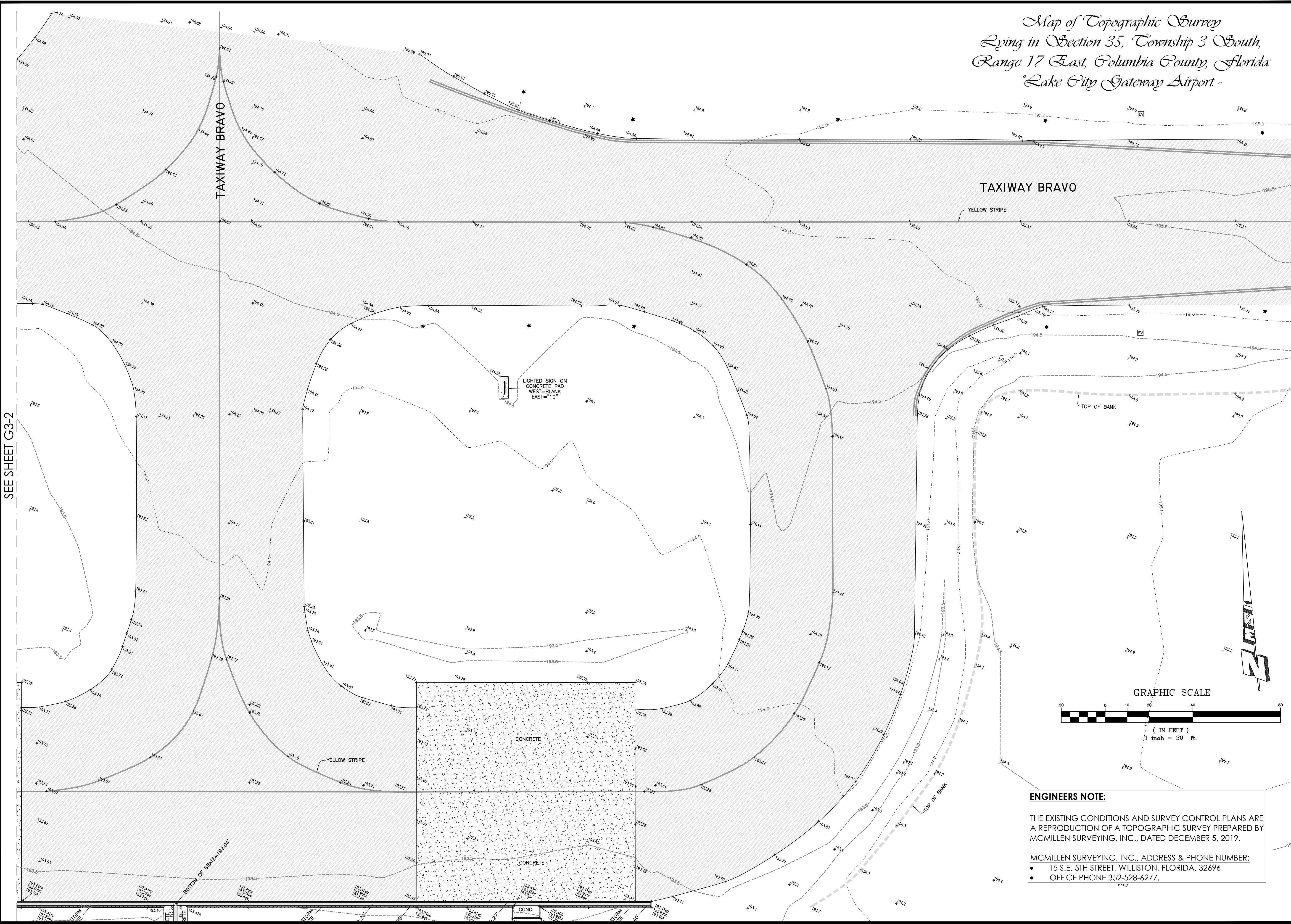
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Date  
June 2020



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SEE SHEET G3-2



Map of Topographic Survey  
Lying in Section 35, Township 3 South,  
Range 17 East, Columbia County, Florida  
"Lake City Gateway Airport -

TAXIWAY BRAVO

YELLOW STRIPE

LIGHTED SIGN ON  
CONCRETE PAD  
WEST=BLANK  
EAST="10"

TOP OF BANK

GRAPHIC SCALE



( IN FEET )  
1 inch = 20 ft.

ENGINEERS NOTE:

THE EXISTING CONDITIONS AND SURVEY CONTROL PLANS ARE  
A REPRODUCTION OF A TOPOGRAPHIC SURVEY PREPARED BY  
MCMILLEN SURVEYING, INC., DATED DECEMBER 5, 2019.

MCMILLEN SURVEYING, INC., ADDRESS & PHONE NUMBER:

- 15 S.E. 5TH STREET, WILLISTON, FLORIDA, 32696
- OFFICE PHONE 352-528-6277.



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EXISTING  
CONDITIONS  
AND SURVEY  
CONTROL PLAN

Pavement Expansion

U.S. Forest Service  
Lake City  
Air Tanker Base

Town/City: Lake City

County: Columbia State: Florida

Project No.

20192861.0001

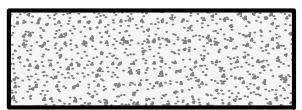
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G3-3

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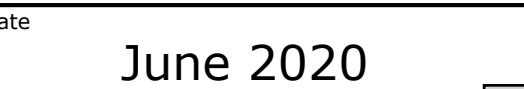
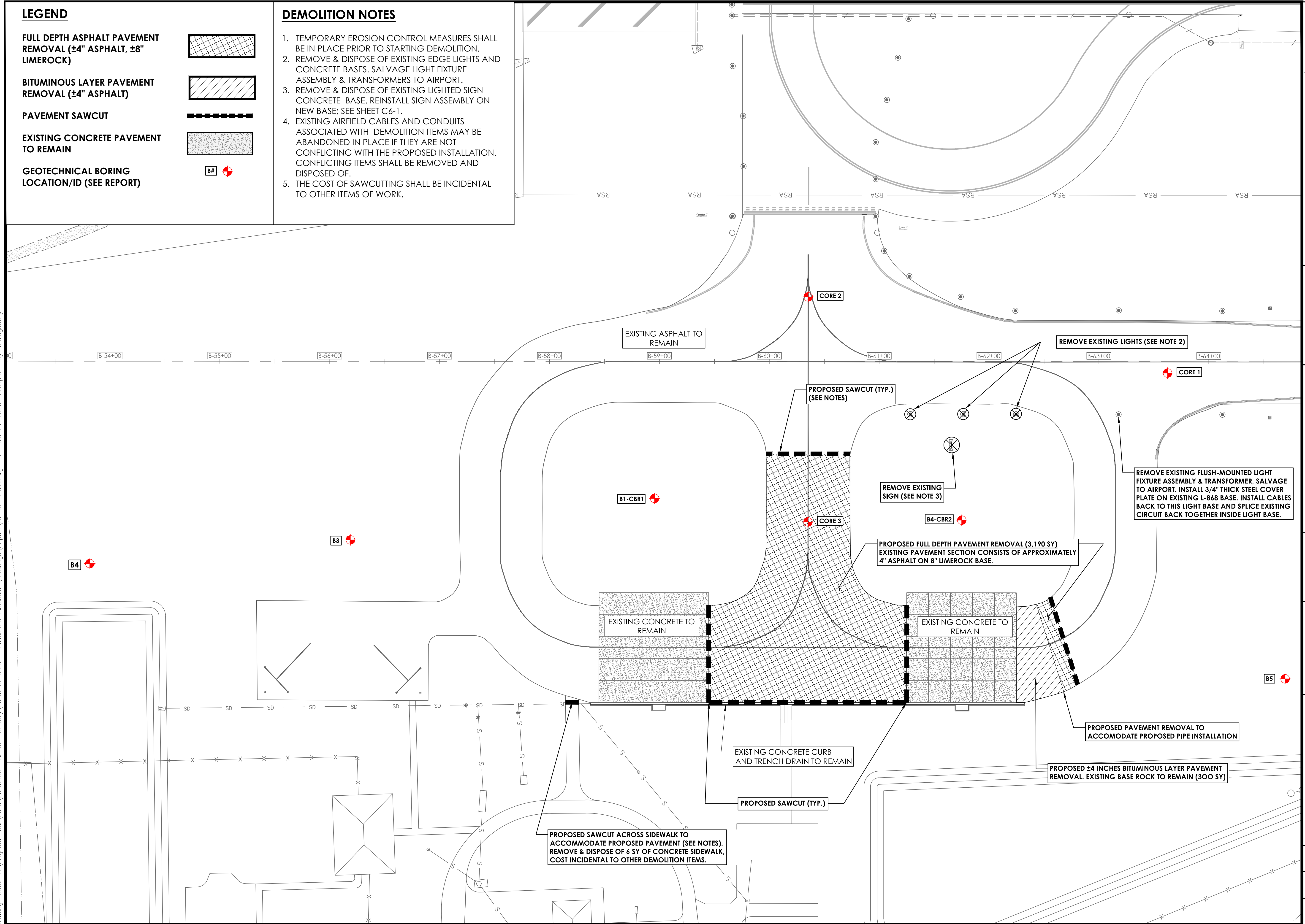
June 2020



**GEOTECHNICAL BORING  
LOCATION/ID (SEE REPORT)**

**B#** 

1. TEMPORARY EROSION CONTROL MEASURES SHALL BE IN PLACE PRIOR TO STARTING DEMOLITION.
2. REMOVE & DISPOSE OF EXISTING EDGE LIGHTS AND CONCRETE BASES. SALVAGE LIGHT FIXTURE ASSEMBLY & TRANSFORMERS TO AIRPORT.
3. REMOVE & DISPOSE OF EXISTING LIGHTED SIGN CONCRETE BASE. REINSTALL SIGN ASSEMBLY ON NEW BASE; SEE SHEET C6-1.
4. EXISTING AIRFIELD CABLES AND CONDUITS ASSOCIATED WITH DEMOLITION ITEMS MAY BE ABANDONED IN PLACE IF THEY ARE NOT CONFLICTING WITH THE PROPOSED INSTALLATION. CONFLICTING ITEMS SHALL BE REMOVED AND DISPOSED OF.
5. THE COST OF SAWCUTTING SHALL BE INCIDENTAL TO OTHER ITEMS OF WORK.

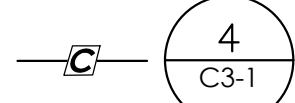




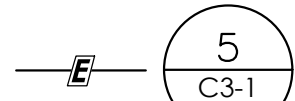
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## LEGEND

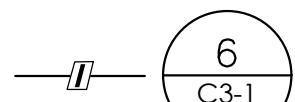
TYPE "C" DOWELED  
CONTRACTION JOINT



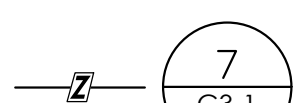
TYPE "E" DOWELED  
CONSTRUCTION JOINT



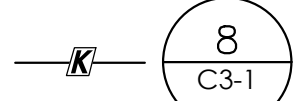
TYPE "I" ISOLATION JOINT



TYPE "Z" ASPHALT TO PCC  
PAVEMENT JOINT



KEY AT LIMITS OF PROPOSED  
ASPHALT PAVEMENT WHERE  
MEETING EXISTING ASPHALT  
PAVEMENT



## LEGEND

PROPOSED AIRCRAFT PCC  
PAVEMENT



PROPOSED AIRCRAFT  
ASPHALT PAVEMENT  
(HEAVY-DUTY/TRANSITION  
AREAS)



PROPOSED AIRCRAFT  
ASPHALT PAVEMENT  
(STANDARD)



PROPOSED 4" P-401  
ASPHALT PAVEMENT ON  
EXISTING ROCK BASE

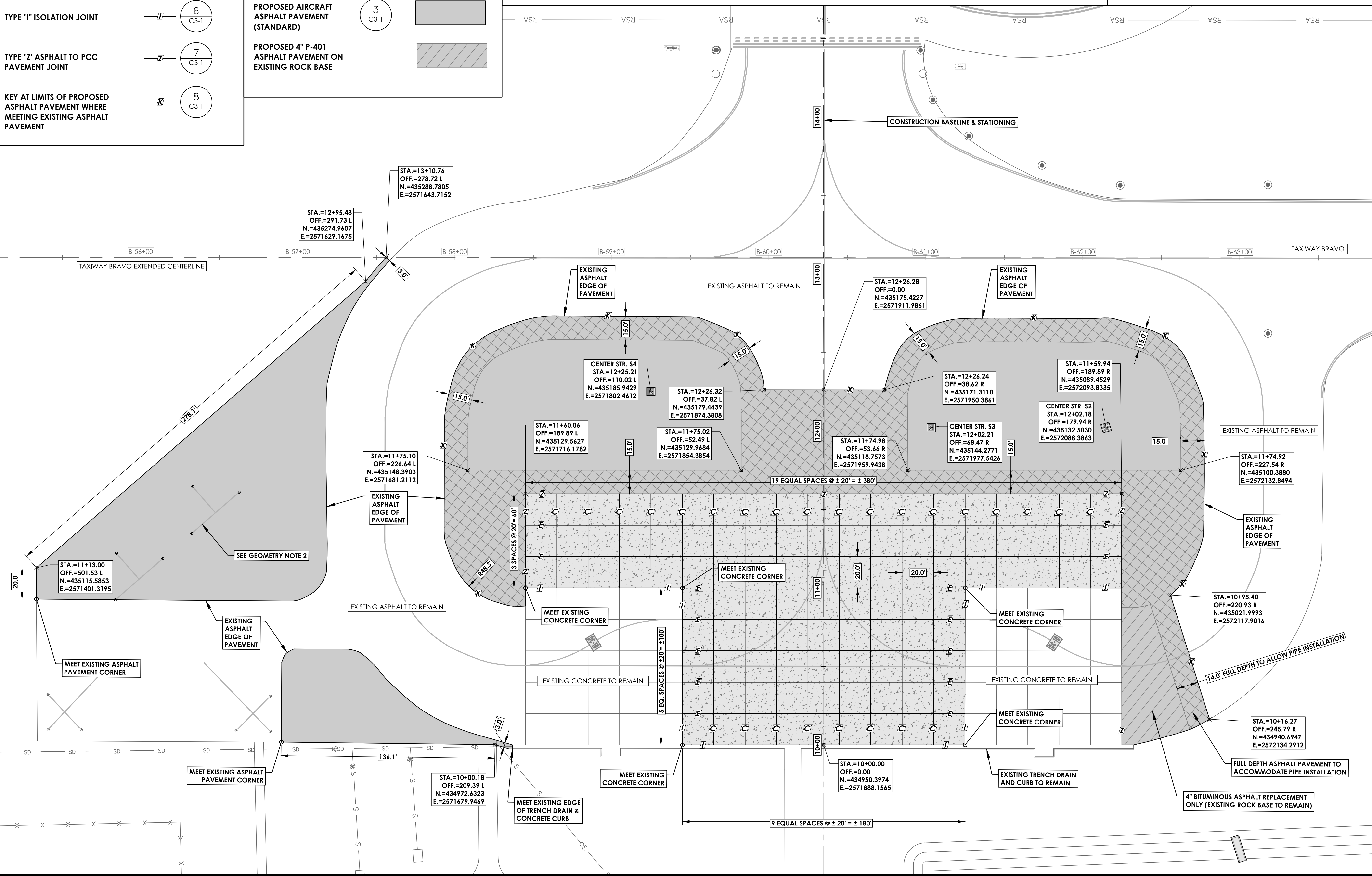


## PCC JOINTING NOTES

1. JOINT SPACING IS APPROXIMATELY 20 FEET. MAKE MINOR ADJUSTMENTS TO PROVIDE EQUALLY SPACED JOINTS ACROSS FULL SPAN OF PROPOSED CONCRETE PAVEMENT.
2. JOINT TYPES CONTINUE ALONG JOINT LINES UNTIL ANOTHER JOINT TYPE IS SHOWN.
3. DOWEL BARS, TIE-BARS AND REINFORCING STEEL CONTINUE ALONG ENTIRE JOINT LENGTH OR ENTIRE PANEL (TYP.).
4. THE JOINT LAYOUT SHOWN ASSUMES DIRECTION OF PAVING. IF THE CONTRACTOR SWITCHES THE PAVING DIRECTION, THE JOINT TYPES SHALL BE ADJUSTED TO MAINTAIN DOWELED LONGITUDINAL CONSTRUCTION JOINTS AND SAWED TRANSVERSE CONTRACTION JOINTS. THERE WILL BE NO ADDITIONAL PAYMENT FOR CHANGING THE PAVING DIRECTION.
5. LOCATION OF CONSTRUCTION JOINTS SHALL BE COORDINATED WITH THE ENGINEER PRIOR TO PAVING. ALL FULL STRENGTH AIRCRAFT PAVEMENT (14" PCC) CONSTRUCTION JOINTS SHALL BE TYPE "E" AND SPACED AT CONTRACTOR'S OPTION.
6. MATCH ALL STRUCTURES WITH TYPE "I" ISOLATION JOINT (TYP.).
7. COST OF ALL PAVEMENT JOINTS IS CONSIDERED INCIDENTAL TO THE PAVEMENT BID ITEM.

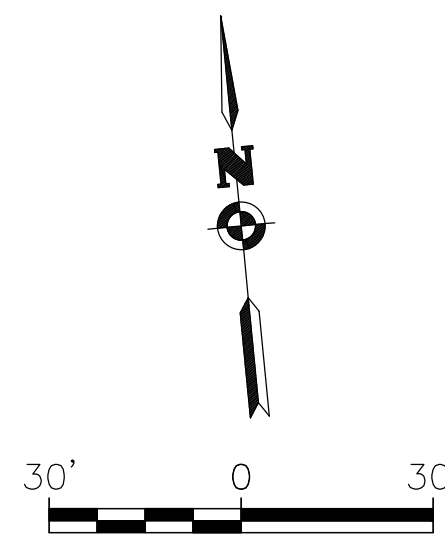
## GEOMETRY NOTES

1. SEE EXISTING CONDITIONS AND SURVEY CONTROL PLAN FOR ADDITIONAL SURVEY LAYOUT INFORMATION.
2. SEE PAVEMENT MARKING PLAN FOR ADDITIONAL GEOMETRY INFORMATION RELATED TO MARKINGS & AIRCRAFT TIE-DOWN POSITIONS.



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Project Manager Matt Singletary, P.E.  
Designed by Matt Singletary, P.E.  
Designed by Bruce Bradley, E.I.

## Revisions

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## GEOMETRY AND JOINT LAYOUT PLAN

Pavement Expansion  
U.S. Forest Service  
Lake City  
Air Tanker Base

Town/City: Lake City  
County: Columbia State: Florida

Project No.  
20192861.0001

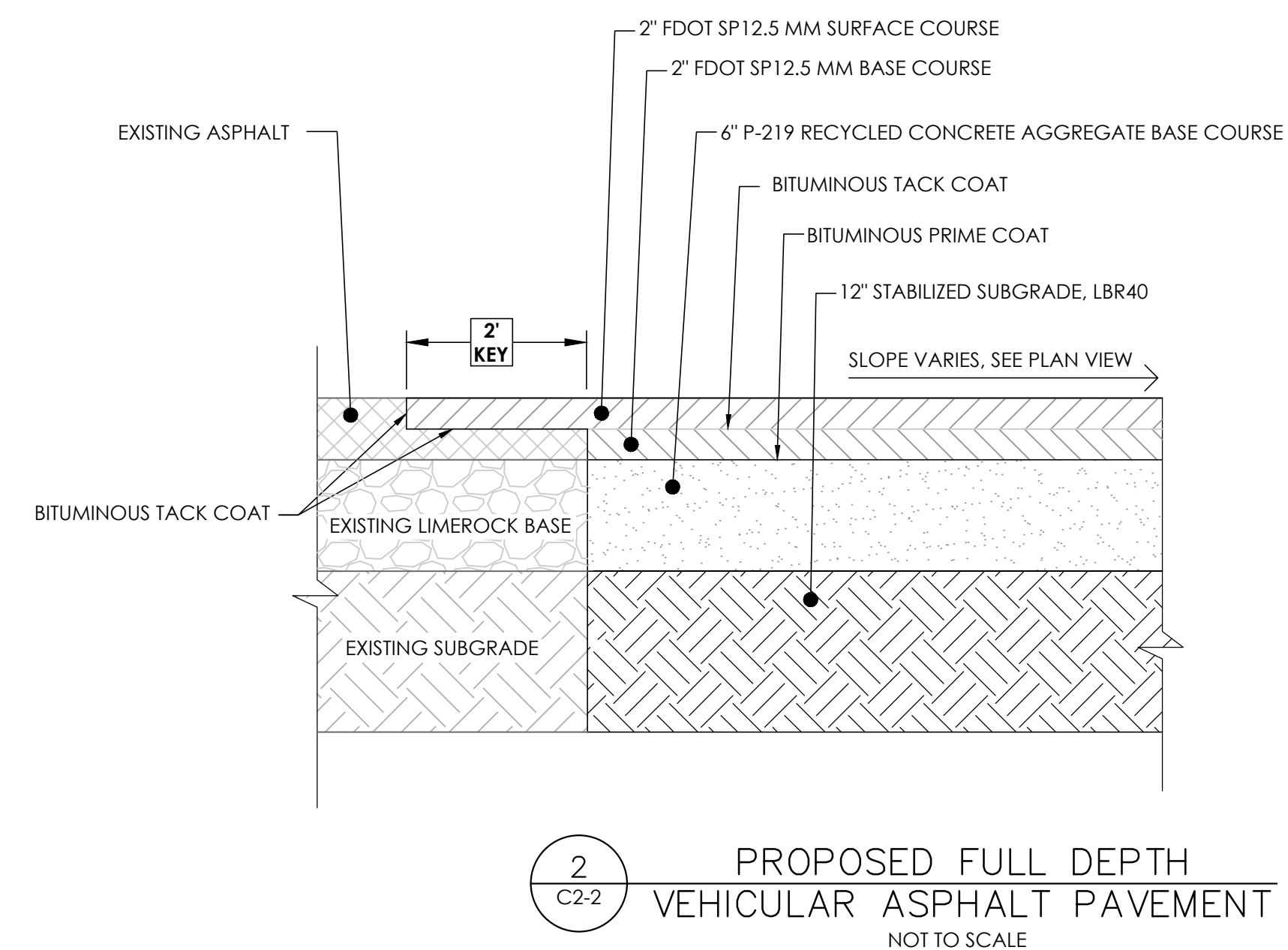
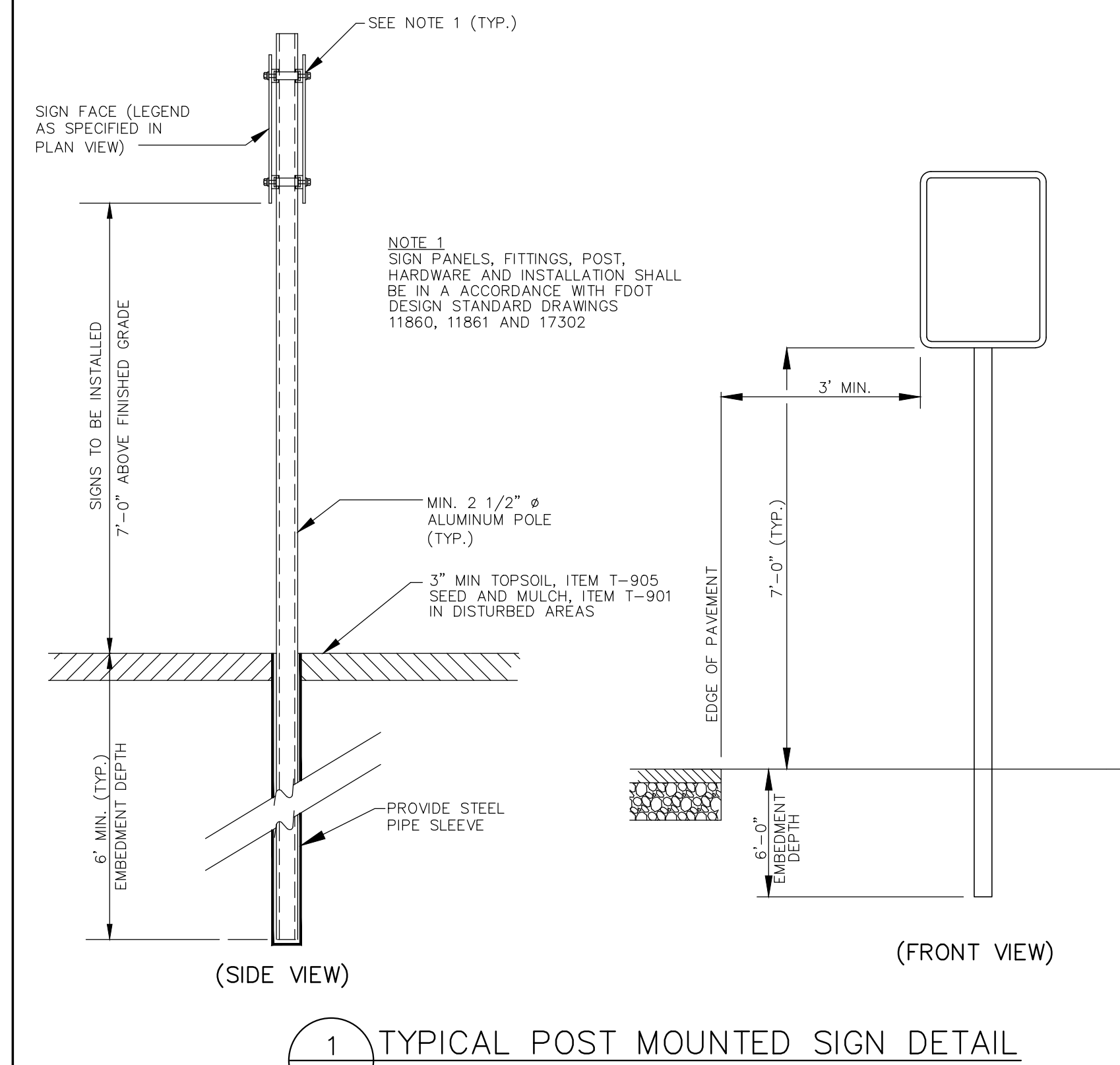
Drawing No.  
**C2-1**

Date  
June 2020



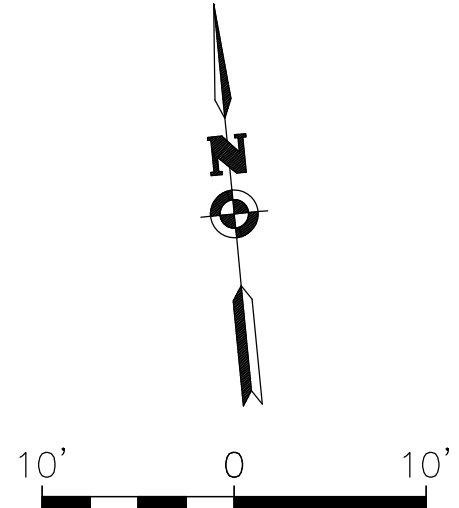
PROPOSED FULL DEPTH VEHICULAR ASPHALT PAVEMENT

- 4" FDOT SUPERPAVE 12.5 MM SURFACE COURSE
- 6" P-219 RECYCLED CONCRETE AGGREGATE
- 12" STABILIZED SUBGRADE



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[illegible]

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# ACCESS RD. WIDENING SITE PLAN

### Pavement Expansion

U.S. Forest Service

Lake City

Town/City: Lake City

County: Columbia State: Florida

Project No.

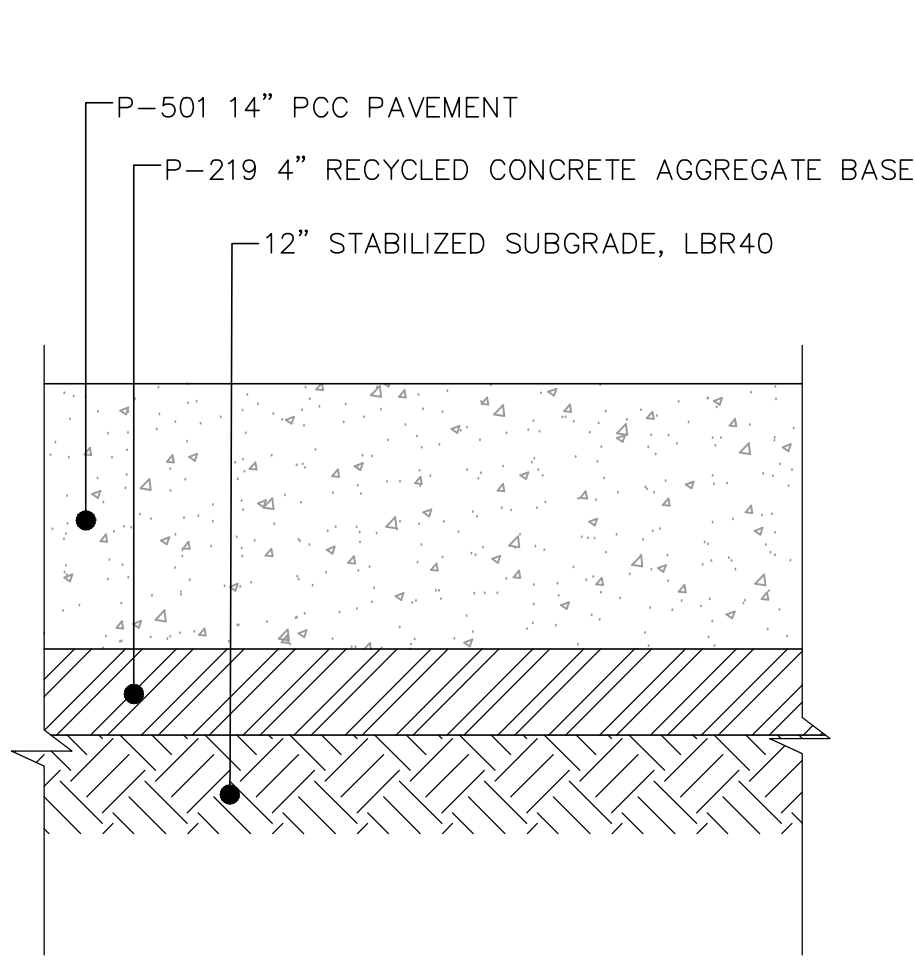
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Drawing No. **C2-2**

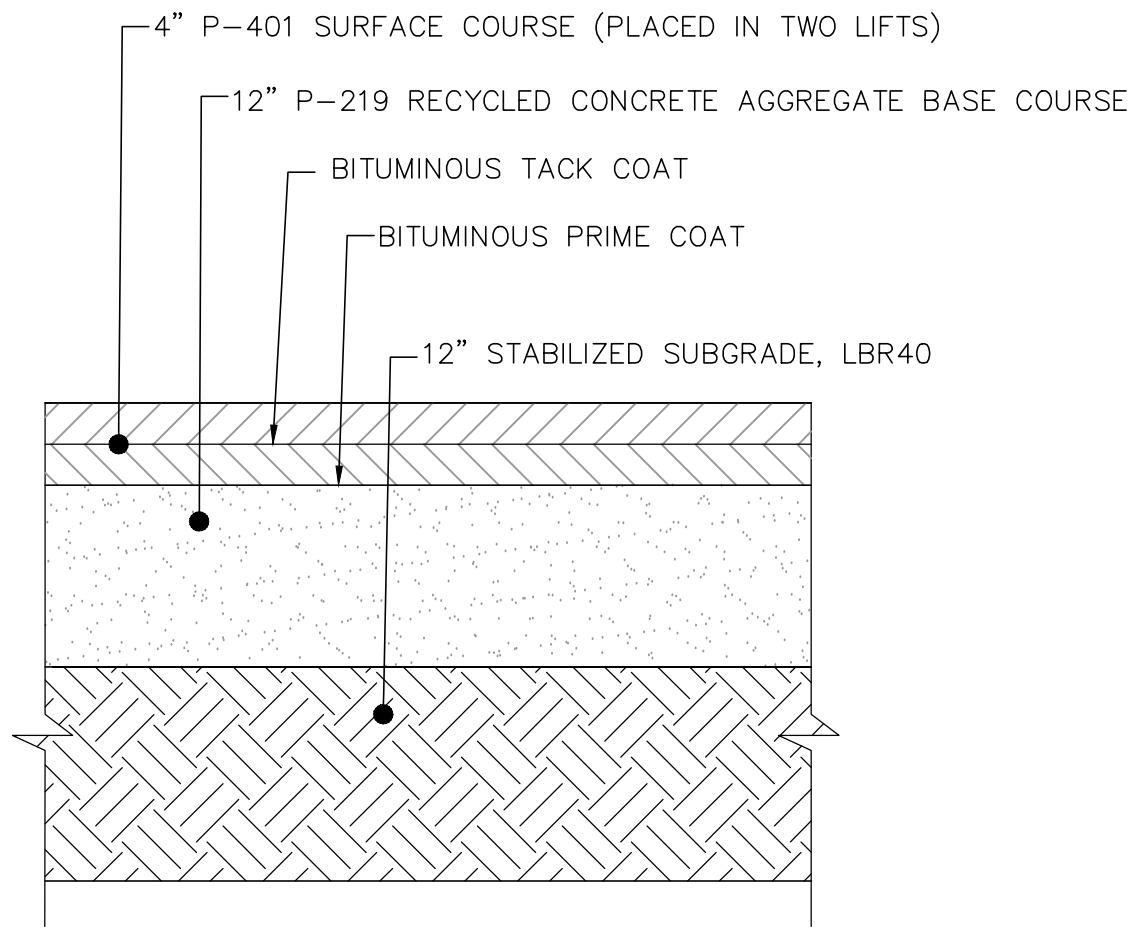
Date June 2020



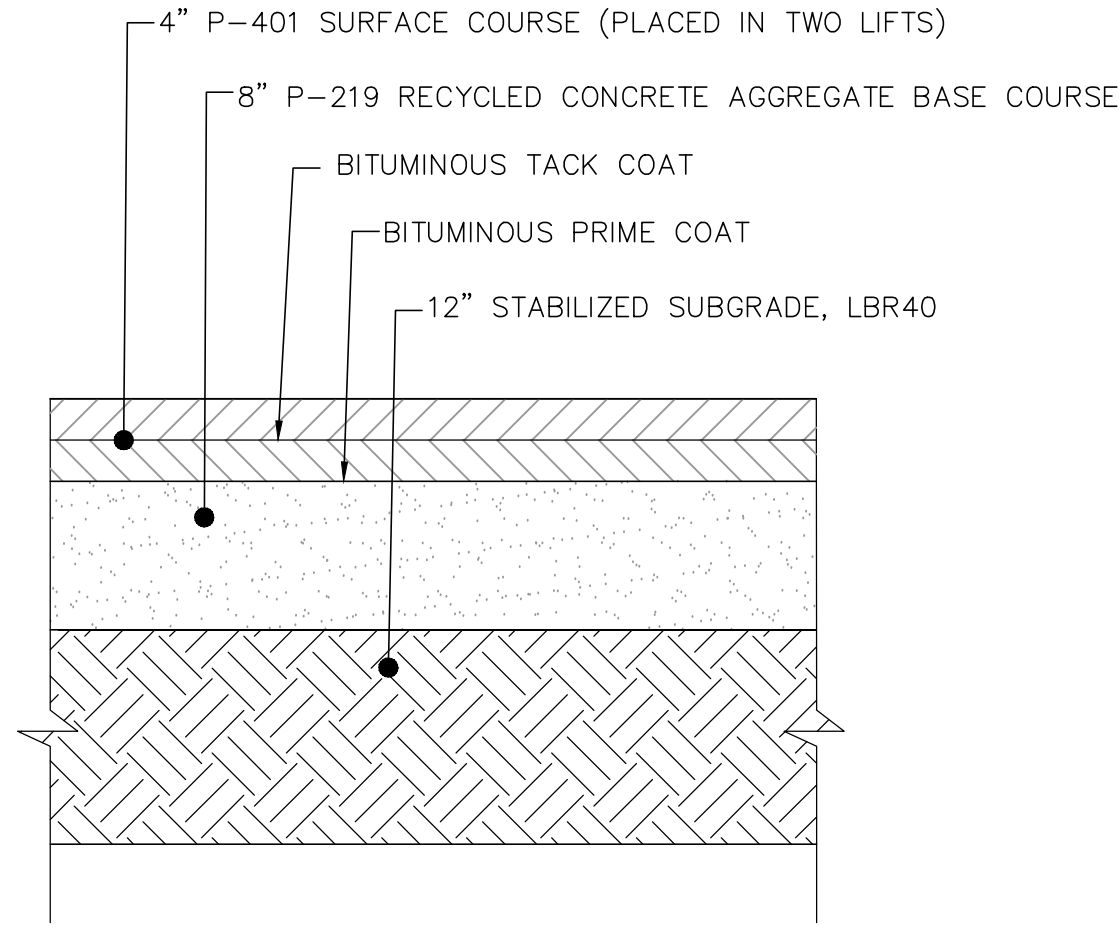
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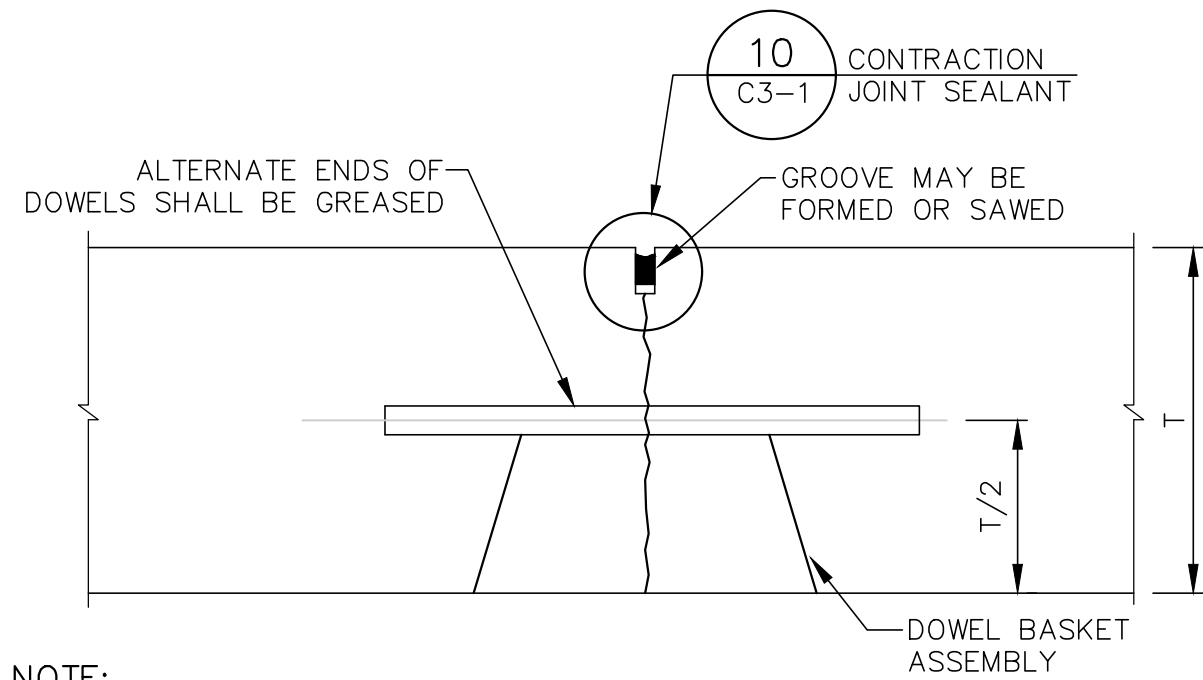
1 PCC AIRCRAFT PAVEMENT SECTION  
C3-1 NOT TO SCALE



2 PROPOSED FULL DEPTH AIRCRAFT ASPHALT PAVEMENT  
(HEAVY-DUTY/TRANSITION AREAS) PAVEMENT SECTION  
C3-1 NOT TO SCALE



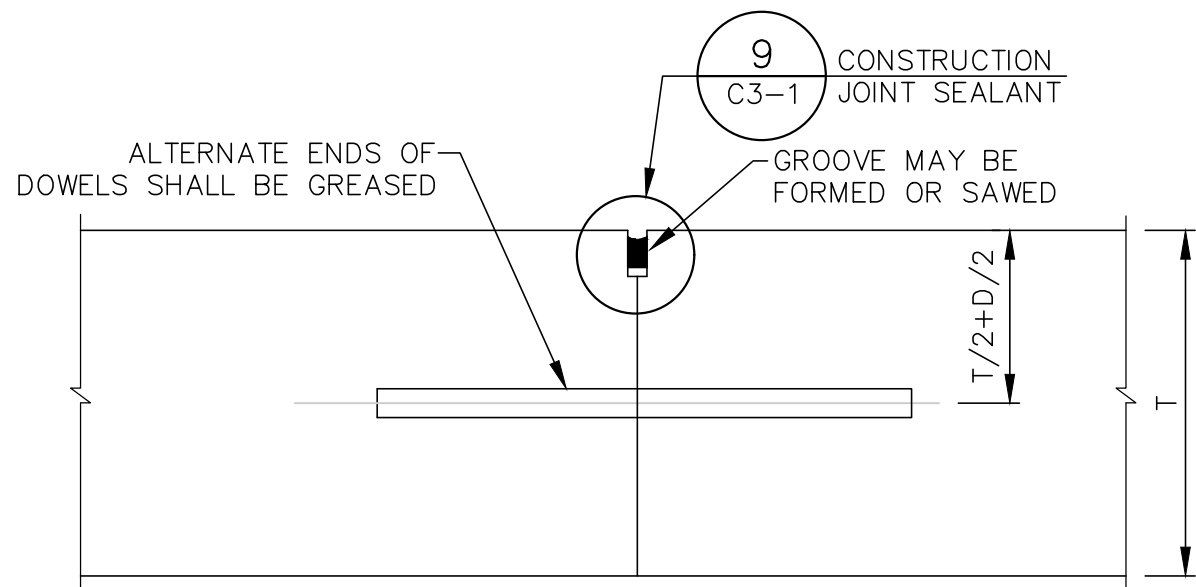
3 PROPOSED FULL DEPTH AIRCRAFT ASPHALT PAVEMENT (STANDARD)  
C3-1 NOT TO SCALE



NOTE: DOWEL BARS SHALL BE EPOXY COATED STEEL BARS CONFORMING TO ASTM A615 AND AASHTO M 254. BARS SHALL BE 1-1/4" DIA. BY 20" LONG, SPACED AT 15" O.C.

TYPE "D" DUMMY CONTRACTION JOINT IS THE SAME AS TYPE "C" BUT WITHOUT DOWEL AND DOWEL BASKET.

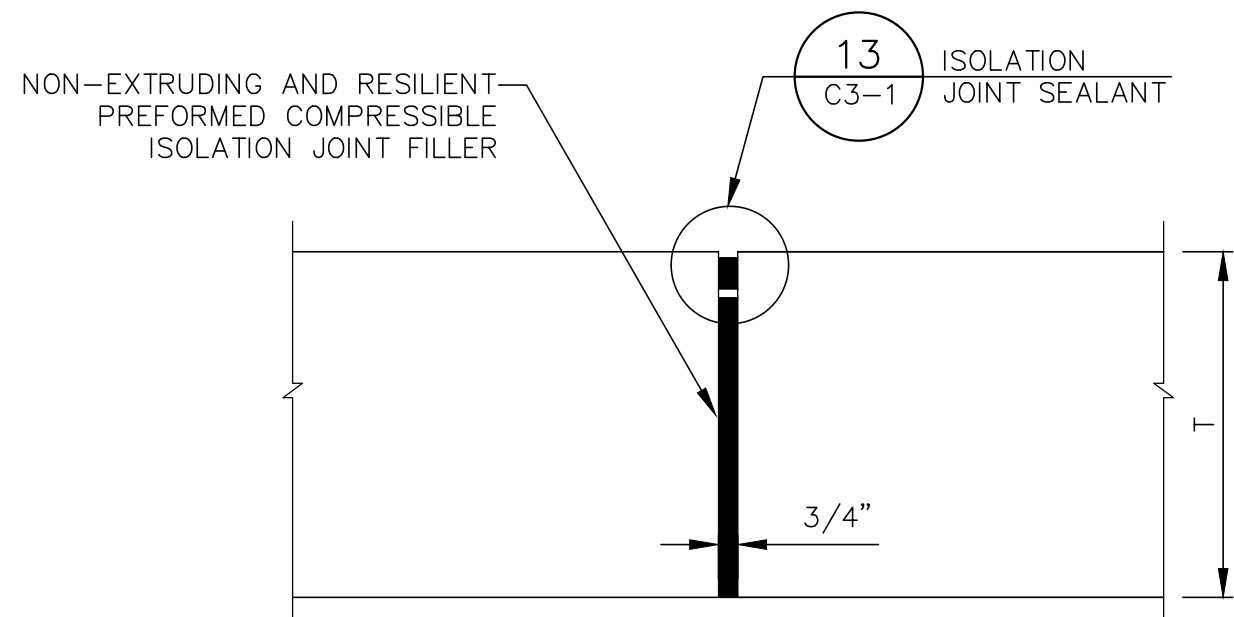
4 TYPE "C" DOWELED CONTRACTION JOINT  
C3-1 NOT TO SCALE



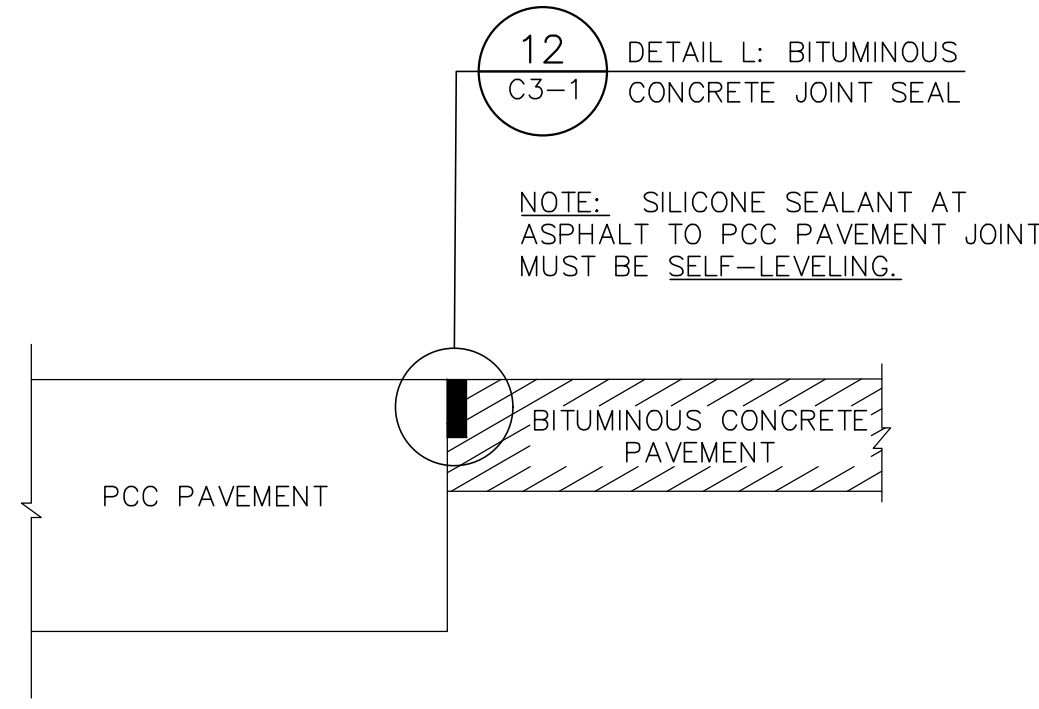
NOTE: DOWEL BARS SHALL BE EPOXY COATED STEEL BARS CONFORMING TO ASTM A615 AND AASHTO M 254. DOWEL BARS SHALL BE BONDED IN DRILLED HOLES PER SPEC P-501. DOWEL BARS SHALL BE 1-1/4" DIA. BY 20" LONG, SPACED AT 15" O.C.

CONSTRUCTION JOINTS WITHIN SUPPORT-VEHICLE PCC PAVEMENT AREAS DO NOT REQUIRE DOWELS, BUT SHALL OTHERWISE BE PER THIS DETAIL.

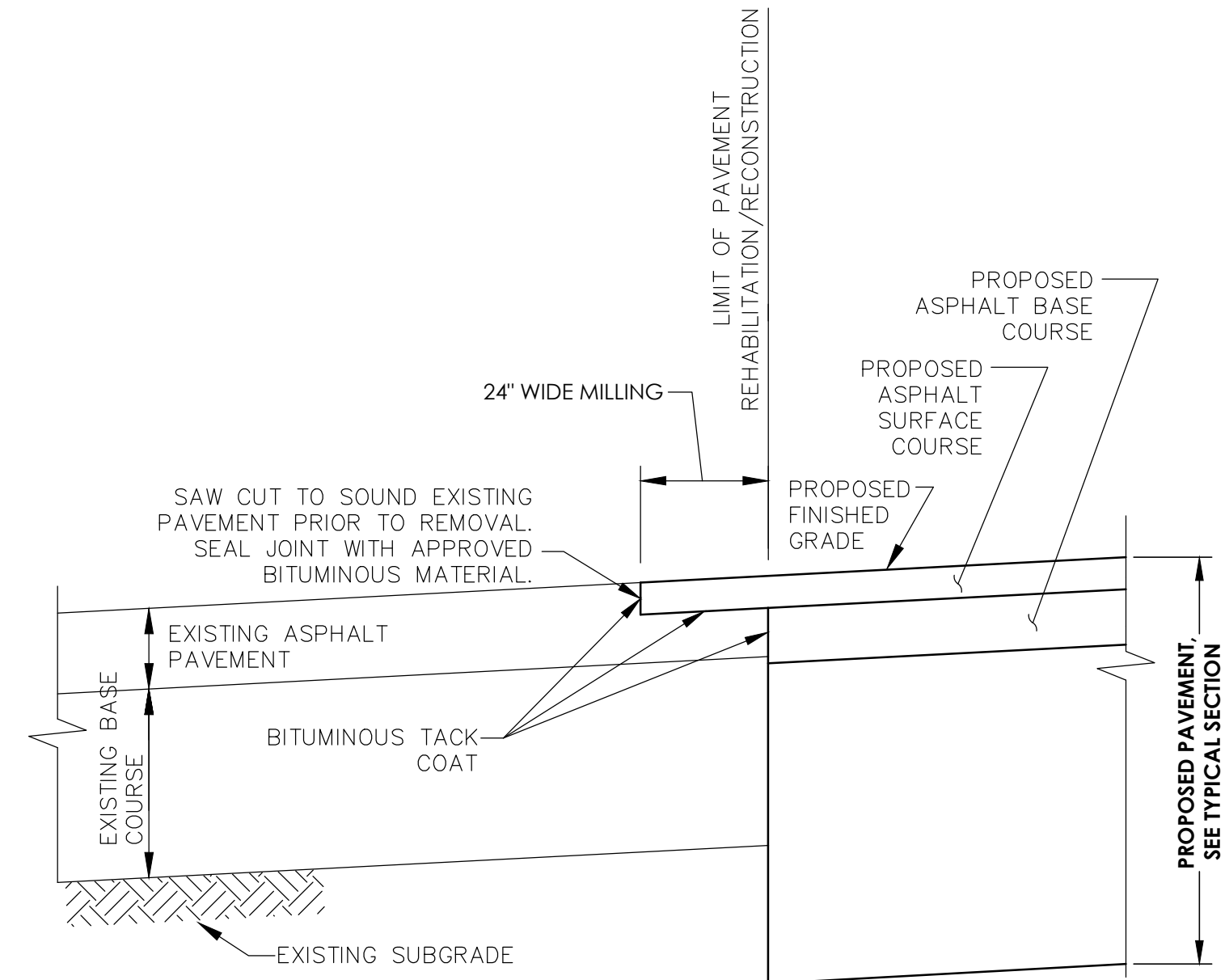
5 TYPE "E" DOWELED CONSTRUCTION JOINT  
C3-1 NOT TO SCALE



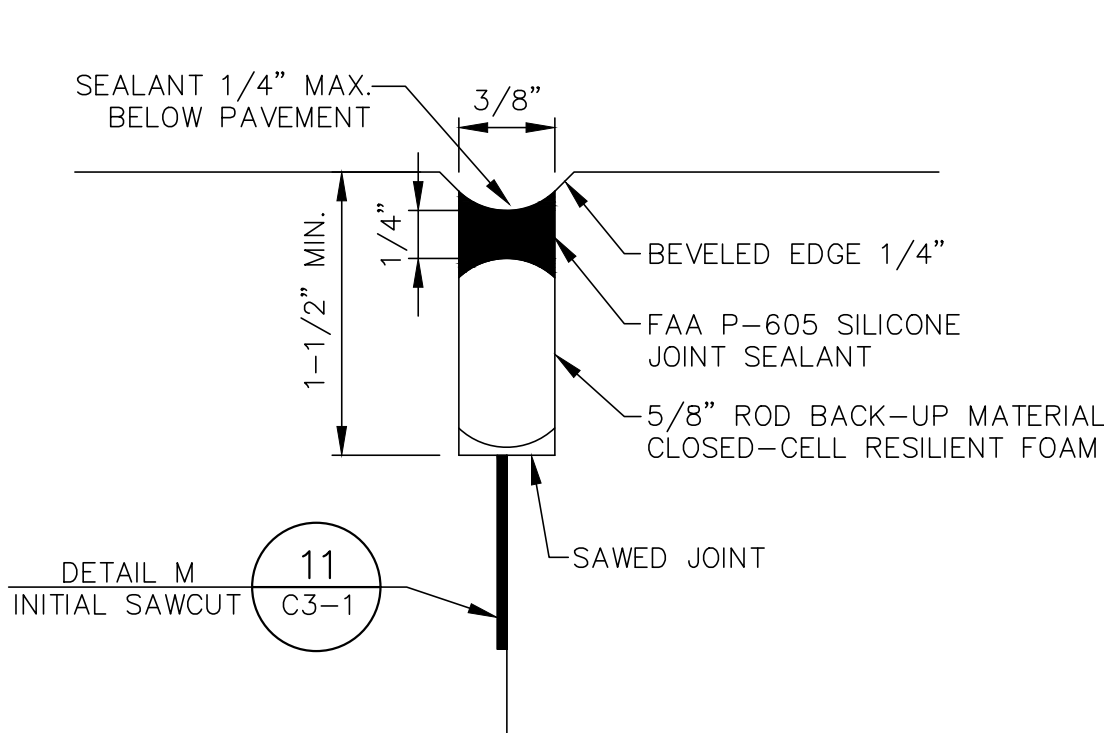
6 TYPE "I" ISOLATION JOINT  
C3-1 NOT TO SCALE



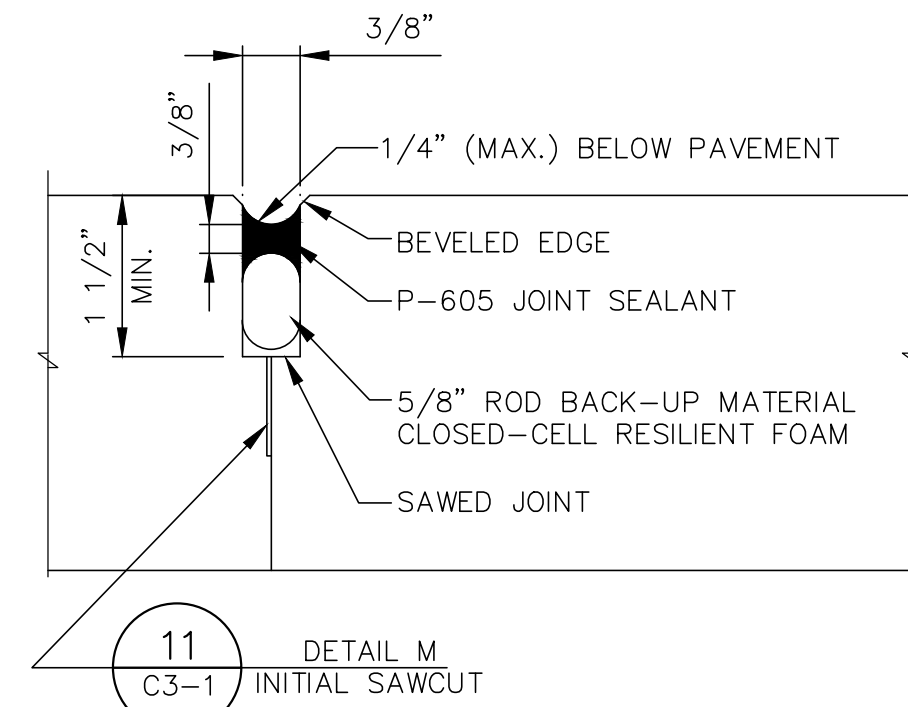
7 TYPE Z ASPHALT TO PCC PAVEMENT JOINT  
C3-1 NOT TO SCALE



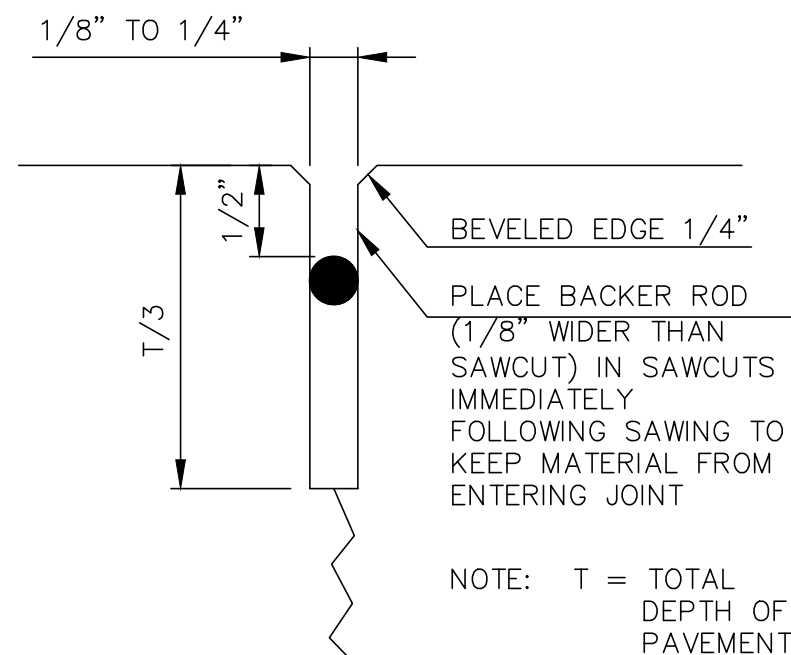
8 TYPE "K" KEYING DETAIL AT LIMITS OF PROPOSED ASPHALT PAVEMENT  
C3-1 NOT TO SCALE



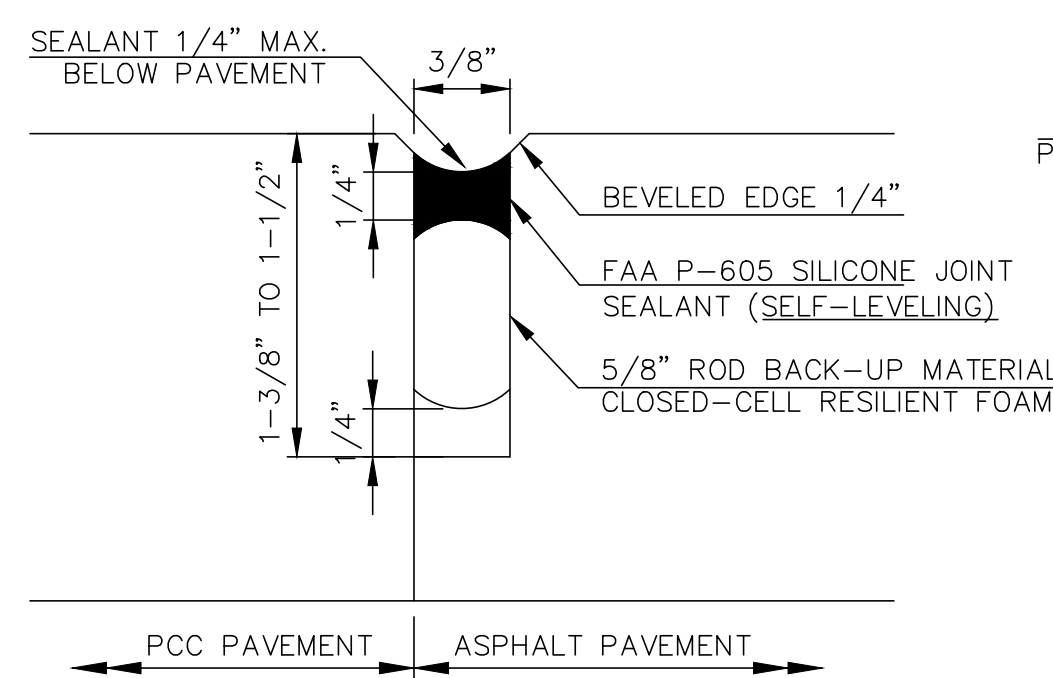
9 DETAIL K CONSTRUCTION JOINT SEAL  
C3-1 NOT TO SCALE



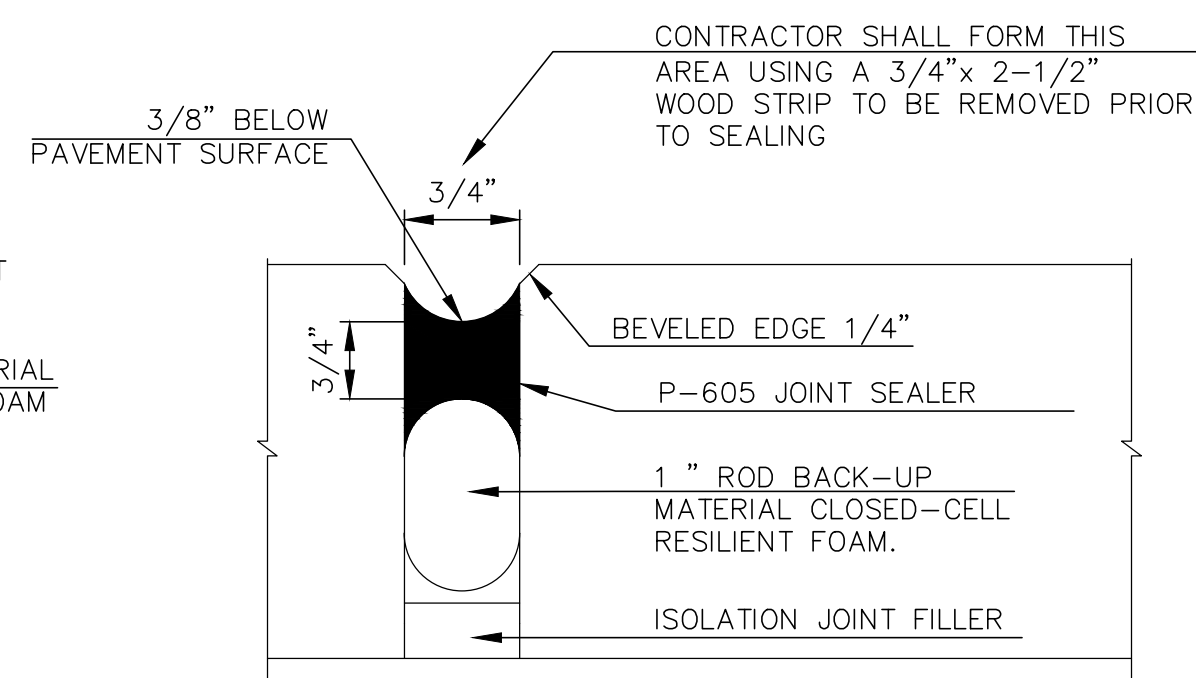
10 CONTRACTION JOINT SEALANT  
C3-1 NOT TO SCALE



11 DETAIL M INITIAL SAWCUT  
C3-1 NOT TO SCALE



12 DETAIL L BITUMINOUS CONCRETE JOINT SEAL  
C3-1 NOT TO SCALE



13 ISOLATION JOINT SEALANT  
C3-1 NOT TO SCALE

#### JOINT SEALANT NOTES

1. SEALANT SHALL BE IN CONFORMANCE WITH ITEM P-605.
2. SEALANT RESERVOIR SHALL BE SIZED TO PROVIDE THE PROPER SHAPE FACTOR W/D BASED ON THE RECOMMENDATION OF THE MANUFACTURER OF THE SEALANT SELECTED FOR USE. SEALANT DIMENSIONS ILLUSTRATED ARE CONSISTENT WITH THE SHAPE FACTOR TYPICALLY RECOMMENDED FOR SILICONE SEALANTS.
3. BACKER ROD MATERIAL MUST BE COMPATIBLE WITH THE SEALANT SELECTED AND PROVIDE THE PROPER SHAPE FACTOR.
4. SEAL JOINT/INTERFACE BETWEEN EXISTING ASPHALT PAVEMENT & PROPOSED CONCRETE PAVEMENT.



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Designed by Bruce Bradley, EI

#### Revisions

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## TYPICAL SECTIONS & PAVEMENT DETAILS

Pavement Expansion

U.S. Forest Service  
Lake City  
Air Tanker Base

Town/City: Lake City  
County: Columbia State: Florida

Project No.

20192861.0001

Drawing No.

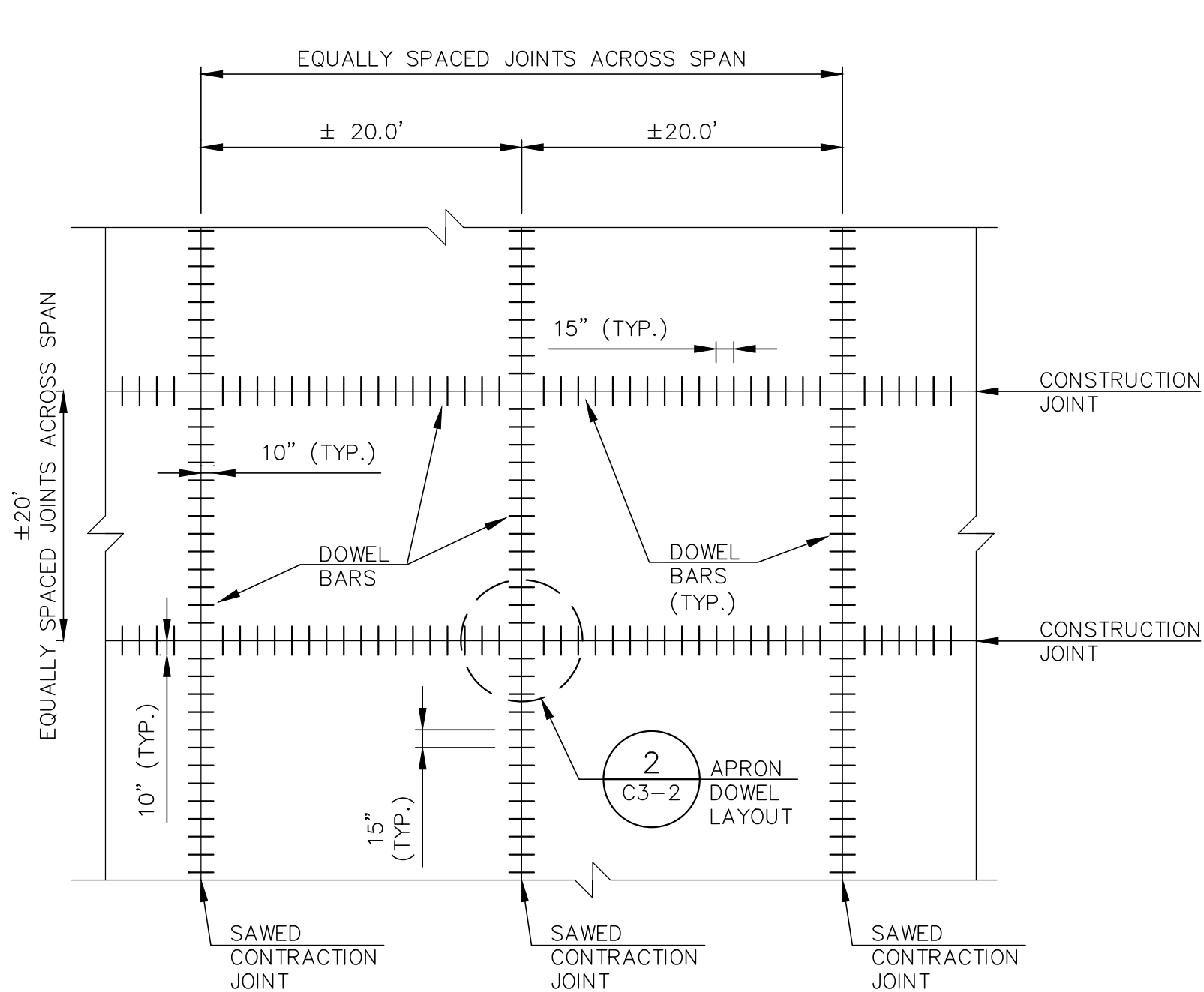
C3-1

Date

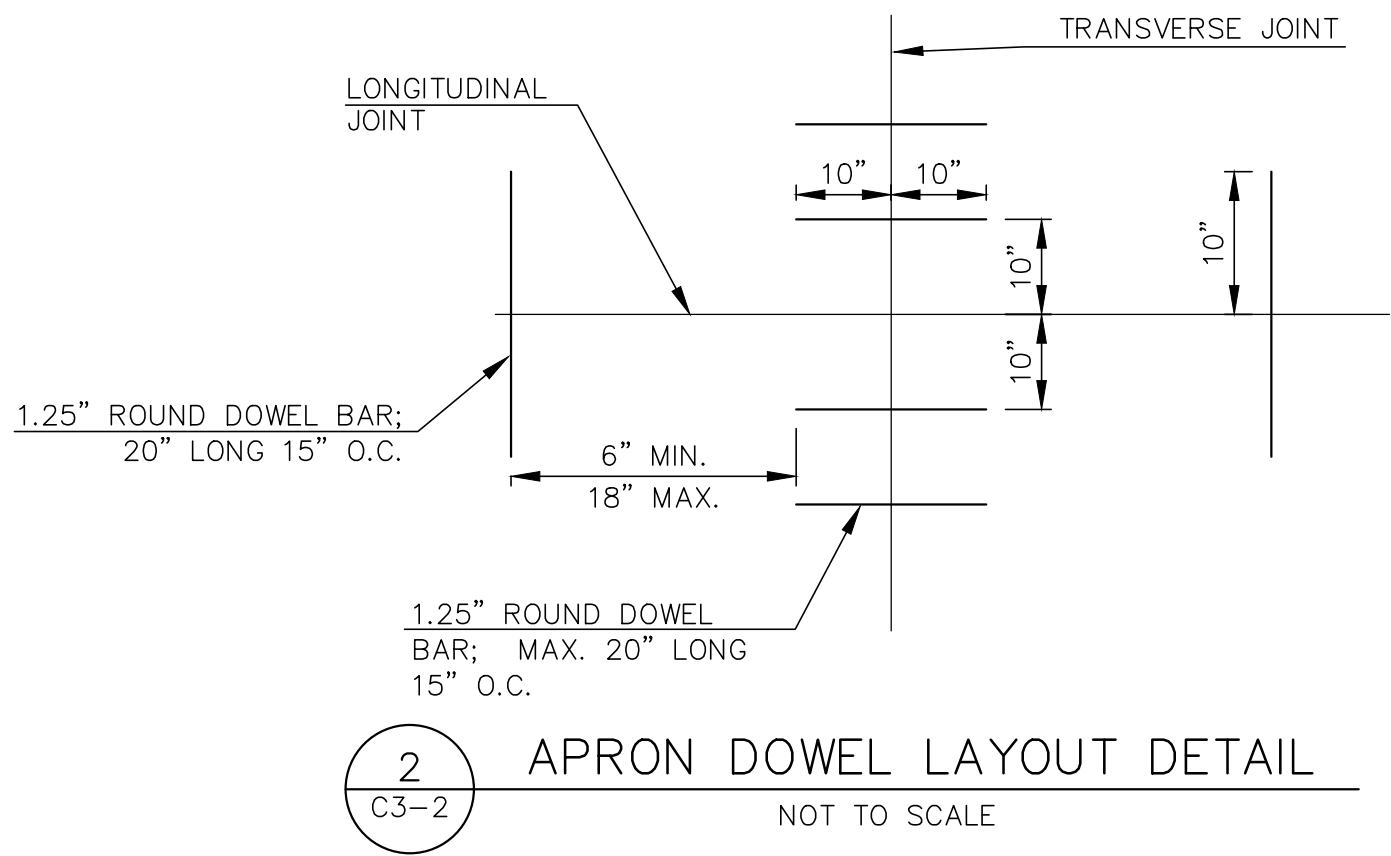
June 2020



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1  
C3-2 TYPICAL APRON JOINT LAYOUT  
FOR CONCRETE PAVEMENT LANES  
NOT TO SCALE



JOINT STEEL (DOWELS) NOTES

- NOTES FOR DRILLING AND INSTALLING DOWEL BARS:
  - DRILLING METHOD SHALL BE CAPABLE OF MAINTAINING DRILL HOLES PARALLEL TO THE CONCRETE SURFACE AND NORMAL TO THE JOINT LINE WITHIN 1/4" ± AT THE END OF THE DOWEL BAR. DRILL HOLES SHALL BE ACCURATELY LAID OUT SO THAT THE MAXIMUM DEVIATION DOES NOT EXCEED 1". DRILL HOLE DIAMETER TO BE APPROXIMATELY 1 3/8". A MINIMUM OF THREE DAYS CURE TIME IS REQUIRED FOR DRILLING NEW CONCRETE UNLESS APPROVED BY THE ENGINEER.
  - AFTER DRILLING IS COMPLETE AND PRIOR TO THE INSTALLATION OF THE DOWELS, THE HOLES SHALL BE THOROUGHLY CLEANED TO REMOVE DRILLING DUST, CONCRETE CHIPS AND ANY MATERIAL DETRIMENTAL TO DEVELOPING BOND.
  - EPOXY MORTAR SHALL BE INSERTED INTO THE BACK OF THE DOWEL HOLE BY INJECTION NOZZLE AND SUFFICIENT MORTAR PLACED IN THE HOLE SO THAT A SLIGHT AMOUNT OF MORTAR WILL BE FORCED OUT WHEN THE DOWEL IS INSERTED AND TAPPED TO THE CORRECT POSITION. SMALL WEDGES MAY BE USED TO SUPPORT THE DOWEL IN THE CORRECT ALIGNMENT UNTIL THE MORTAR HARDENS. CONTRACTOR SHALL SUBMIT PROPOSED EPOXY MORTAR INFORMATION FOR APPROVAL BY THE ENGINEER PRIOR TO STARTING THIS WORK.



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Designed by Matt Singletary, P.E.  
Designed by Bruce Bradley, EI

Revisions

No.	Date	By	Description

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PAVEMENT  
DETAILS

Pavement Expansion

U.S. Forest Service  
Lake City  
Air Tanker Base

Town/City: Lake City  
County: Columbia State: Florida

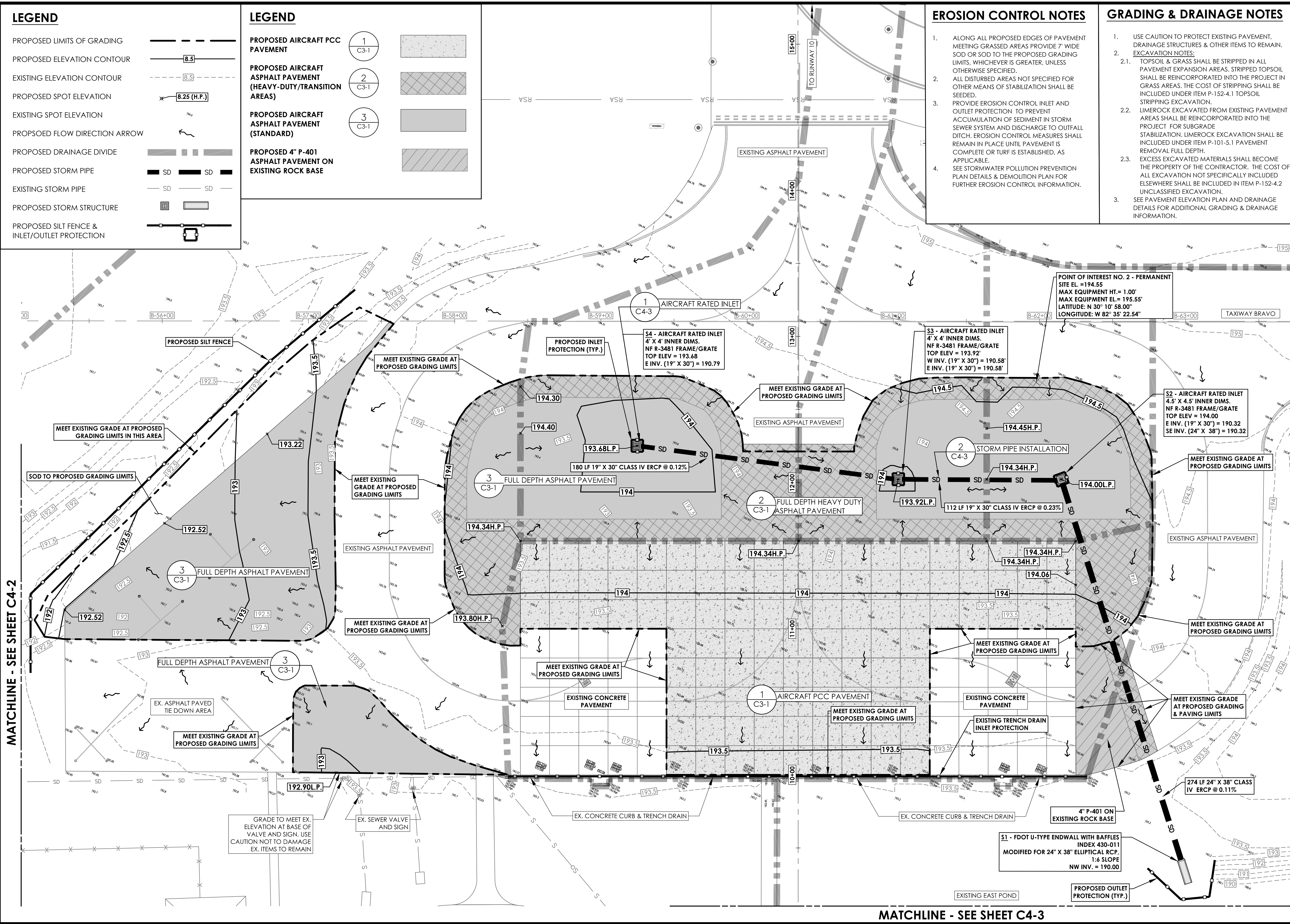
Project No.  
20192861.0001

Drawing No.  
C3-2

Date  
June 2020



Drawing name: Y:\Projects-New\2019\2861 - SE US Forestry\2019\2861\0001 - Pavement Expansion Drawings\Airport\C4-01-GRAD.dwg 1 Jul 13, 2020 2:47pm by: msingletary



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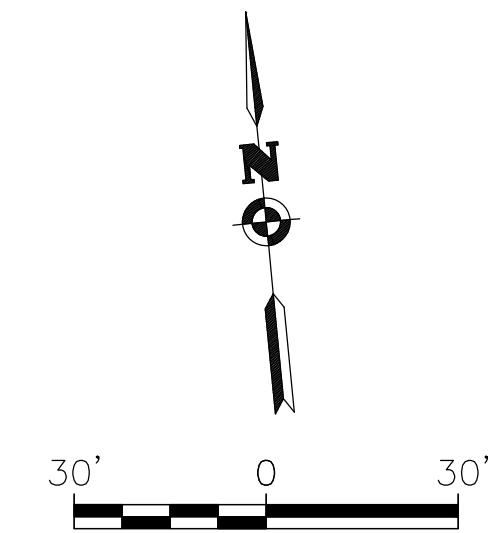
Project Manager: Matt Singletary, P.E.  
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**GRADING, DRAINAGE & EROSION CONTROL PLAN**  
Pavement Expansion  
U.S. Forest Service  
Lake City  
Air Tanker Base  
Town/City: Lake City  
County: Columbia State: Florida  
Project No. 20192861.0001  
Drawing No. **C4-1**  
Date June 2020





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## Revisions

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# GRADING, DRAINAGE & EROSION CONTROL PLAN

## Pavement Expansion

U.S. Forest Service  
Lake City  
Air Tanker Base

Town/City: Lake City  
County: Columbia State: Florida

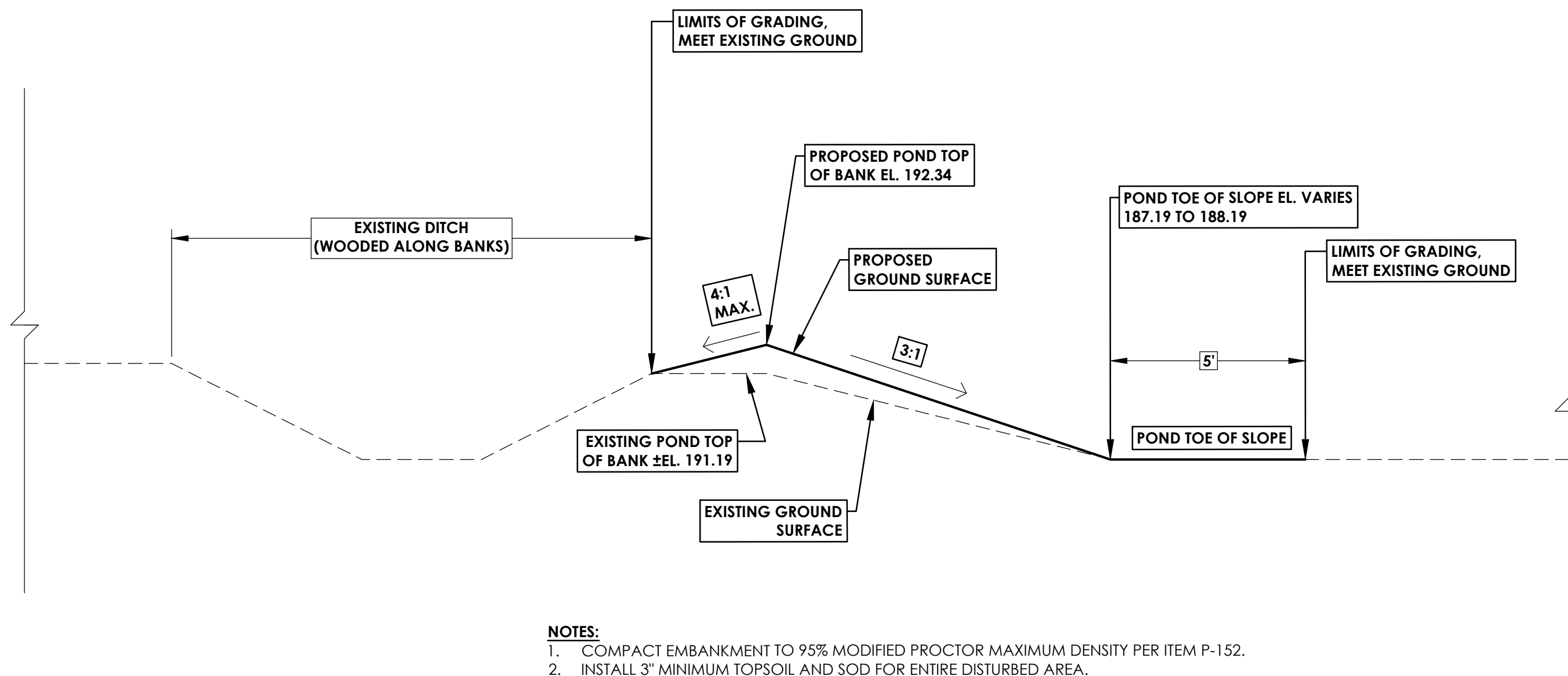
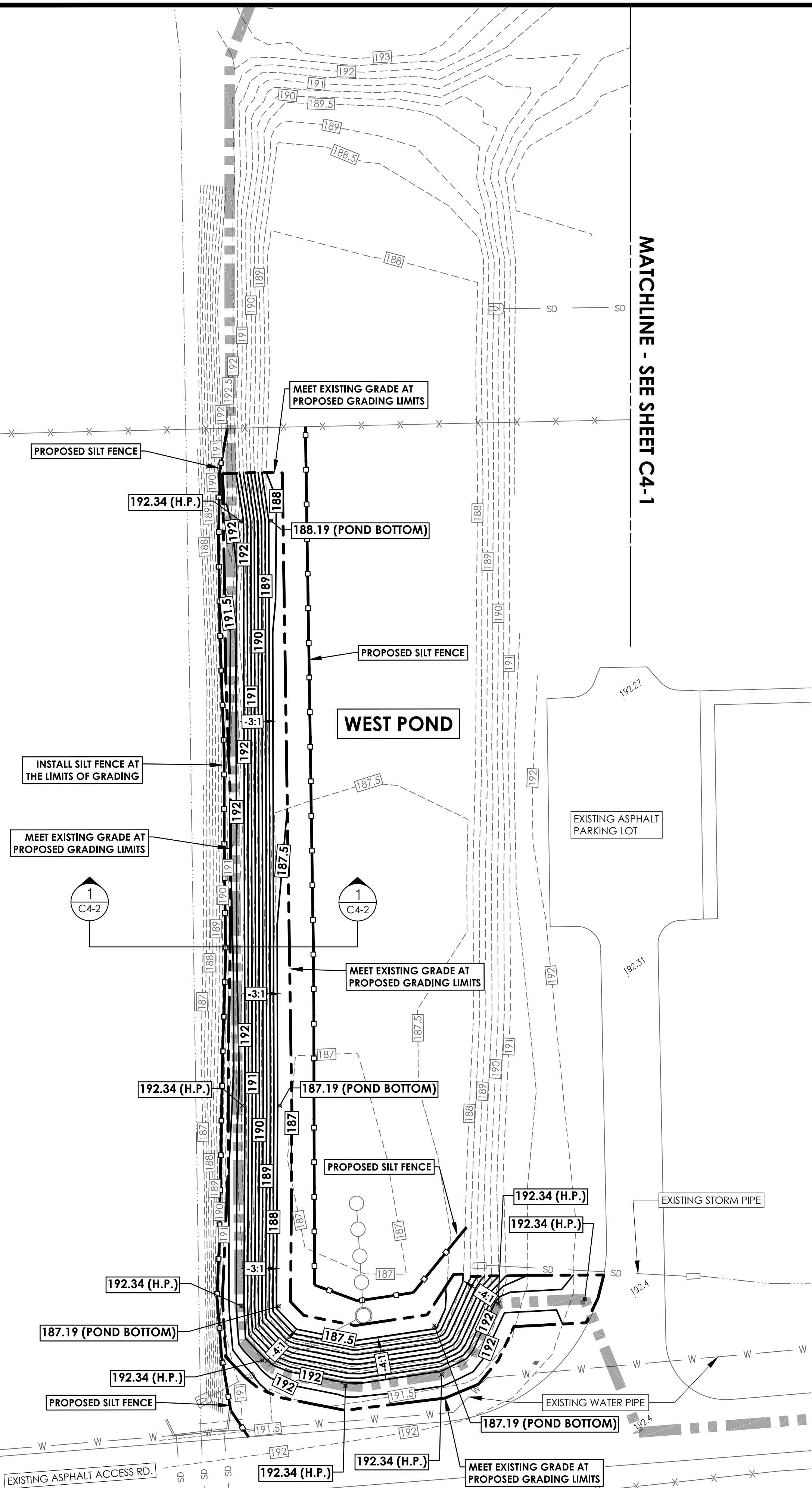
Project No.  
20192861.0001

Drawing No

**C4-2**

Date \_\_\_\_\_

June 2020



## NOTES

1. COMPACT EMBANKMENT TO 95% MODIFIED PROCTOR MAXIMUM DENSITY PER ITEM P-152
2. INSTALL 3" MINIMUM TOPSOIL AND SOD FOR ENTIRE DISTURBED AREA.

WEST POND WESTERN BANK TYPICAL CROSS SECTION

## GRADING & DRAINAGE NOTES

1. USE CAUTION TO PROTECT EXISTING UTILITIES & OTHER FACILITIES TO REMAIN.
2. EXCAVATION NOTES:
  - 2.1. TOPSOIL & GRASS SHALL BE STRIPPED TO ALLOW FOR CONSTRUCTION OF MODIFIED POND BANK. STRIPPED TOPSOIL SHALL BE REINCORPORATED INTO THE PROJECT DURING RESTORATION. THE COST OF STRIPPING SHALL BE INCLUDED UNDER ITEM P-152-4.1 TOPSOIL STRIPPING EXCAVATION.
  - 2.2. ANY EXCESS EXCAVATED MATERIALS SHALL BECOME THE PROPERTY OF THE CONTRACTOR. THE COST OF ALL EXCAVATION NOT SPECIFICALLY INCLUDED ELSEWHERE SHALL BE INCLUDED IN ITEM P-152-4.2 UNCLASSIFIED EXCAVATION.
3. COMPACT EMBANKMENT TO 95% MODIFIED PROCTOR MAXIMUM DENSITY PER ITEM P-152.

## EROSION CONTROL NOTES

1. 3 INCH MIN. TOPSOIL AND SOD TO BE INSTALLED FOR ALL DISTURBED AREAS ASSOCIATED WITH POND MODIFICATIONS.
2. TEMPORARY EROSION CONTROL MEASURES SHALL REMAIN IN PLACE UNTIL TURF IS ESTABLISHED.
3. SEE STORMWATER POLLUTION PREVENTION PLAN DETAILS & DEMOLITION PLAN FOR FURTHER EROSION CONTROL INFORMATION.



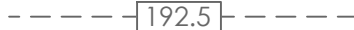






## AS-BUILT SURVEY NOTE

1. CONTRACTOR SHALL PROVIDE AS-BUILT SURVEY OF ENTIRE WEST POND.

## KARST-RELATED GROUND SURFACE FAILURE NOTE

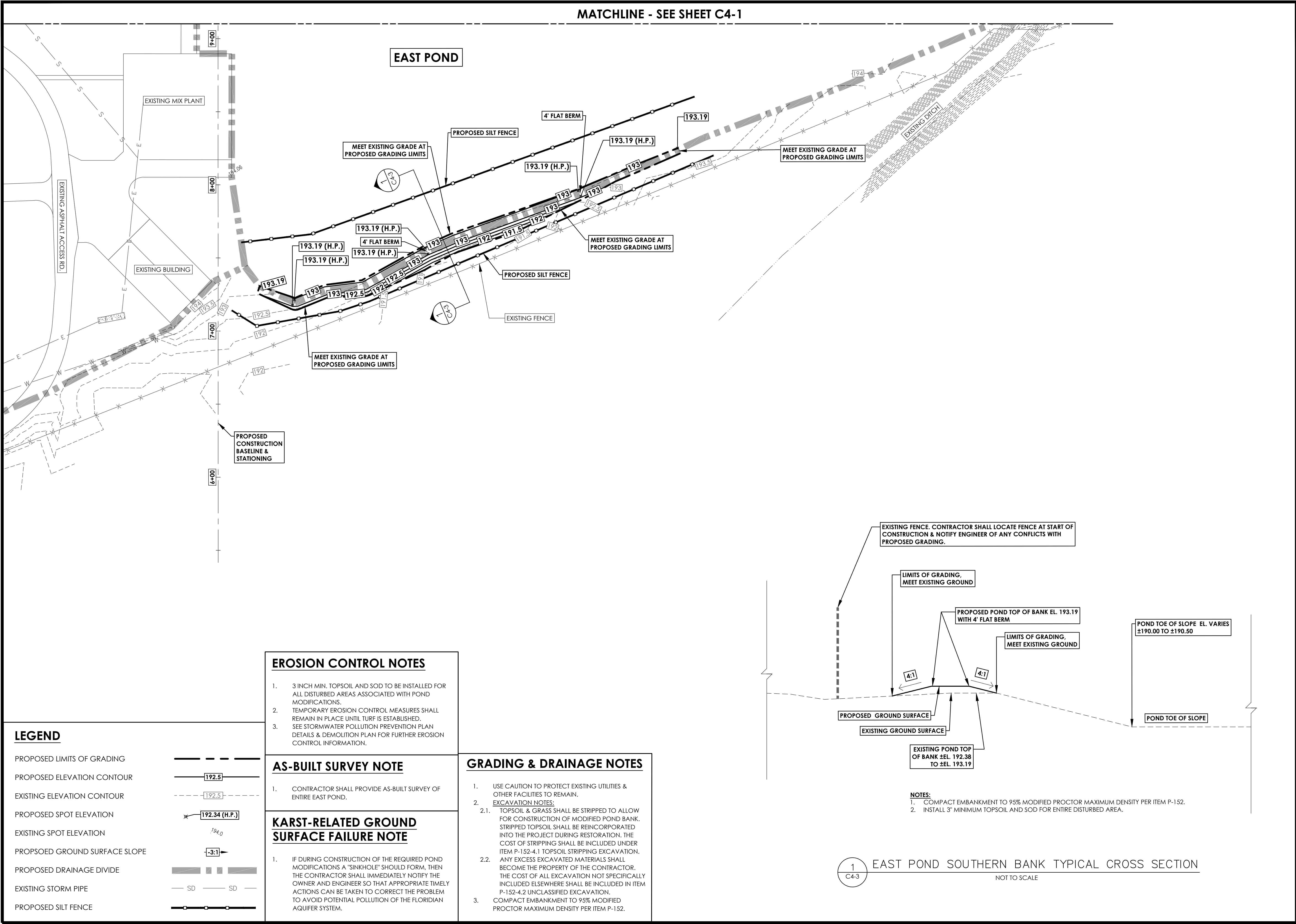
1. IF DURING CONSTRUCTION OF THE REQUIRED POND MODIFICATIONS A "SINKHOLE" SHOULD FORM, THEN THE CONTRACTOR SHALL IMMEDIATELY NOTIFY THE OWNER AND ENGINEER SO THAT APPROPRIATE TIMELY ACTIONS CAN BE TAKEN TO CORRECT THE PROBLEM TO AVOID POTENTIAL POLLUTION OF THE FLORIDIAN AQUIFER SYSTEM.

## LEGEND

PROPOSED LIMITS OF GRADING	
PROPOSED ELEVATION CONTOUR	
EXISTING ELEVATION CONTOUR	
PROPOSED SPOT ELEVATION	
EXISTING SPOT ELEVATION	
PROPOSED GROUND SURFACE SLOPE	
PROPOSED DRAINAGE DIVIDE	
EXISTING STORM PIPE	
PROPOSED SILT FENCE	



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**GRADING, DRAINAGE & EROSION CONTROL PLAN**  
Pavement Expansion  
U.S. Forest Service  
Lake City  
Air Tanker Base  
Town/City: Lake City  
County: Columbia State: Florida

Project No.  
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Drawing No.  
**C4-3**

Date  
June 2020



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## LEGEND

PROPOSED AIRCRAFT PCC PAVEMENT

1  
C3-1



PROPOSED AIRCRAFT ASPHALT PAVEMENT (HEAVY-DUTY/TRANSITION AREAS)

2  
C3-1

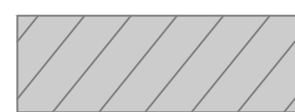


PROPOSED AIRCRAFT ASPHALT PAVEMENT (STANDARD)

3  
C3-1

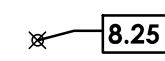


PROPOSED 4" P-401 ASPHALT PAVEMENT ON EXISTING ROCK BASE



## LEGEND

PROPOSED SPOT ELEVATION



EXISTING SPOT ELEVATION



PROPOSED DRAINAGE DIVIDE



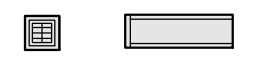
PROPOSED STORM PIPE



EXISTING STORM PIPE

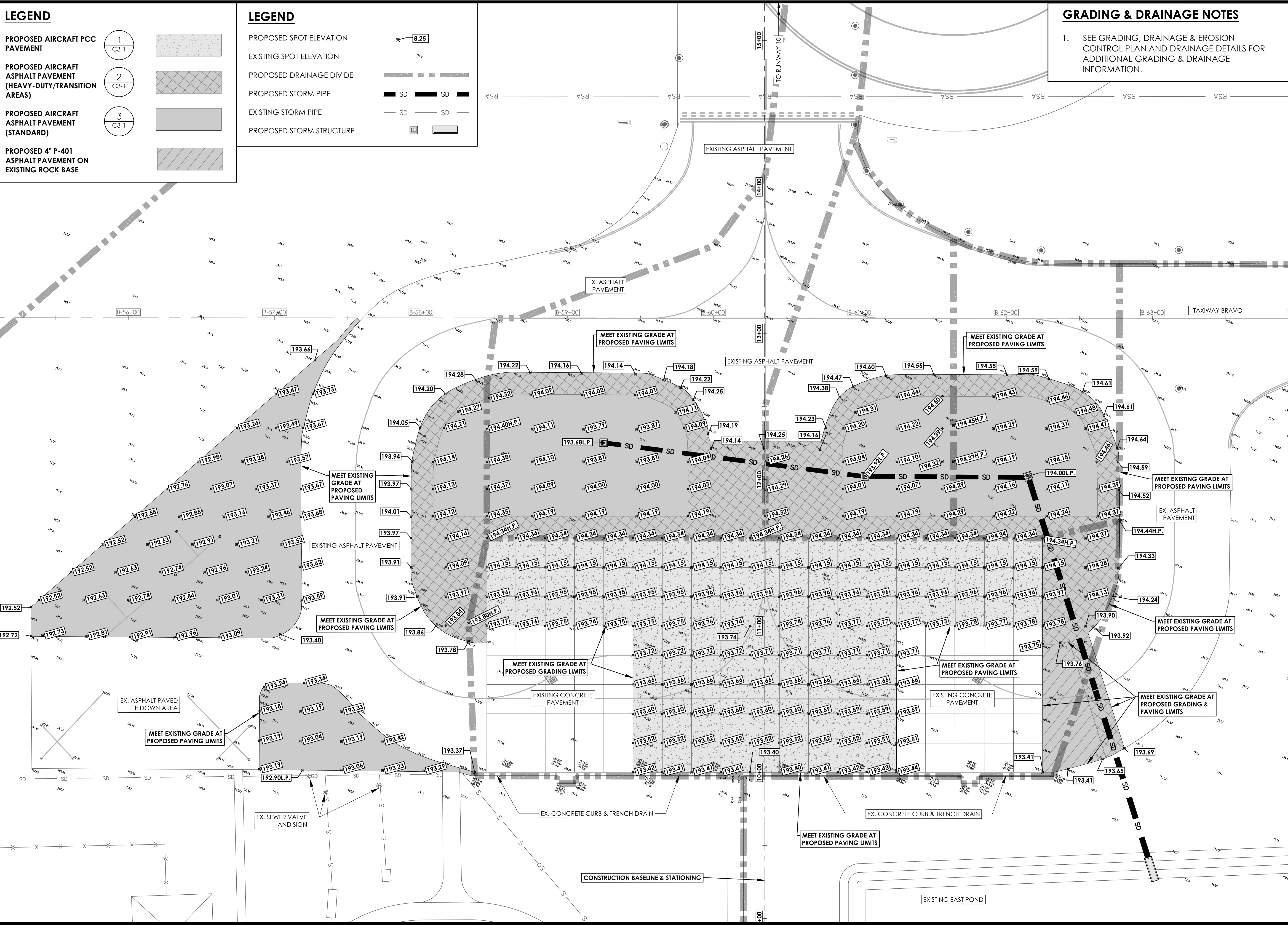


PROPOSED STORM STRUCTURE



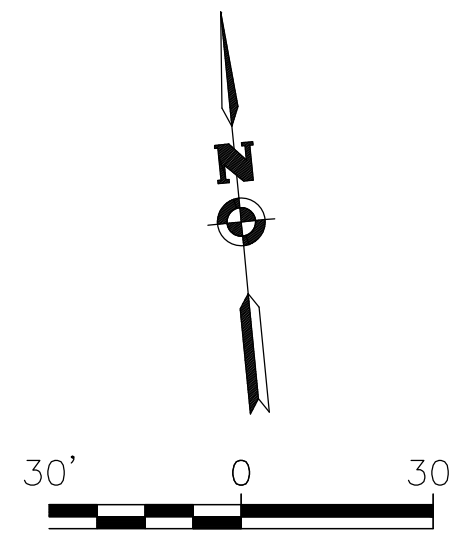
## GRADING & DRAINAGE NOTES

- SEE GRADING, DRAINAGE & EROSION CONTROL PLAN AND DRAINAGE DETAILS FOR ADDITIONAL GRADING & DRAINAGE INFORMATION.



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Designed by Bruce Bradley, EI

## Revisions

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## PAVEMENT ELEVATION PLAN

Pavement Expansion

U.S. Forest Service  
Lake City  
Air Tanker Base

Town/City: Lake City  
County: Columbia State: Florida

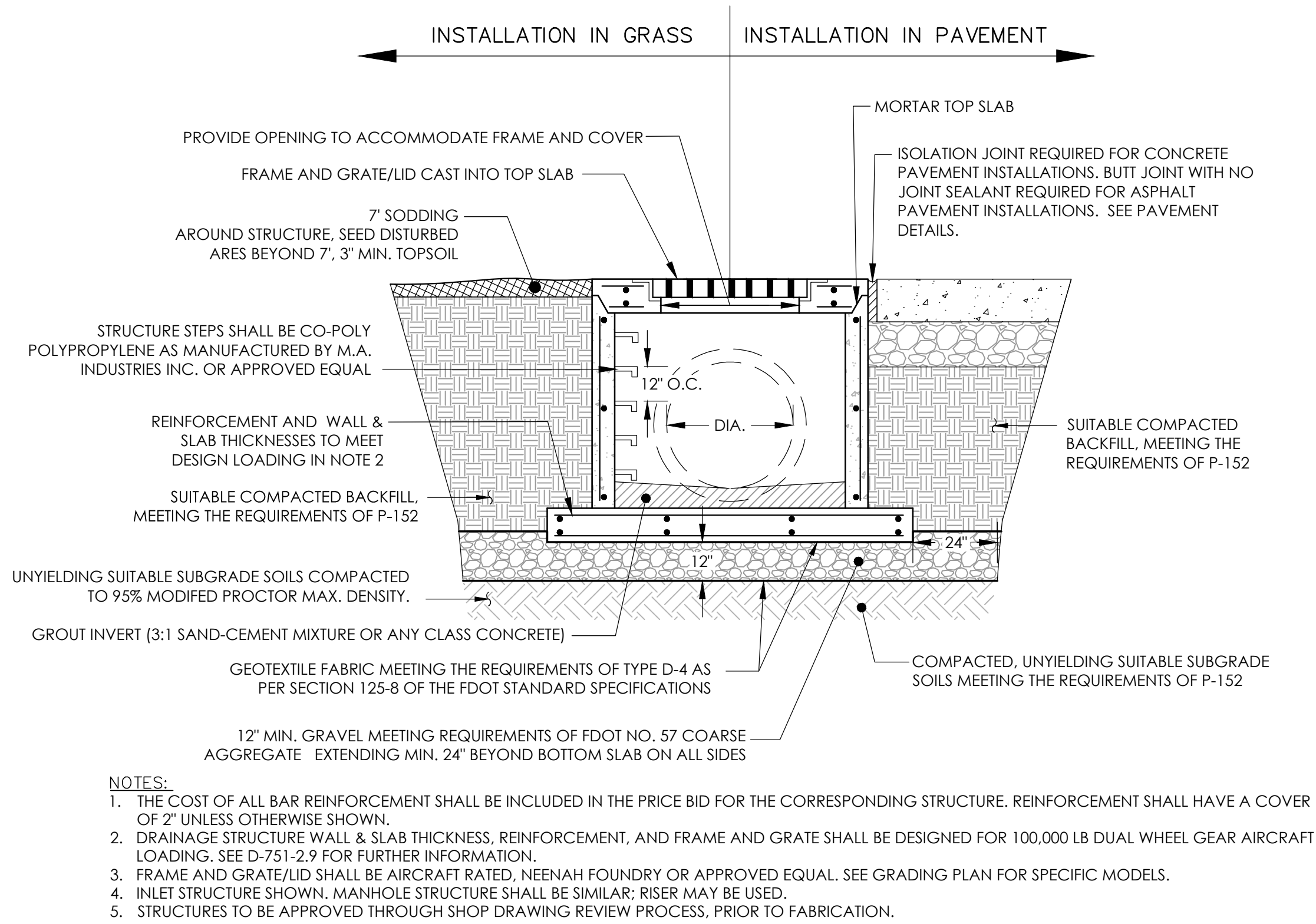
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**C4-4**

Date  
June 2020



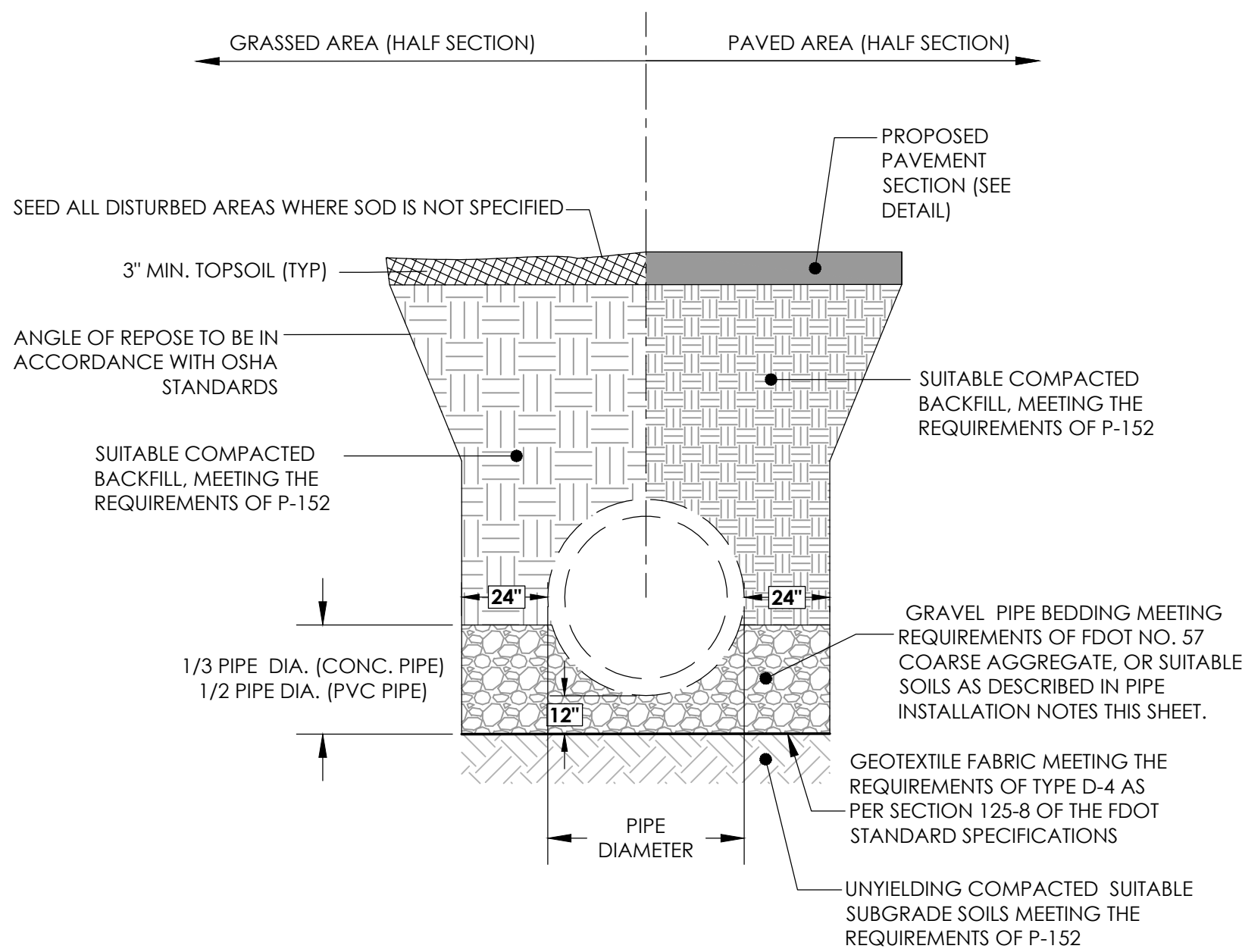
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1  
C4-5

**PROPOSED AIRCRAFT RATED DRAINAGE STRUCTURE DETAIL**

N.T.S.



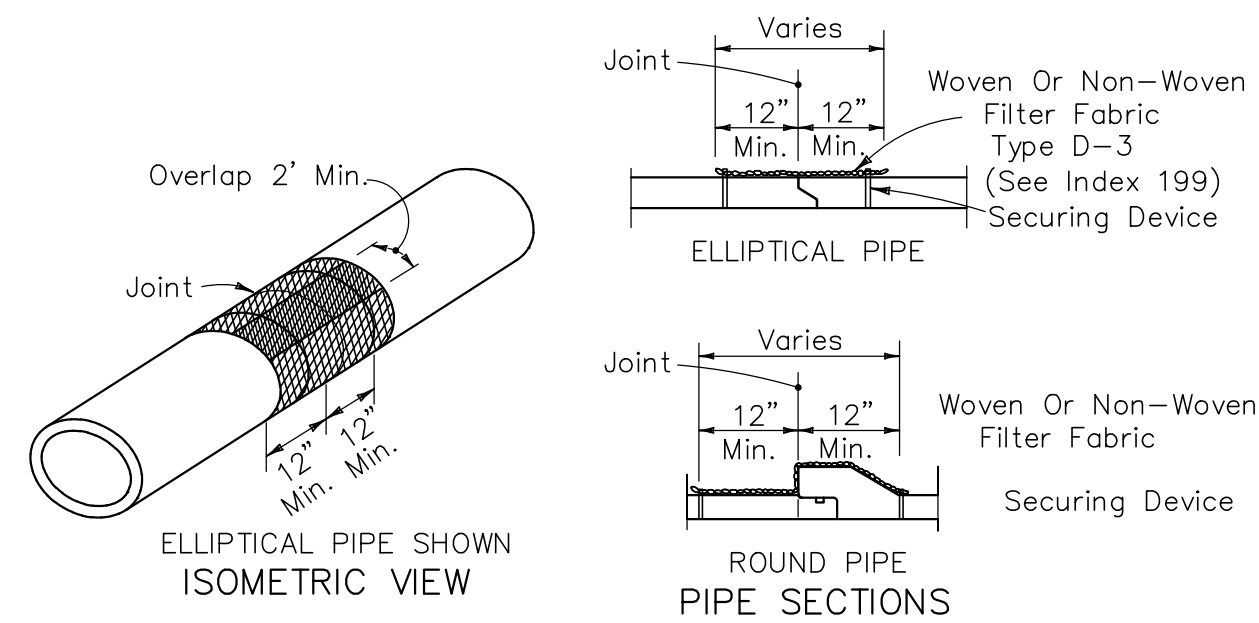
2  
C4-5

**TYPICAL DRAINAGE PIPE INSTALLATION DETAIL**

N.T.S.

**GENERAL NOTES FOR DRAINAGE STRUCTURE & PIPE INSTALLATION:**

1. TRENCH SHALL BE EXCAVATED TO A WIDTH SUFFICIENT TO PERMIT SATISFACTORY JOINING OF PIPE AND THOROUGH TAMPING OF BEDDING MATERIAL.
2. IF UNSUITABLE OR UNYIELDING MATERIAL IS ENCOUNTERED AT PROPOSED DEPTH OF BOTTOM OF PIPE OR STRUCTURE, THEN THE MATERIAL SHALL BE UNDERCUT IN ACCORDANCE WITH PIPE EXCAVATION REQUIREMENTS ITEM D-701.
3. DEWATER EXCAVATED TRENCH AS REQUIRED TO ALLOW FOR PROPER COMPACTION OF SOIL MATERIALS AND PROPER PLACEMENT OF PIPES AND STRUCTURES.
5. PIPE BED SHALL BE SHAPED TO FIT THE PIPE AND SHALL HAVE RECESSES SHAPED TO RECEIVE THE BELL OF BELL AND SPIGOT PIPE, IF APPLICABLE.
6. IF THE EXCAVATED MATERIAL IS UNSUITABLE FOR TRENCH BACKFILL IT SHALL BE REPLACED WITH AASHTO A-1 OR A-3 CLASSIFIED SOIL MATERIAL, OR OTHERWISE AS APPROVED BY THE ENGINEER.



Cost of filter fabric jacket to be included in cost of pipe culverts.

FOR ALL PIPE TYPES - CONCRETE PIPE SHOWN

3  
C4-5

**FILTER FABRIC JACKET**

N.T.S.

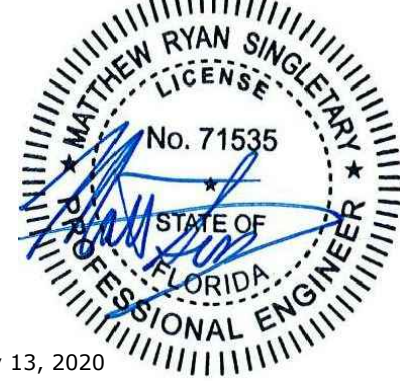


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**DRAINAGE DETAILS**

Pavement Expansion

**U.S. Forest Service**  
**Lake City**  
**Air Tanker Base**

Town/City: Lake City  
County: Columbia      State: Florida

Project No.  
**20192861.0001**

Drawing No.  
**C4-5**

Date  
**June 2020**



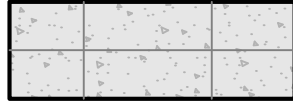
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## PAVEMENT MARKING NOTES

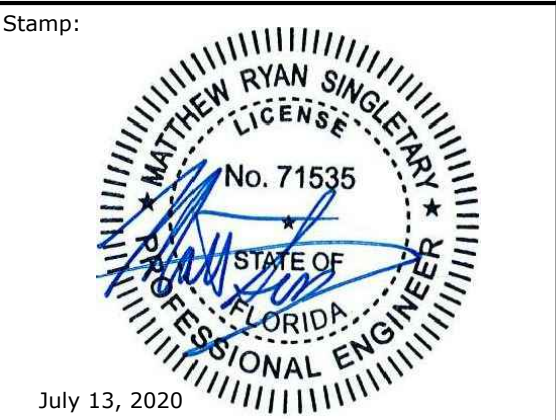
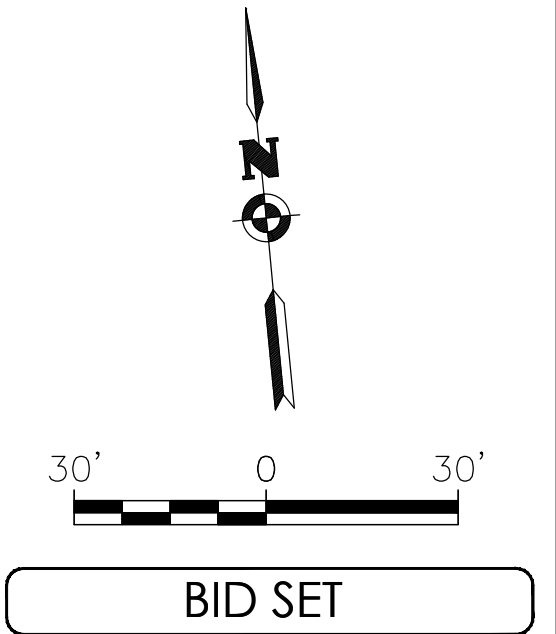
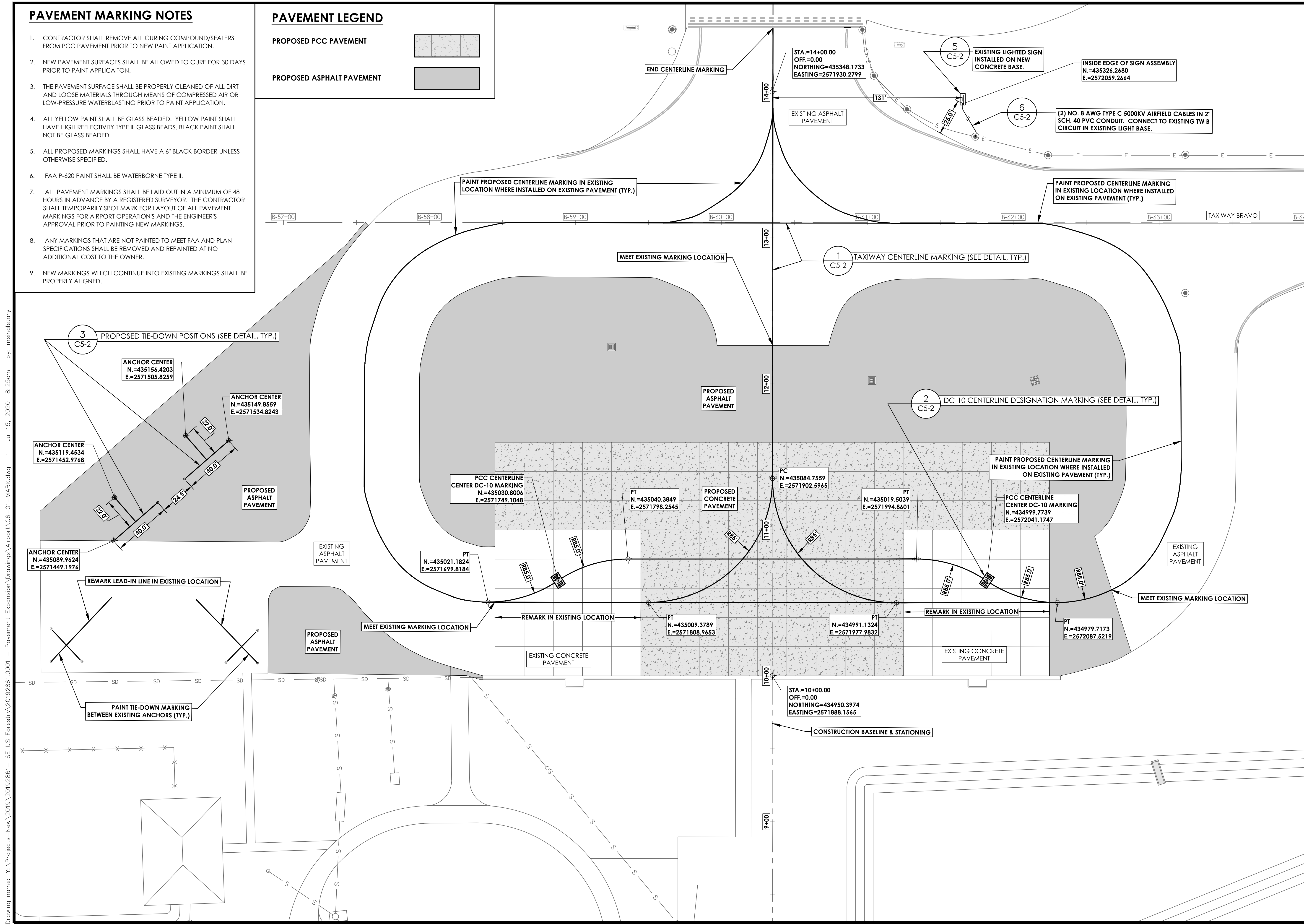
1. CONTRACTOR SHALL REMOVE ALL CURING COMPOUND/SEALERS FROM PCC PAVEMENT PRIOR TO NEW PAINT APPLICATION.
2. NEW PAVEMENT SURFACES SHALL BE ALLOWED TO CURE FOR 30 DAYS PRIOR TO PAINT APPLICATION.
3. THE PAVEMENT SURFACE SHALL BE PROPERLY CLEANED OF ALL DIRT AND LOOSE MATERIALS THROUGH MEANS OF COMPRESSED AIR OR LOW-PRESSURE WATERBLASTING PRIOR TO PAINT APPLICATION.
4. ALL YELLOW PAINT SHALL BE GLASS BEADED. YELLOW PAINT SHALL HAVE HIGH REFLECTIVITY TYPE III GLASS BEADS. BLACK PAINT SHALL NOT BE GLASS BEADED.
5. ALL PROPOSED MARKINGS SHALL HAVE A 6" BLACK BORDER UNLESS OTHERWISE SPECIFIED.
6. FAA P-620 PAINT SHALL BE WATERBORNE TYPE II.
7. ALL PAVEMENT MARKINGS SHALL BE LAID OUT IN A MINIMUM OF 48 HOURS IN ADVANCE BY A REGISTERED SURVEYOR. THE CONTRACTOR SHALL TEMPORARILY SPOT MARK FOR LAYOUT OF ALL PAVEMENT MARKINGS FOR AIRPORT OPERATIONS AND THE ENGINEER'S APPROVAL PRIOR TO PAINTING NEW MARKINGS.
8. ANY MARKINGS THAT ARE NOT PAINTED TO MEET FAA AND PLAN SPECIFICATIONS SHALL BE REMOVED AND REPAINTED AT NO ADDITIONAL COST TO THE OWNER.
9. NEW MARKINGS WHICH CONTINUE INTO EXISTING MARKINGS SHALL BE PROPERLY ALIGNED.

## PAVEMENT LEGEND

PROPOSED PCC PAVEMENT



PROPOSED ASPHALT PAVEMENT



Client:  
**U.S. Forest Service**



**Air Tanker Base at LCQ**  
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## PAVEMENT MARKING, LIGHTING & SIGNAGE PLAN

Pavement Expansion

U.S. Forest Service  
Lake City  
Air Tanker Base

Town/City: Lake City  
County: Columbia State: Florida

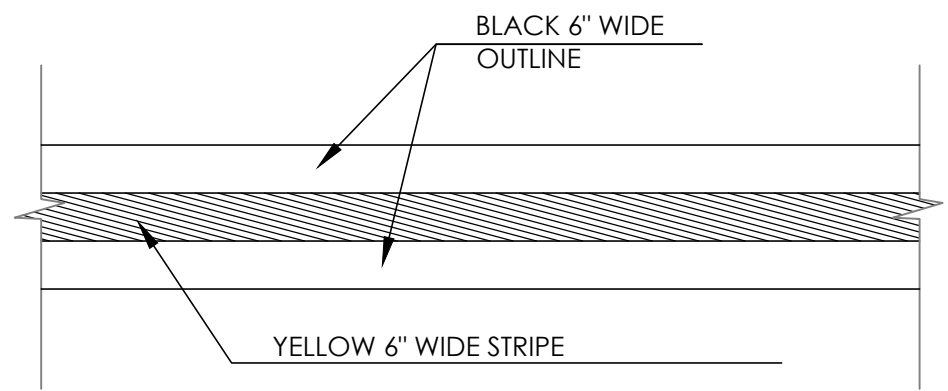
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Drawing No.  
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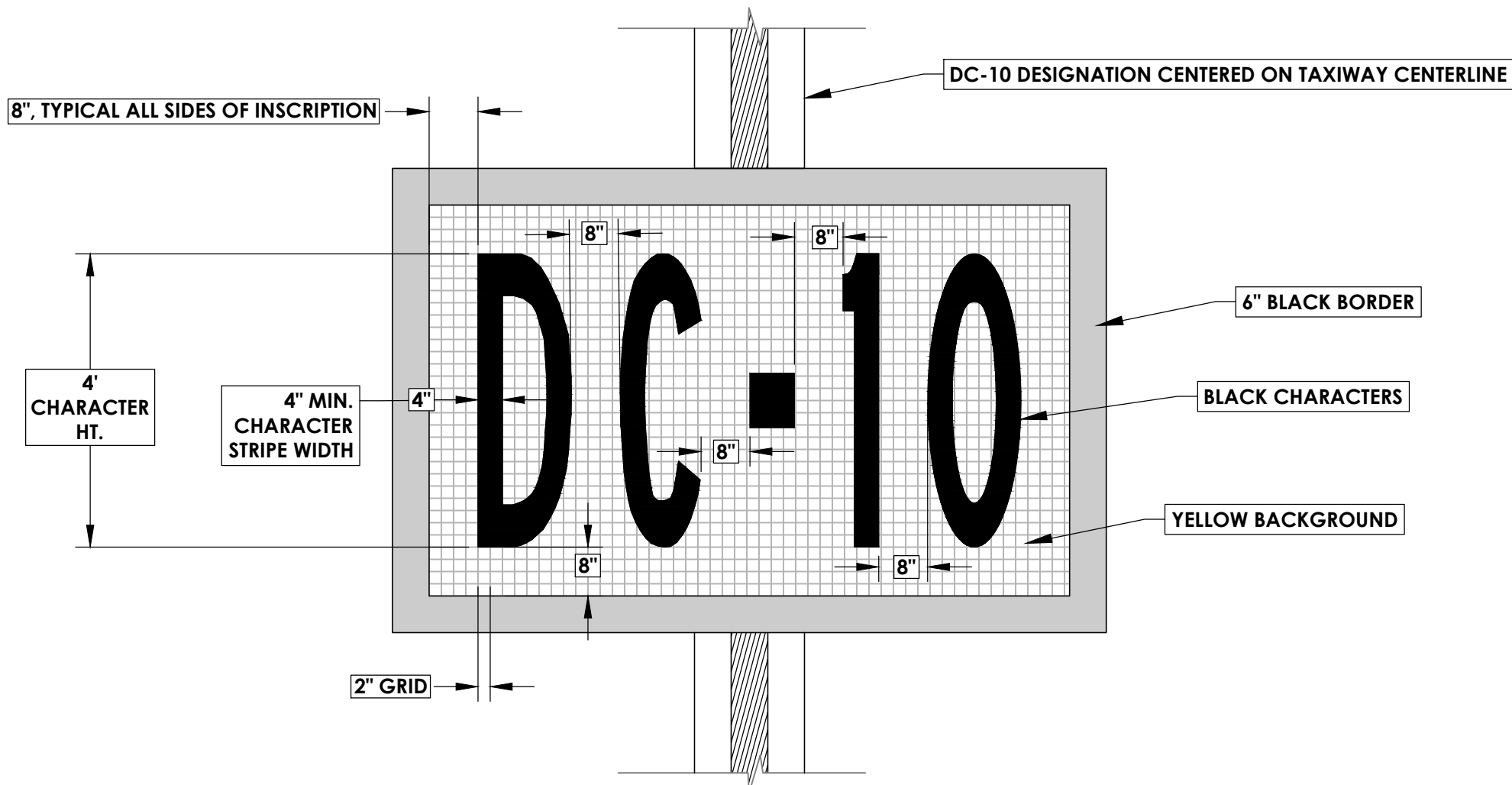
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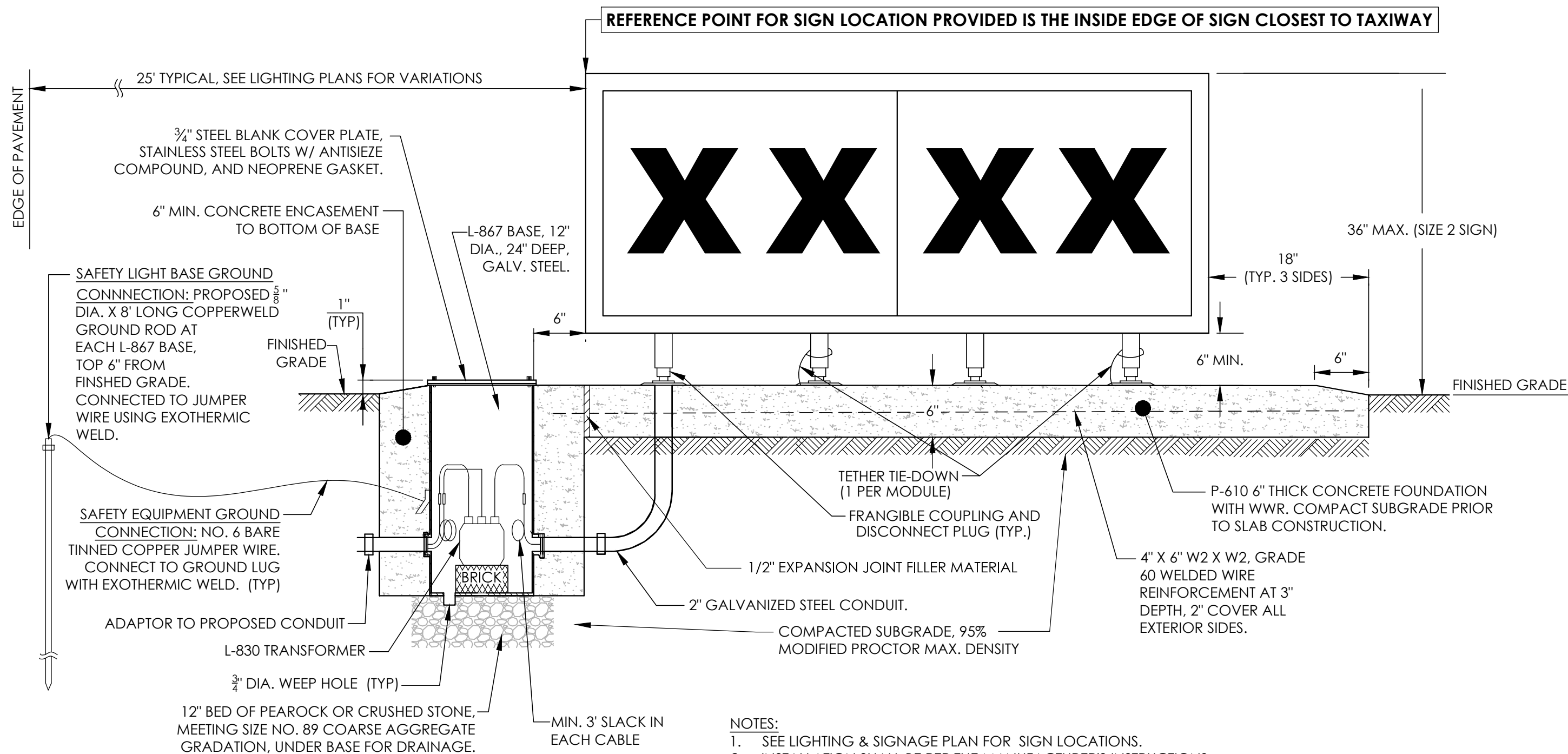


1 TAXIWAY/TAXILANE CENTERLINE MARKING DETAIL  
C5-2 NOT TO SCALE



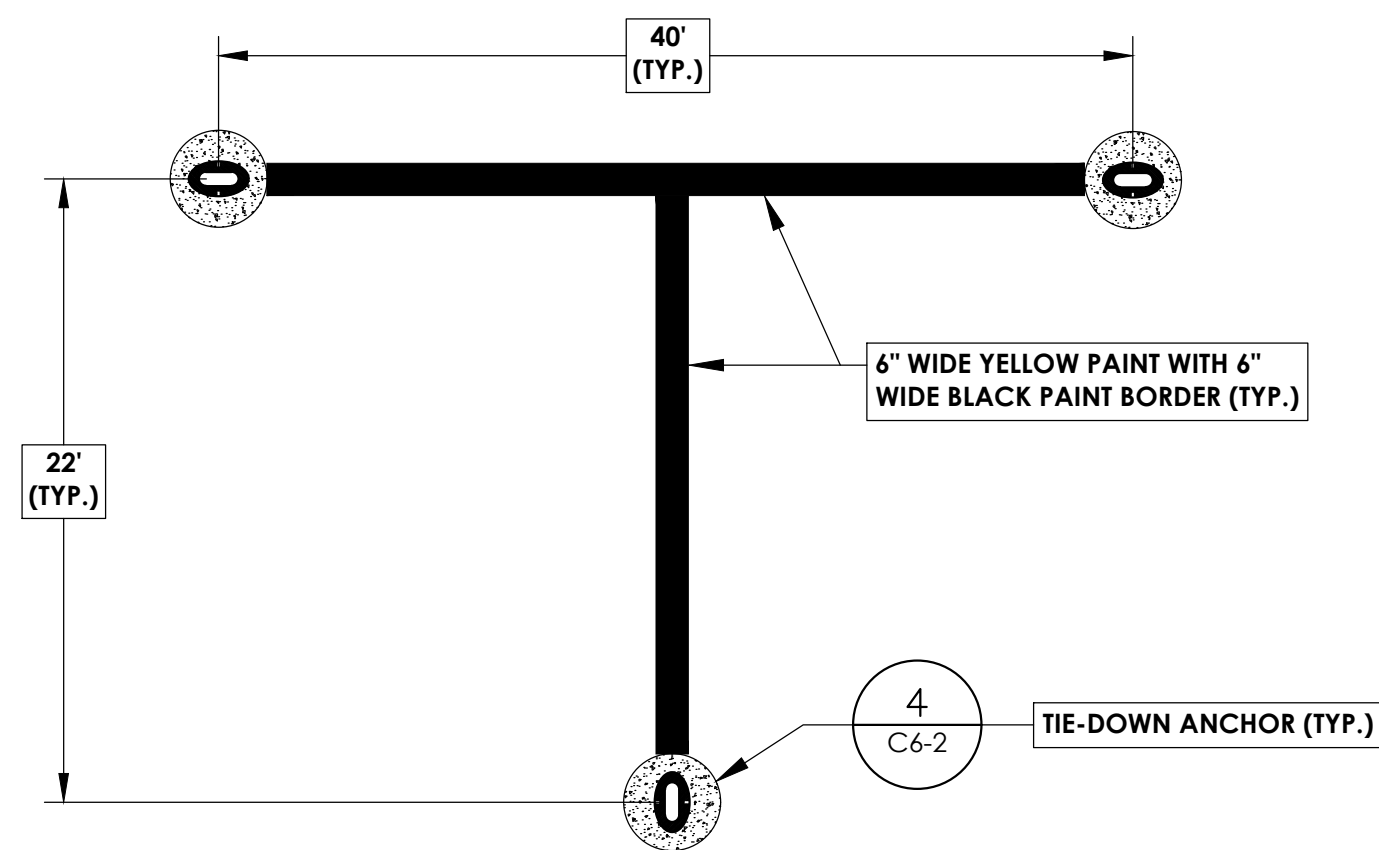
- NOTES:
- THIS WORK SHALL MEET THE REQUIREMENTS OF TECHNICAL SPECIFICATION ITEM P-620. PAINT SHALL BE WATERBORNE TYPE II. YELLOW PAINT SHALL RECEIVE TYPE 3 REFLECTIVE GLASS BEADS. BLACK PAINT SHALL NOT BE BEADED.
  - THE CONTRACTOR SHALL COORDINATE LAYOUT OF MARKINGS WITH THE ENGINEER AND OWNER PRIOR TO BEGINNING THE WORK.

2 DC-10 CENTERLINE DESIGNATION MARKING DETAIL  
C5-2 NOT TO SCALE

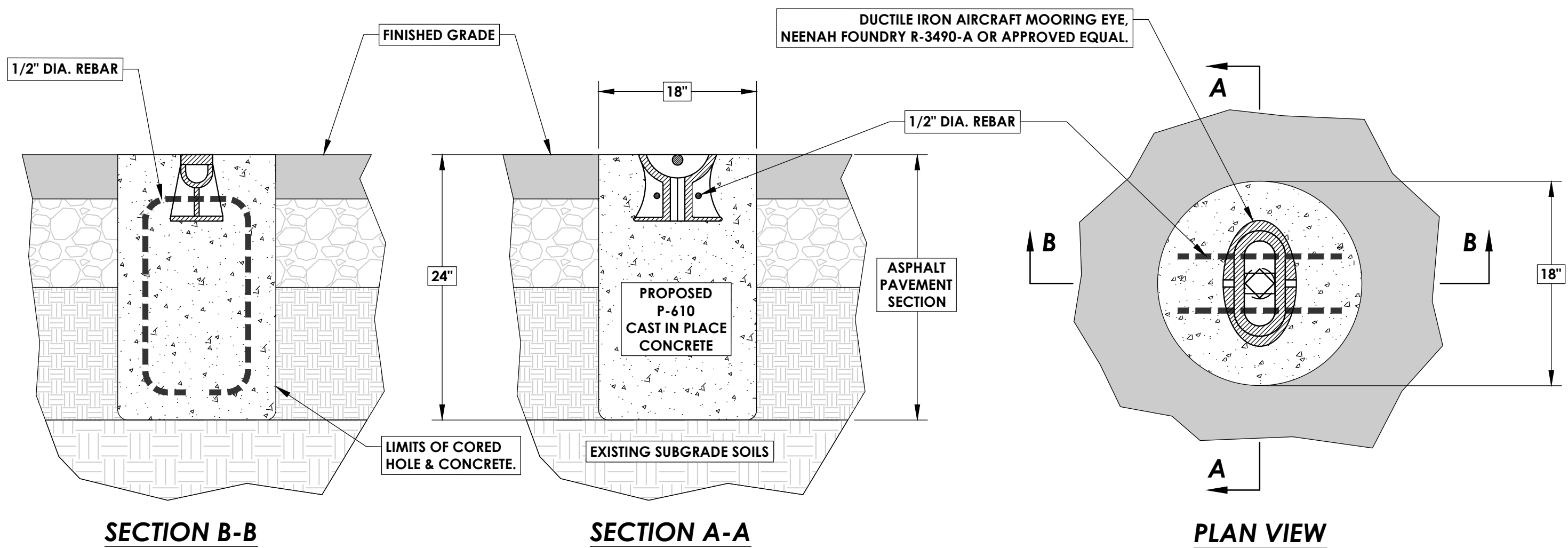


- NOTES:
- SEE LIGHTING & SIGNAGE PLAN FOR SIGN LOCATIONS.
  - INSTALLATION SHALL BE PER THE MANUFACTURER'S INSTRUCTIONS.
  - APPLY ANTI-SIZE COMPOUND TO ALL SCREWS, NUTS AND COUPLING THREADS.

5 L-858 LIGHTED SIGN & BASE  
C5-2 NOT TO SCALE

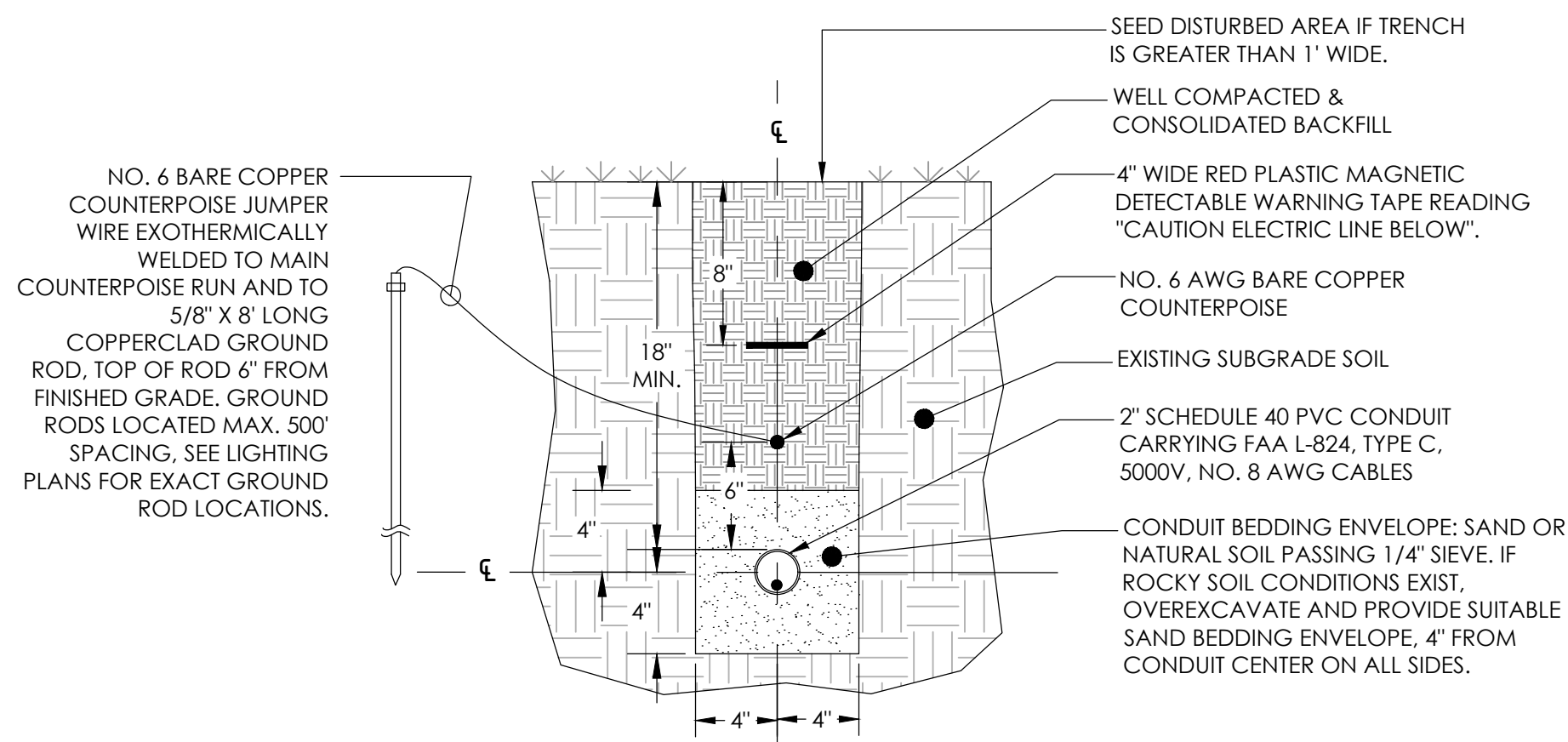


3 TIE-DOWN POSITION DETAIL  
C5-2 NOT TO SCALE



- NOTES:
- CORE DRILL PAVEMENT TO INSTALL TIE-DOWNS, WHERE LOCATED WITHIN EXISTING PAVEMENT.
  - PROVIDE MIN. 2\"/>

4 TIE-DOWN ANCHOR DETAIL  
C5-2 NOT TO SCALE



- NOTES:
- CONDUITS SHALL CROWN HALFWAY BETWEEN BASE CANS AND SLOPE TOWARDS BASE CANS AT A SLOPE OF 0.25% (3\"/>

6 PROPOSED TYPICAL CONDUIT TRENCHING IN GRASS DETAIL  
C5-2 (COUNTERPOISE IN SAME TRENCH)  
NOT TO SCALE



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PAVEMENT  
MARKING,  
LIGHTING &  
SIGNAGE  
DETAILS  
Pavement Expansion

U.S. Forest Service  
Lake City  
Air Tanker Base

Town/City: Lake City  
County: Columbia State: Florida

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Date  
June 2020

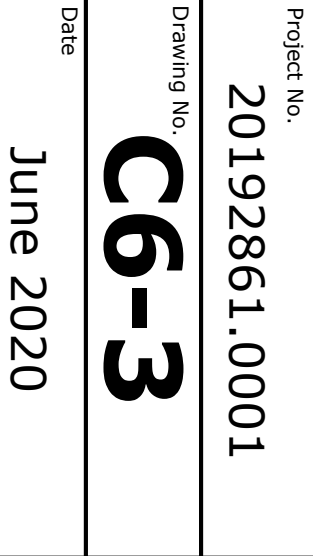
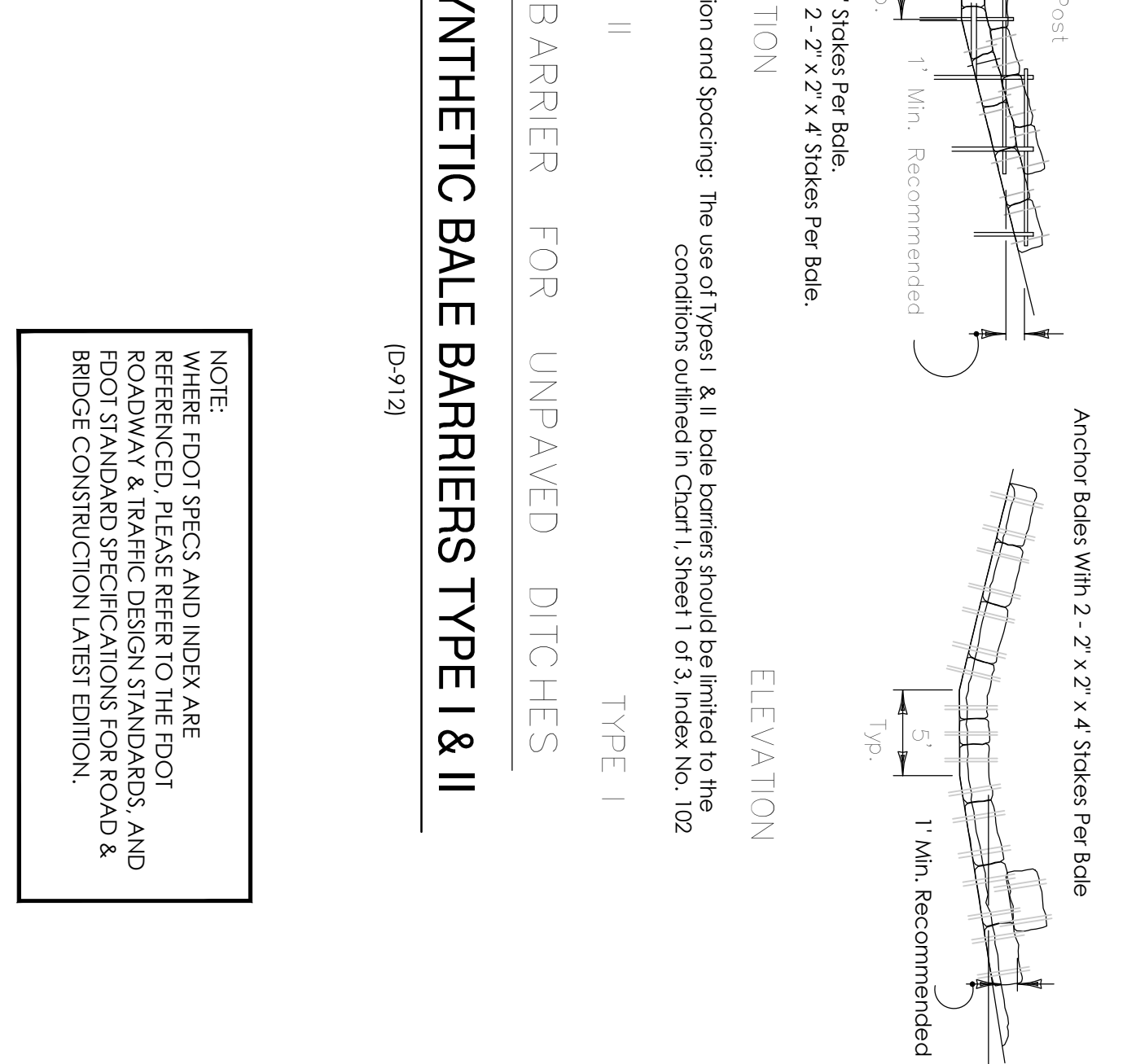
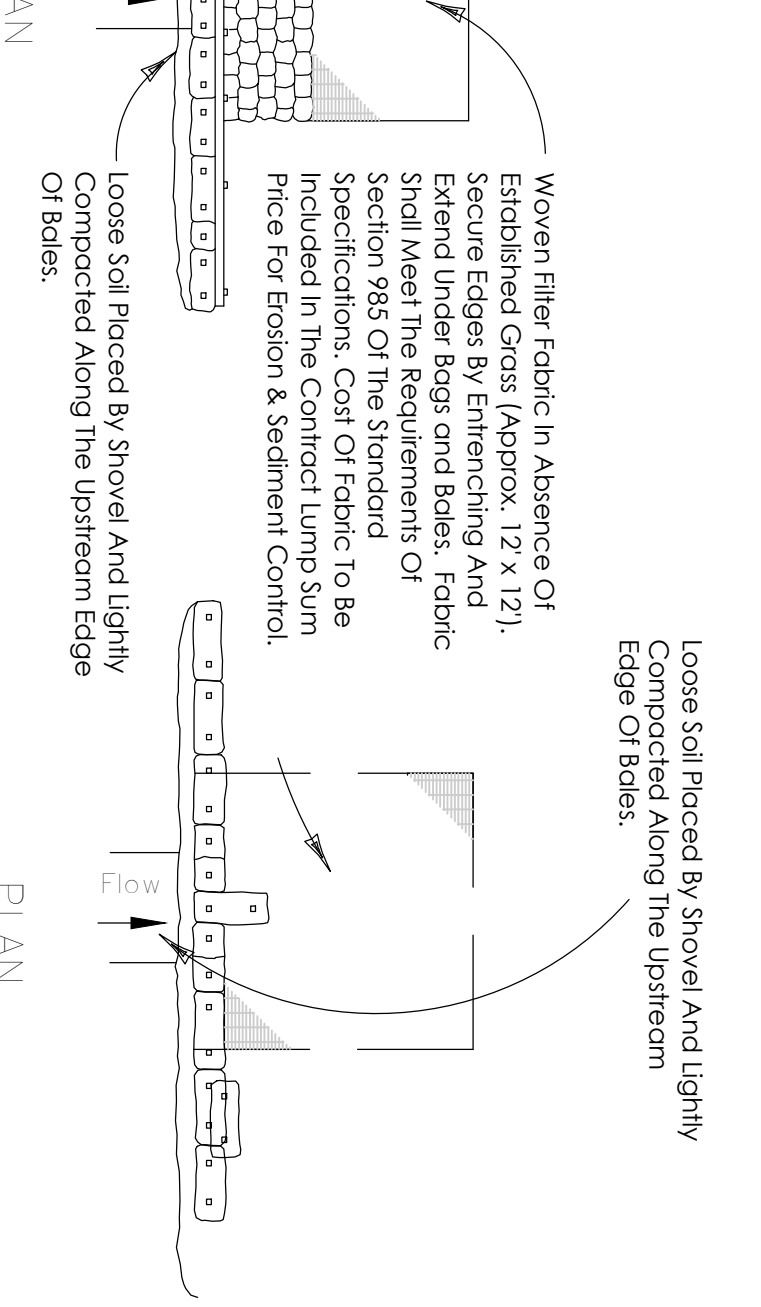
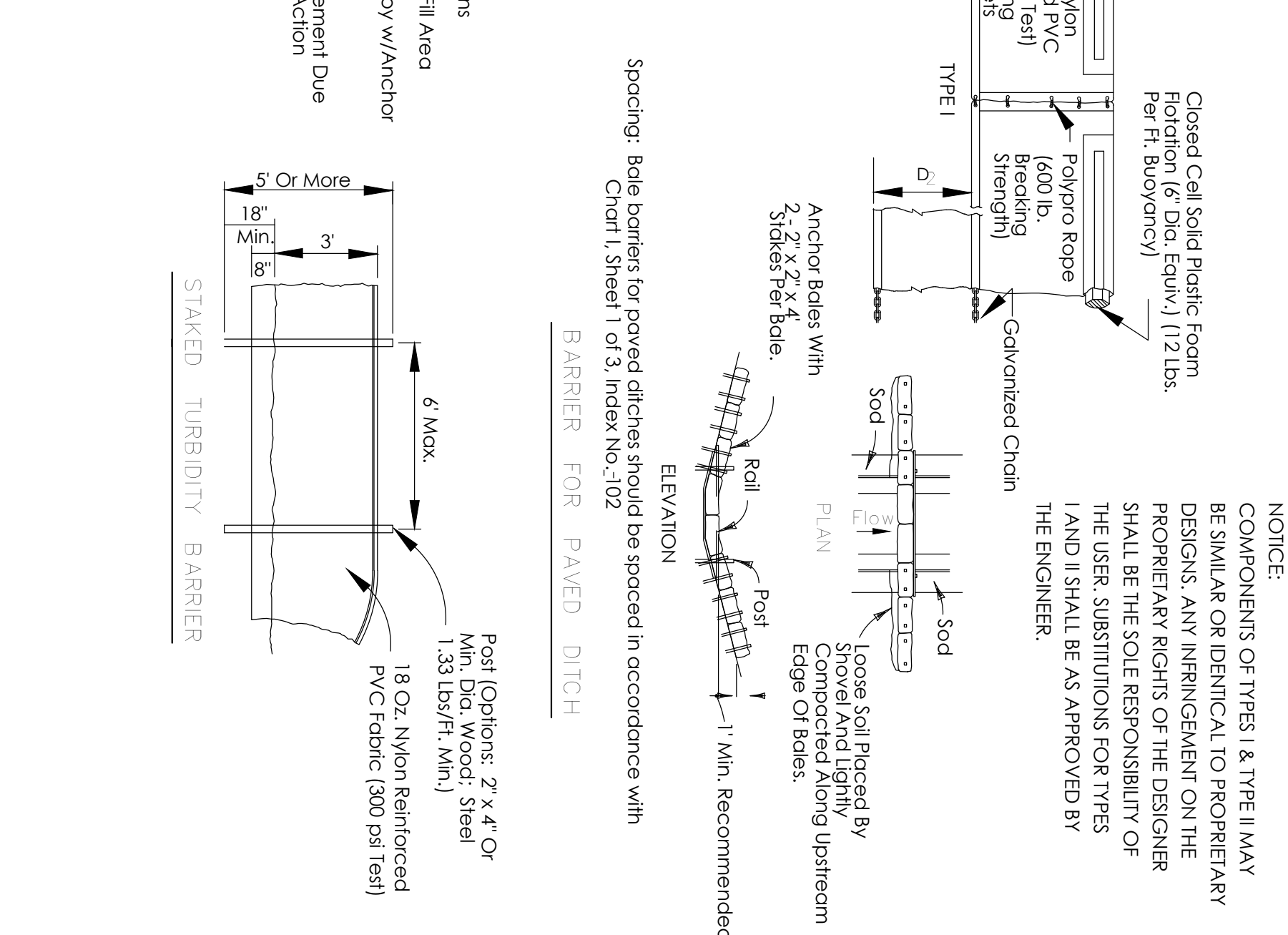














PROJECT:  
  
STORM WATER POLLUTION PREVENTION PLAN  
INSPECTION AND MAINTENANCE REPORT FORM  
  
TO BE COMPLETED EVERY 7 DAYS AND WITHIN 24 HOURS OF  
A RAINFALL EVENT OF 0.50 INCHES OR MORE

INSPECTOR: \_\_\_\_\_ DATE: \_\_\_\_\_  
  
INSPECTOR'S QUALIFICATIONS: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

DAYS SINCE LAST RAINFALL: \_\_\_\_\_ AMOUNT OF LAST RAINFALL \_\_\_\_\_ INCHES

STABILIZATION MEASURES

INSPECTION AREA (DESCRIPTION OF LOCATION)	DATE SINCE LAST DISTURBED	DATE OF NEXT DISTURBANCE	STABILIZED ? (YES/NO)	STABILIZED WITH	CONDITION

STABILIZATION REQUIRED: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

TO BE PERFORMED BY: \_\_\_\_\_ ON OR BEFORE: \_\_\_\_\_

PAGE 1 OF 4

PROJECT:  
  
STORM WATER POLLUTION PREVENTION PLAN  
INSPECTION AND MAINTENANCE REPORT FORM  
  
STRUCTURAL CONTROLS  
  
DATE: \_\_\_\_\_

EARTH DIKES/SWALES

DIKE OR SWALE	FROM	TO	IS DIKE/SWALE STABILIZED ?	IS THERE EVIDENCE OF WASHOUT OR OVERTOPPING

MAINTENANCE REQUIRED FOR EARTH DIKE/SWALE: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

TO BE PERFORMED BY: \_\_\_\_\_ ON OR BEFORE: \_\_\_\_\_

CATCH BASIN/CURB INLET/OUTFALL TURBIDITY CONTROLS

STRUCTURE/ OUTFALL	ARE TURBIDITY CONTROLS IN PLACE	ANY EVIDENCE OF CLOGGING/WASHOUT OR BYPASSING ?	ARE TURBIDITY CONTROLS IN NEED OF REPLACING	DOES SILT NEED TO BE REMOVED FROM AROUND CONTROL

MAINTENANCE REQUIRED FOR CATCH BASIN/CURB INLETS/OUTFALLS TURBIDITY CONTROLS: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

TO BE PERFORMED BY: \_\_\_\_\_ ON OR BEFORE: \_\_\_\_\_

PAGE 2 OF 4

PROJECT:  
  
STORM WATER POLLUTION PREVENTION PLAN  
INSPECTION AND MAINTENANCE REPORT FORM  
  
SEDIMENT BASIN

DEPTH OF SEDIMENT IN BASIN	DEPTH OF SEDIMENT SIDE BASIN	ANY EVIDENCE OF OVERTOPPING OF THE EMBANKMENT ?	CONDITION OF OUTFALL FROM SEDIMENT BASIN

MAINTENANCE REQUIRED FOR SEDIMENT BASIN: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

TO BE PERFORMED BY: \_\_\_\_\_ ON OR BEFORE: \_\_\_\_\_

OTHER CONTROLS

STABILIZED CONSTRUCTION ENTRANCE

DOES MUCH SEDIMENT GET TRACKED ON TO ROAD ?	IS THE GRAVEL CLEAN OR IS IT FILLED WITH SEDIMENT?	DOES ALL TRAFFIC USE THE STABILIZED ENTRANCE TO LEAVE THE SITE ?	IS THE CULVERT BENEATH THE ENTRANCE WORKING? (IF APPLICABLE)

MAINTENANCE REQUIRED FOR STABILIZED CONSTRUCTION ENTRANCE: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

TO BE PERFORMED BY: \_\_\_\_\_ ON OR BEFORE: \_\_\_\_\_

PAGE 3 OF 4

PROJECT:  
  
STORM WATER POLLUTION PREVENTION PLAN  
INSPECTION AND MAINTENANCE REPORT FORM

CHANGES REQUIRED TO THE POLLUTION PREVENTION PLAN:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

REASONS FOR CHANGES:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

I CERTIFY UNDER PENALTY OF LAW THAT THIS DOCUMENT AND ALL ATTACHMENTS WERE PREPARED UNDER MY DIRECTION OR SUPERVISION IN ACCORDANCE WITH A SYSTEM DESIGNED TO ASSURE THAT QUALIFIED PERSONNEL PROPERLY GATHERED AND EVALUATED THE INFORMATION SUBMITTED, BASED ON MY INQUIRY OF THE PERSON OR PERSONS WHO MANAGE THE SYSTEM, OR THOSE PERSONS DIRECTLY RESPONSIBLE FOR GATHERING THE INFORMATION, THE INFORMATION SUBMITTED IS TO THE BEST OF MY KNOWLEDGE AND BELIEF TRUE, ACCURATE, AND COMPLETE. I AM AWARE THAT THERE ARE SIGNIFICANT PENALTIES FOR SUBMITTING FALSE INFORMATION, INCLUDING THE POSSIBILITY OF FINE AND IMPRISONMENT FOR KNOWING VIOLATIONS.

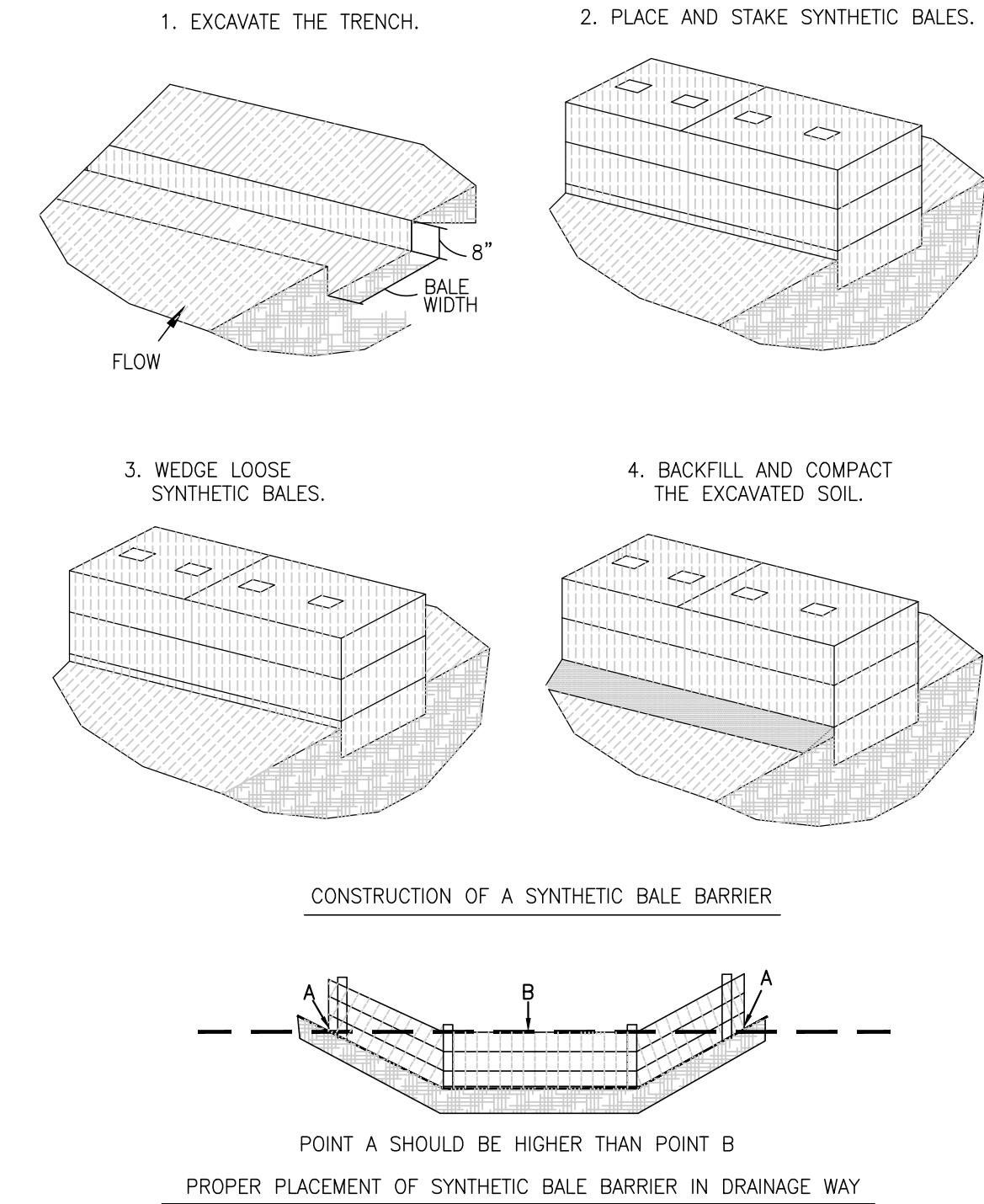
SIGNATURE: \_\_\_\_\_

DATE: \_\_\_\_\_

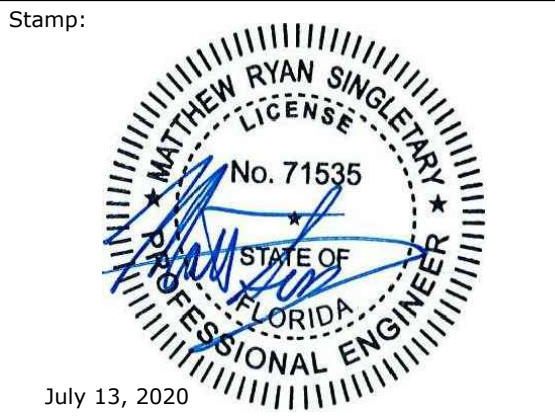
PAGE 4 OF 4

NOTE TO CONTRACTOR:

THIS IS THE CONTRACTOR'S CERTIFICATION REQUIRED BY THE EPA'S NATIONAL POLLUTION DISCHARGE ELIMINATION SYSTEM (NPDES), STORM WATER POLLUTION PREVENTION PLAN FOR CONSTRUCTION SITES OVER 5 ACRES. THIS CERTIFICATION MUST BE COMPLETED WEEKLY AND AFTER EVERY RAINFALL EVENT OVER 0.50 INCHES. IT IS SUGGESTED THAT THIS SHEET BE REMOVED FROM THE PLAN SET AND DUPLICATED AS NEEDED BY THE CONTRACTOR.



BID SET



Client:

**U.S. Forest Service**

**FOREST SERVICE**  
**U S**  
**DEPARTMENT OF AGRICULTURE**

**Air Tanker Base at LCQ**  
**475 SE County Rd. 245**  
**Lake City, Florida 32025**

**Passero Associates**  
4730 Casa Cola Way, Suite 200 Phone: (904) 757-6106  
Saint Augustine, FL 32095 www.passero.com  
Certificate of Authorization # 3428

Project Manager Matt Singletary, P.E.  
Designed by Bruce Bradley, E.I.  
Designed by

Revisions				
No.	Date	By	Description	

UNAUTHORIZED USE OF THIS DRAWING IS IN VIOLATION OF FLORIDA ADMINISTRATIVE CODE 61G19-27.001 AND FLORIDA STATUTE 471.033(1). THESE PLANS ARE COPYRIGHT PROTECTED ©

**STORMWATER  
POLLUTION  
PREVENTION  
PLAN**

Pavement Expansion

U.S. Forest Service  
Lake City  
Air Tanker Base

Town/City: Lake City  
County: Columbia State: Florida

Project No.  
20192861.0001

Drawing No.  
**C6-4**

Date  
June 2020

**File Attachments for Item:**

11. Discussion and Possible Action - Appeal by Brad Dicks agent for D D of North Florida Inc, of Planning and Zoning Board's decision to deny the rezoning of four (4) parcels of land located on the undeveloped SE Dade Street between SE Church Avenue and SE McCray Avenue considered by Planning and Zoning Board application Z 21-05. (Dave Young)

Meeting Date
<b>August 16, 2021</b>

# *City of Lake City*

## *Report to Council*

AGENDA	
Section	
Item No.	

**SUBJECT: DD of North Florida Inc**

**DEPT. / OFFICE: GROWTH MANAGEMENT**

<b>Originator: David C. Young, CBO</b>		
<b>City Manager</b>  Ami Fields	<b>Department Director</b>  DAVID YOUNG	<b>Date</b>  08/04/21
<b>Recommended Action:</b> Review of Planning and Zoning Board's decision to deny the Re-Zoning of the four (4) parcels of land located on the undeveloped SE Dade Street between SE Church Avenue and SE McCray Avenue		
<b>Summary Explanation &amp; Background:</b> <p>DD of North Florida, Inc. (Brad Dicks as Owner Agent) submitted a request for rezoning of the four (4) parcels of land (13316-002, 13315-100, 13316-000 &amp; 13319-000) located on the undeveloped SE Dade Street between SE McCray Avenue and SE Church Avenue for the placement of a single duplex on each parcel. The Planning and Zoning Board reviewed the application and listened to applicants request and development plans and then listened to several concerned area residents. The Planning and Zoning Board took all input and discussed this among the board members. Their decision was to deny the application for rezoning these four (4) parcels from Residential, Single Family – 3 (RSF-#) to Residential, Multifamily – 1(RMF-1) due to creating an island of a different zoning type within the RSF-3 zoning district. The Planning and Zoning Board also voiced concerns about water and sewage availability (the attached Staff analysis did show that water and sewage was available and the current line sizes would handle the added loads).</p>		
<b>Alternatives:</b> Overturn the Planning and Zoning Board decision and allow for the rezoning to be allowed as requested or uphold the Planning and Zoning Board decision to deny this rezoning application.		
<b>Source of Funds:</b> There would be no city funds spent		
<b>Financial Impact:</b> The property is not developed and the tax base is not increased by the development		
<b>Exhibits Attached:</b> Rezoning Application of DD of North Florida, Inc. (Brad Dicks as Owner Agent), Minutes form the July 14, 2021 Planning and Zoning Meeting		





**GROWTH MANAGEMENT**  
 205 North Marion Ave  
 Lake City, Florida 32055  
 Telephone (386) 719-5750  
 growthmanagement@lcfla.com

**FOR PLANNING USE ONLY**Application # Z 21-05Application Fee \$ 750

Receipt No. \_\_\_\_\_

Filing Date 6/8/21

Completeness Date \_\_\_\_\_

Less Than or Equal to 10 Acres: \$750.00

Greater Than 10 Acres: \$1,000.00 or actual cost

# Site Specific Amendment to the Official Zoning Atlas (Rezoning) Application

**A. PROJECT INFORMATION**

1. Project Name: DD of North Florida Inc.
2. Address of Subject Property: SE Church Ave/SE McCray Ave.
3. Parcel ID Number(s): 13316-002, 13315-100, 13316-000, 13319-000
4. Future Land Use Map Designation: Residential Med Density
5. Existing Zoning Designation: RSF-3
6. Proposed Zoning Designation: RMF-2 RMF1 RF
7. Acreage: 1.54
8. Existing Use of Property: Vacant Land
9. Proposed use of Property: Multi-Family Residential

**B. APPLICANT INFORMATION**

1. Applicant Status ☐ Owner (title holder) ☒ Agent
2. Name of Applicant(s): Brad Dicks Title: Agent  
 Company name (if applicable): United Country Dicks Realty  
 Mailing Address: P.O. Box 1  
 City: Lake City State: FL Zip: 32056-0001  
 Telephone: (386) 752-8585 Fax: (386) 758-6760 Email: Brad@DicksRealty.com

PLEASE NOTE: Florida has a very broad public records law. Most written communications to or from government officials regarding government business is subject to public records requests. Your e-mail address and communications may be subject to public disclosure.

3. If the applicant is agent for the property owner\*.  
 Property Owner Name (title holder): DD of North Florida Inc.  
 Mailing Address: 546 Dortch Street  
 City: Fort White State: FL Zip: \_\_\_\_\_  
 Telephone: (386) 623-3396 Fax: (\_\_\_\_) \_\_\_\_\_ Email: \_\_\_\_\_

PLEASE NOTE: Florida has a very broad public records law. Most written communications to or from government officials regarding government business is subject to public records requests. Your e-mail address and communications may be subject to public disclosure.

\*Must provide an executed Property Owner Affidavit Form authorizing the agent to act on behalf of the property owner.

Item ii.

City of Lake City  
205 N. Marion Ave  
Lake City, FL 32055

Date: 06/08/2021  
Receipt: 2021-00060136  
Description: Zoning Change  
Cashier: Desiree Waller  
Received From: DD of North  
Florida

ZF	750.00
Zoning Change	-----
Receipt Total	750.00
Total Check	750.00
Total Remitted	750.00
Total Received	750.00

City of Lake City Utilities



**GROWTH MANAGEMENT**  
 205 North Marion Ave  
 Lake City, Florida 32055  
 Telephone (386) 719-5750  
 growthmanagement@lcfla.com

**FOR PLANNING USE ONLY**Application # Z 21-05Application Fee \$ 750

Receipt No. \_\_\_\_\_

Filing Date 6/8/21

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\*Must provide an executed Property Owner Affidavit Form authorizing the agent to act on behalf of the property owner.



**C. ADDITIONAL INFORMATION**

1. Is there any additional contract for the sale of, or options to purchase, the subject property? **No**  
 If yes, list the names of all parties involved: N/A  
 If yes, is the contract/option contingent or absolute: ☐ Contingent ☐ Absolute
2. Has a previous application been made on all or part of the subject property: ☒ Yes ☐ No  
 Future Land Use Map Amendment: ☐ Yes ☐ No  
 Future Land Use Map Amendment Application No. CPA \_\_\_\_\_  
 Site Specific Amendment to the Official Zoning Atlas (Rezoning): ☐ Yes ☒ No ☐ No  
 Site Specific Amendment to the Official Zoning Atlas (Rezoning) Application No. \_\_\_\_\_  
 Variance: ☐ Yes ☐ No ☒ X  
 Variance Application No. \_\_\_\_\_  
 Special Exception: ☐ Yes ☐ No ☒ X  
 Special Exception Application No. \_\_\_\_\_

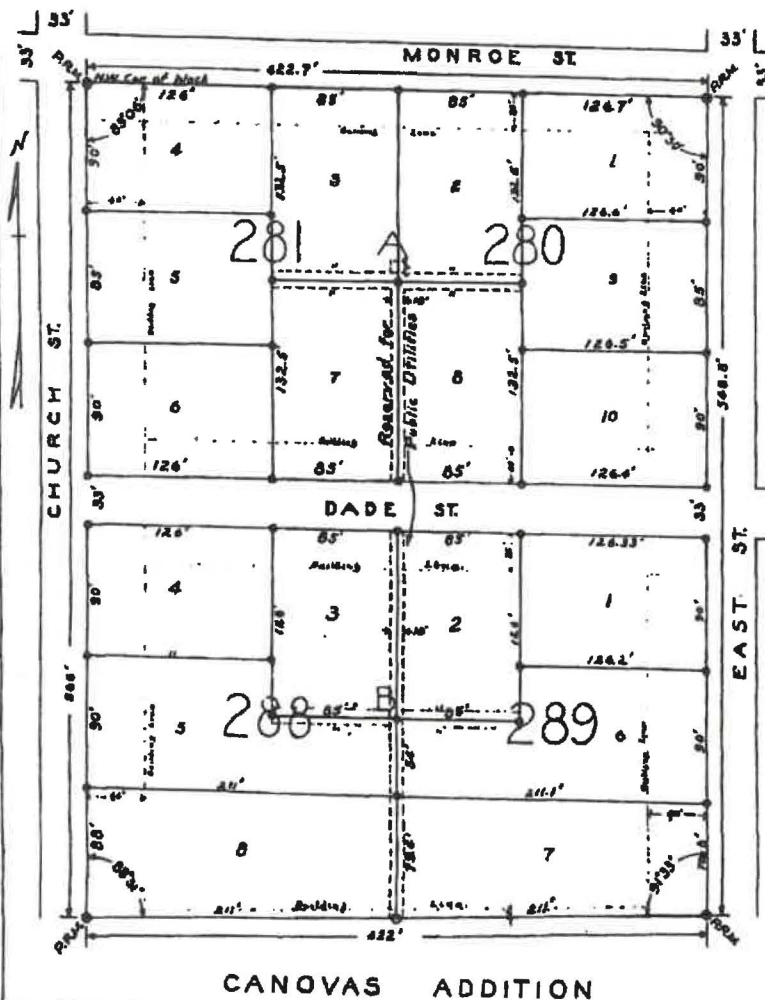
**D. ATTACHMENT/SUBMITTAL REQUIREMENTS**

1. Boundary Sketch or Survey with bearings and dimensions.
2. Aerial Photo (can be obtained via the Columbia County Property Appraiser's Office).
3. Concurrency Impact Analysis: Concurrency Impact Analysis of impacts to public facilities, including but not limited to Transportation, Potable Water, Sanitary Sewer, and Solid Waste impacts. For residential Zoning Designations, an analysis of the impacts to Public Schools is required.
4. An Analysis of the Requirements of Article 12 of the Land Development Regulations:
  - a. Whether the proposed change would be in conformance with the county's comprehensive plan and would have an adverse effect on the county's comprehensive plan.
  - b. The existing land use pattern.
  - c. Possible creation of an isolated district unrelated to adjacent and nearby districts.
  - d. The population density pattern and possible increase or overtaxing of the load on public facilities such as schools, utilities, streets, etc.
  - e. Whether existing district boundaries are illogically drawn in relation to existing conditions on the property proposed for change.
  - f. Whether changed or changing conditions make the passage of the proposed amendment necessary.
  - g. Whether the proposed change will adversely influence living conditions in the neighborhood.
  - h. Whether the proposed change will create or excessively increase traffic congestion or otherwise affect public safety.
  - i. Whether the proposed change will create a drainage problem.
  - j. Whether the proposed change will seriously reduce light and air to adjacent areas.

- k. Whether the proposed change will adversely affect property values in the adjacent area.
  - l. Whether the proposed change will be a deterrent to the improvement or development of adjacent property in accord with existing regulations.
  - m. Whether the proposed change will constitute a grant of special privilege to an individual owner as contrasted with the public welfare.
  - n. Whether there are substantial reasons why the property cannot be used in accord with existing zoning.
  - o. Whether the change suggested is out of scale with the needs of the neighborhood or the City.
  - p. Whether it is impossible to find other adequate sites in the city for the proposed use in districts already permitting such use. When pertaining to other proposed amendments of these land development regulations. The planning and zoning board shall consider and study:
    - i. The need and justification for the change.
    - ii. The relationship of the proposed amendment to the purposes and objectives of the comprehensive planning program and to the City's comprehensive plan, with appropriate consideration as to whether the proposed change will further the purposes of these land development regulations and other ordinances, regulations, and actions designed to implement the City's comprehensive plan.
5. Legal Description with Tax Parcel Number (In Microsoft Word Format).
6. Proof of Ownership (i.e. deed).
7. Agent Authorization Form (signed and notarized).
8. Proof of Payment of Taxes (can be obtained online via the Columbia County Tax Collector's Office).
9. Fee. The application fee for a Site Specific Amendment to the Official Zoning Atlas is As listed in fee schedule. No application shall be accepted or processed until the required application fee has been paid.

# GRAYS SUBDIVISION LAKE CITY, FLORIDA

A REPLAT OF  
LOTS OR BLOCKS NOS. 280-281-288 & 289 IN THE  
EASTERN DIVISION OF THE CITY OF LAKE CITY, FLORIDA  
SITUATED IN SW 1/4 OF NE 1/4 OF SEC. 32, T-3-S, R-17-E, COLUMBIA  
COUNTY, FLORIDA



We do hereby certify that we are the owners of the above described land and hereby dedicate to the public the streets as shown on this plat  
James H. Gray Witness James H. Gray Seal  
James H. Gray Witness James H. Gray Seal

State of Florida  
County of Columbia

I hereby certify that on this day personally appeared before me James H. Gray and James H. Gray his wife, known to me to be the persons described in and who executed the foregoing instrument and severally acknowledged the execution thereof to be their free and voluntary act for the uses and purposes therein expressed, and the said James H. Gray wife of the said James H. Gray on an examination taken and made separate and apart from her said husband acknowledged that she made herself party to the said instrument for the purpose therein expressed and that she executed the same freely and voluntarily and without any compulsion, apprehension, constraint or fear of or from her said husband.

Witness my hand and official seal this 5th day of December 1939  
W. H. Williams Notary Public.

My Commission Expires Aug 7 1940

Approved by the City Commission of Lake City, Florida this 5th day of December 1939  
James H. Gray Seal  
James H. Gray Seal

Approved by the Board of County Commissioners of Columbia County this 5th day of December 1939  
James H. Gray Seal  
James H. Gray Seal

I do hereby certify that this is a correct representation of the above described property and sub-division thereof and that R.R.M.S have been set as required by law and shown on this plat. 11/17/39

SCALE  
1" = 60'

James H. Gray Surveyor Cert No. 12





Boundary Boundary

11

## Concurrency Impact Analysis

This project is small scale and will not have any measurable impact to public facilities. Potable water and sewer usage will not infringe on the systems capabilities.



## Article 12 Requirement Analysis

- A: The requested zoning change would be in conformance with the county's comprehensive plan and would not have any adverse effect on the county's comprehensive plan.
- B. The existing land use pattern is a residential district bordered by commercial and office uses to the North, South and East. This site is within the Lake Isabella historic residential district which will be an asset for a small scale, multifamily development. Future architectural submittals shall keep those requirements in mind should this request be approved.
- C. This request would not provide any possibility of creating an isolated district unrelated to adjacent and nearby districts. The proposed use is low density, residential in nature.
- D. This project is small scale and would not adversely affect any public utilities, infrastructure or services.
- E. Existing district boundaries are logically drawn and are in concurrence with present conditions.
- F. Conditions have been rapidly changing and residential units of all types are in short supply. The current residential trend has turned a very tight residential rental market into one that can no longer meet the needs of local residents. New residential units of all types are desperately needed.
- G. There are no adverse conditions anticipated for neighboring owners. There will be buffers in place as required. In addition, the cost of a project of this nature will require an owner to maintain desirable conditions within his project. This project will be successful, but in order for it to do so, must be constructed and operated to where it creates a desirable atmosphere.
- H. There are no public safety impacts anticipated nor will there be any traffic issues related to this project. There is access by two streets and traffic will likely be split from the Northern and Southern approaches.
- I. No drainage problems shall be created by this project.
- J. No reduction in light or air shall be realized due to this project.
- K. There are no negative property value impacts anticipated. For many years, this site has remained undeveloped and seemingly forgotten. Conditions such as this create a subtle feeling of undesirability for surrounding properties. Land that nobody wants to use can create an atmosphere of a neighborhood that is declining and not improving. New construction creates an atmosphere of revitalization and shows the neighborhood is currently good for investing in.
- L. This proposed change will have no detrimental impact to the improvement or development of surrounding properties.

M. This project will not be a special privilege in any way. This project is designed to benefit families in desperate need of residential rental space in a location that they feel safe.

N. The market trend and construction costs often steer builders away from new single family construction in neighborhoods that are older in nature. Typically such construction is cost based. Rather than attempt constructing the lowest cost housing possible while retaining quality, this change affords an opportunity to increase the investment and have a product that is appealing to those that that can afford it.

O. This project is not out of scale with the neighborhood and City needs. Residential housing is in very short supply compared to demand. In addition, current zoning has not enticed the neighborhood to receive new construction as there are numerous vacant lots in a subdivision that is 100 years old.

P. Multi Family home sites are not readily available in areas close to essential services.

## Legal Description

Includes tax parcel numbers; 00-00-00-13316-002, 00-00-00-13315-100, 00-00-00-13316-000, and 00-00-00-13319-000

Lots 6, 7, 8 and 10, Block A; and Lots 1 and 2, Block B, of Grays Subdivision, according to the plat thereof as recorded in Plat Book 2, Page 101, public records, Columbia County, Florida

This instrument prepared by:  
 William J. Haley, Esquire  
 Brannon, Brown,  
 Haley & Bullock, P. A.  
 P. O. Box 1029  
 Lake City, FL 32056-1029

Inst:2006015641 Date:06/28/2006 Time:14:02

Doc Stamp-Deed : 868.00

DC, P. DeWitt Cason, Columbia County B:1088 P:885

### **WARRANTY DEED**

**THIS INDENTURE**, made this 27th day of June, 2006 between **WILLIAM J. HALEY**, a married man, who does not reside on the property, but who resides at 404 SW Montgomery Street, Lake City, Florida 32025; **NORBIE J. RONSONET, SR.**, a married man, who does not reside on the property, but who resides at Inglewood Avenue, Lake City, Florida 32025; **CHURCH STREET GROUP, INC.**, a Florida corporation, having a mailing address of P.O. Box 1029, Lake City, Florida 32056-1029, hereinafter collectively referred to as Grantors, and **DD OF NORTH FLORIDA, INC.**, a Florida corporation, having a mailing address of P. O. Box 39, Fort White, Florida, 32038 hereinafter referred to as Grantee.

**WITNESSETH:** That said Grantors, for and in consideration of the sum of \$10.00 and other good and valuable considerations to said Grantors in hand paid by said Grantee, the receipt and sufficiency of which are hereby acknowledged, have granted, bargained and sold to the said Grantee, and Grantee's successors and assigns forever, the following described land, situate, lying and being in **Columbia County, Florida**, to-wit:

Lots 6, 7, 8 and 10, Block A; and Lots 1 and 2, Block B, of GRAYS SUBDIVISION, according to the Plat thereof as recorded in Plat Book 2, Page 101, public records of Columbia County, Florida.

**PARCEL I.D. NOS.:** 00-00-00-13319-000; 00-00-00-13316-002; 00-00-00-13315-100; and 00-00-00-13316-000.

**SUBJECT TO:** Taxes and special assessments for the year 2006 and subsequent years; restrictions, reservations, rights of way for public roads, and easements of record, if any; and zoning and any other governmental restrictions regulating the use of the lands.

and said Grantors do hereby fully warrant the title to said lands and will defend the same against the lawful claims of all persons whomsoever.

IN WITNESS WHEREOF, Grantors have hereunto set their hands and seals the day and year first above written.

Signed, sealed and delivered  
in the presence of:

Sherry M. Bush  
Print Name: Sherry M. Bush  
Witness as to William J. Haley

William J. Haley  
William J. Haley

Debbie G. Moore  
Print Name: Debbie G. Moore  
Witness as to William J. Haley

Martha O'Sano  
Print Name: Martha O'Sano  
Witness as to Norbie J. Ronsonet, Sr.

Norbie J. Ronsonet, Sr.  
Norbie J. Ronsonet, Sr.

Debbie G. Moore  
Print Name: Debbie G. Moore  
Witness as to Norbie J. Ronsonet, Sr.

**CHURCH STREET GROUP,  
INC., a Florida corporation**

Sherry M. Bush  
Print Name: Sherry M. Bush

By: William J. Haley  
William J. Haley  
Vice President

Debbie G. Moore  
Print Name: Debbie G. Moore

Inst: 2006015641 Date: 06/28/2006 Time: 14:02  
Doc Stamp-Deed : 868.00  
DC, P. DeWitt Cason, Columbia County B: 1088 P: 886



**STATE OF FLORIDA  
COUNTY OF COLUMBIA**

The foregoing instrument was acknowledged before me this 27<sup>th</sup> day of June, 2006, by William J. Haley who is personally known to me.



**Debbie G. Moore**  
Commission # DD400475  
Expires March 16, 2009  
Bonded Troy Fahn - Insurance, Inc. 800-385-7019

Debbie G. Moore  
Notary Public, State of Florida

**STATE OF FLORIDA  
COUNTY OF COLUMBIA**

The foregoing instrument was acknowledged before me this 28<sup>th</sup> day of June, 2006, by Norbie J. Ronsonet, Sr., who is personally known to me, or whom produced \_\_\_\_\_, as identification.



**Debbie G. Moore**  
Commission # DD400475  
Expires March 16, 2009  
Bonded Troy Fahn - Insurance, Inc. 800-385-7019

Debbie G. Moore  
Notary Public, State of Florida

Inst:2006015641 Date:06/28/2006 Time:14:02  
Doc Stamp-Deed : 868.00  
DC,P.DeWitt Cason,Columbia County B:1088 P:887

**STATE OF FLORIDA  
COUNTY OF COLUMBIA**

The foregoing instrument was acknowledged before me this 27<sup>th</sup> day of June, 2006, by William J. Haley, as Vice President of Church Street Group, Inc., a Florida corporation, on behalf of the corporation, who is personally known to me.



**Debbie G. Moore**  
Commission # DD400475  
Expires March 16, 2009  
Bonded Troy Fahn - Insurance, Inc. 800-385-7019

Debbie G. Moore  
Notary Public, State of Florida



GROWTH MANAGEMENT DEPARTMENT  
205 North Marion Ave, Lake City, FL 32055  
Phone: 386-719-5750  
E-mail: growthmanagement@lcfla.com

AGENT AUTHORIZATION FORM

Item ii.

I, DD of North Florida Inc (owner name), owner of property parcel

number 13319-000, 13316-000 13315-000, 13316-000 (parcel number), do certify that

the below referenced person(s) listed on this form is/are contracted/hired by me, the owner, or, is an officer of the corporation; or, partner as defined in Florida Statutes Chapter 468, and the said person(s) is/are authorized to sign, speak and represent me as the owner in all matters relating to this parcel.

Printed Name of Person Authorized	Signature of Authorized Person
1. <u>Brad Dicks</u>	1. <u>Brad Dicks</u>
2.	2.
3.	3.
4.	4.
5.	5.

I, the owner, realize that I am responsible for all agreements my duly authorized agent agrees with, and I am fully responsible for compliance with all Florida Statutes, City Codes, and Land Development Regulations pertaining to this parcel.

If at any time the person(s) you have authorized is/are no longer agents, employee(s), or officer(s), you must notify this department in writing of the changes and submit a new letter of authorization form, which will supersede all previous lists. Failure to do so may allow unauthorized persons to use your name and/or license number to obtain permits.

Owner Signature (Notarized) [Signature] Date 6/2/21

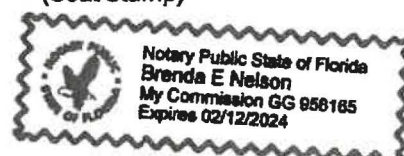
NOTARY INFORMATION:

STATE OF: Florida COUNTY OF: Columbia

The above person, whose name is Gary Newsome, personally appeared before me and is known by me or has produced identification (type of I.D.) \_\_\_\_\_ on this 2nd day of June, 20 21.

NOTARY'S SIGNATURE Brenda E. Nelson

(Seal/Stamp)



## Columbia County Tax Collector

Item ii.

generated on 6/3/2021 10:19:14 AM EDT

Tax Record

Last Update: 6/3/2021 10:17:39 AM EDT

Register for eBill

**Ad Valorem Taxes and Non-Ad Valorem Assessments**

The information contained herein does not constitute a title search and should not be relied on as such.

Account Number	Tax Type	Tax Year
R13319-000	REAL ESTATE	2020
<b>Mailing Address</b>	<b>Property Address</b>	
DD OF NORTH FLORIDA INC	302 MCCRAY SE LAKE CITY	
546 SW DORTCH ST		
FORT WHITE FL 32038	<b>GEO Number</b>	
	000000-13319-000	
<b>Exempt Amount</b>	<b>Taxable Value</b>	
See Below	See Below	
<b>Exemption Detail</b>	<b>Millage Code</b>	<b>Escrow Code</b>
NO EXEMPTIONS	001	
<b><u>Legal Description (click for full description)</u></b>		
00-00-00 0000/0000.51 Acres E DIV: LOTS 1 & 2 BLOCKS 288 & 289 BLOCK B		
GRAY'S S/D. ORB 619-166, 837-2416, WD 1088-885,		

**Ad Valorem Taxes**

Taxing Authority	Rate	Assessed Value	Exemption Amount	Taxable Value	Taxes Levied
CITY OF LAKE CITY	4.9000	10,507	0	\$10,507	\$51.48
BOARD OF COUNTY COMMISSIONERS	8.0150	10,507	0	\$10,507	\$84.21
COLUMBIA COUNTY SCHOOL BOARD					
DISCRETIONARY	0.7480	10,507	0	\$10,507	\$7.86
LOCAL	3.7810	10,507	0	\$10,507	\$39.73
CAPITAL OUTLAY	1.5000	10,507	0	\$10,507	\$15.76
SUWANNEE RIVER WATER MGT DIST	0.3696	10,507	0	\$10,507	\$3.88
LAKE SHORE HOSPITAL AUTHORITY	0.0001	10,507	0	\$10,507	\$0.00

<b>Total Millage</b>	19.3137	<b>Total Taxes</b>	\$202.92
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**Non-Ad Valorem Assessments**

Code	Levying Authority	Amount
XLCF	CITY FIRE ASSESSMENT	\$50.40

<b>Total Assessments</b>	\$50.40
<b>Taxes &amp; Assessments</b>	\$253.32

<b>If Paid By</b>	<b>Amount Due</b>
	\$0.00

Date Paid	Transaction	Receipt	Item	Amount Paid
11/18/2020	PAYMENT	5000068.0004	2020	\$243.19

## Columbia County Tax Collector

Item ii.

generated on 6/3/2021 10:18:45 AM EDT

Tax Record

Last Update: 6/3/2021 10:17:10 AM EDT

Register for eBill

**Ad Valorem Taxes and Non-Ad Valorem Assessments**

The information contained herein does not constitute a title search and should not be relied on as such.

Account Number	Tax Type	Tax Year
R13316-000	REAL ESTATE	2020
<b>Mailing Address</b>	<b>Property Address</b>	
DD OF NORTH FLORIDA INC 546 SW DORTCH ST FORT WHITE FL 32038		
	<b>GEO Number</b>	
	000000-13316-000	

Exempt Amount	Taxable Value	
See Below	See Below	
<b>Exemption Detail</b>	<b>Millage Code</b>	<b>Escrow Code</b>
NO EXEMPTIONS	001	
<b><u>Legal Description (click for full description)</u></b>		
00-00-00 0000/0000.51 Acres E DIV: LOTS 8 & 10 BLOCK A, GRAY'S S/D OF BLKS 280 & 281. ORB 747-1578, 810-1887-1891, CASE# 94-262-CP 827-992, 839-044, 841-1724, WD 1088-885		

**Ad Valorem Taxes**

Taxing Authority	Rate	Assessed Value	Exemption Amount	Taxable Value	Taxes Levied
CITY OF LAKE CITY	4.9000	10,513	0	\$10,513	\$51.51
BOARD OF COUNTY COMMISSIONERS	8.0150	10,513	0	\$10,513	\$84.26
COLUMBIA COUNTY SCHOOL BOARD					
DISCRETIONARY	0.7480	10,513	0	\$10,513	\$7.86
LOCAL	3.7810	10,513	0	\$10,513	\$39.75
CAPITAL OUTLAY	1.5000	10,513	0	\$10,513	\$15.77
SUNWANNEE RIVER WATER MGT DIST	0.3696	10,513	0	\$10,513	\$3.89
LAKE SHORE HOSPITAL AUTHORITY	0.0001	10,513	0	\$10,513	\$0.00

<b>Total Millage</b>	19.3137	<b>Total Taxes</b>	\$203.04
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**Non-Ad Valorem Assessments**

Code	Levyng Authority	Amount
XLCF	CITY FIRE ASSESSMENT	\$50.40

<b>Total Assessments</b>	\$50.40
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<b>Taxes &amp; Assessments</b>	\$253.44
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<b>If Paid By</b>	<b>Amount Due</b>
	\$0.00

Date Paid	Transaction	Receipt	Item	Amount Paid
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## Columbia County Tax Collector

Item ii.

generated on 6/3/2021 10:17:35 AM EDT

Tax Report

Last Update: 6/3/2021 10:16:00 AM EDT

Register for eBill

## Ad Valorem Taxes and Non-Ad Valorem Assessments

The information contained herein does not constitute a title search and should not be relied on as such.

Account Number	Tax Type	Tax Year
R13316-002	REAL ESTATE	2020
<b>Mailing Address</b>	<b>Property Address</b>	
DD OF NORTH FLORIDA INC 546 SW DORTCH ST FORT WHITE FL 32038		
	<b>GEO Number</b>	
	000000-13316-002	
<b>Exempt Amount</b>	<b>Taxable Value</b>	
See Below	See Below	
<b>Exemption Detail</b>	<b>Millage Code</b>	<b>Escrow Code</b>
NO EXEMPTIONS	001	
<b><u>Legal Description (click for full description)</u></b>		
00-00-00 0000/0000.25 Acres E DIV: LOT 6 BLOCK A GRAY'S S/D. ORB 581-456, 838-637, 839-2341, 840-447, WD 1088-885		

## Ad Valorem Taxes

Taxing Authority	Rate	Assessed Value	Exemption Amount	Taxable Value	Taxes Levied
CITY OF LAKE CITY	4.9000	8,100	0	\$8,100	\$39.69
BOARD OF COUNTY COMMISSIONERS	8.0150	8,100	0	\$8,100	\$64.92
COLUMBIA COUNTY SCHOOL BOARD					
DISCRETIONARY	0.7480	8,100	0	\$8,100	\$6.06
LOCAL	3.7810	8,100	0	\$8,100	\$30.63
CAPITAL OUTLAY	1.5000	8,100	0	\$8,100	\$12.15
OWANNEE RIVER WATER MGT DIST	0.3696	8,100	0	\$8,100	\$2.99
LAKE SHORE HOSPITAL AUTHORITY	0.0001	8,100	0	\$8,100	\$0.00

<b>Total Millage</b>	19.3137	<b>Total Taxes</b>	\$156.44
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## Non-Ad Valorem Assessments

Code	Levying Authority	Amount
XLCF	CITY FIRE ASSESSMENT	\$50.40

<b>Total Assessments</b>	\$50.40
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<b>Taxes &amp; Assessments</b>	\$206.84
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<b>If Paid By</b>	<b>Amount Due</b>
	\$0.00

Date Paid	Transaction	Receipt	Item	Amount Paid
11/18/2020	PAYMENT	5000068.0003	2020	\$198.57



## Columbia County Tax Collector

Item ii.

generated on 6/3/2021 10:18:15 AM EDT

Tax Record

Last Update: 6/3/2021 10:16:40 AM EDT

Register for eBill

## Ad Valorem Taxes and Non-Ad Valorem Assessments

The information contained herein does not constitute a title search and should not be relied on as such.

Account Number	Tax Type	Tax Year
R13315-100	REAL ESTATE	2020
<b>Mailing Address</b>	<b>Property Address</b>	
DD OF NORTH FLORIDA INC 546 SW DORTCH ST FORT WHITE FL 32038		
	<b>GEO Number</b>	
	000000-13315-100	
<b>Exempt Amount</b>	<b>Taxable Value</b>	
See Below	See Below	
<b>Exemption Detail</b>	<b>Millage Code</b>	<b>Escrow Code</b>
NO EXEMPTIONS	001	
<b><u>Legal Description (click for full description)</u></b>		
00-00-00 0000/0000.26 Acres E DIV: LOT 7 BLK A GRAY'S S/D. ORB 646-422, 838-637, 839-2341, WD 1088-885,		

## Ad Valorem Taxes

Taxing Authority	Rate	Assessed Value	Exemption Amount	Taxable Value	Taxes Levied
CITY OF LAKE CITY	4.9000	2,098	0	\$2,098	\$10.28
BOARD OF COUNTY COMMISSIONERS	8.0150	2,098	0	\$2,098	\$16.82
COLUMBIA COUNTY SCHOOL BOARD					
DISCRETIONARY	0.7480	2,098	0	\$2,098	\$1.57
LOCAL	3.7810	2,098	0	\$2,098	\$7.93
CAPITAL OUTLAY	1.5000	2,098	0	\$2,098	\$3.15
SUWANNEE RIVER WATER MGI DIST	0.3696	2,098	0	\$2,098	\$0.78
LAKE SHORE HOSPITAL AUTHORITY	0.0001	2,098	0	\$2,098	\$0.00

<b>Total Millage</b>	19.3137	<b>Total Taxes</b>	\$40.53
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## Non-Ad Valorem Assessments

Code	Levying Authority	Amount
XLCF	CITY FIRE ASSESSMENT	\$50.40

<b>Total Assessments</b>	\$50.40
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<b>Taxes &amp; Assessments</b>	\$90.93
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<b>If Paid By</b>	<b>Amount Due</b>
	\$0.00

Date Paid	Transaction	Receipt	Item	Amount Paid
11/18/2020	PAYMENT	5000068.0001	2020	\$87.29



[Department of State](#) / [Division of Corporations](#) / [Search Records](#) / [Search by Entity Name](#) /

## Detail by Entity Name

Florida Profit Corporation  
DD OF NORTH FLORIDA, INC.

### Filing Information

Document Number	P02000068768
FEI/EIN Number	03-0470498
Date Filed	06/05/2002
Effective Date	06/01/2002
State	FL
Status	ACTIVE

### Principal Address

546 SW DORTCH STREET  
FT. WHITE, FL 32038

Changed: 04/13/2013

### Mailing Address

546 SW DORTCH STREET  
FT. WHITE, FL 32038

Changed: 04/13/2013

### Registered Agent Name & Address

NEWSOME, GARY  
546 SW DORTCH ST.  
FT. WHITE, FL 32038

Address Changed: 04/13/2013

### Officer/Director Detail

#### **Name & Address**

Title P

NEWSOME, GARY  
546 SW DORTCH STREET  
FT. WHITE, FL 32038

Title VP

**Annual Reports**

<b>Report Year</b>	<b>Filed Date</b>
2019	04/10/2019
2020	06/18/2020
2021	04/26/2021

**Document Images**

<a href="#">04/26/2021 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">06/18/2020 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">04/10/2019 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">03/09/2018 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">04/17/2017 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">03/02/2016 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">04/02/2015 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">04/07/2014 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">04/13/2013 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">04/24/2012 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">04/19/2011 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
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<a href="#">04/01/2009 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
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<a href="#">03/28/2007 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
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<a href="#">04/01/2005 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">04/26/2004 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">02/28/2003 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">06/05/2002 -- Domestic Profit</a>	<a href="#">View image in PDF format</a>



## MINUTES

### CITY OF LAKE CITY REGULAR SESSION

### PLANNING AND ZONING COMMITTEE July 14, 2021

#### 1. ROLL CALL:

The roll was called as follows:

Mr. Adel – present

Mr. Lydick – present

Ms. Douberly – present

Ms. Georgalis -present

#### MINUTES:

Minutes of the special called meeting from June 1, 2021 were approved. Motion made by Mrs. Douberly and seconded by Mr. Adel. Passed unanimously.

#### NEW BUSINESS:

Z 21-05- an application submitted by Brad Dicks (agent) for DD of N Florida Inc, to amend the Official Zoning Atlas of the Land Development Regulations by changing the zoning district from Residential Single Family 3 (RSF 3) to Residential Multifamily 2 (RMF-2) on property described, as follows: Parcel No. **13319-000/13315-000/133169-000/13316-002**

Mr. Brad Dicks was sworn in by Mavis Georgalis, his address was stated as 816 SW Main Blvd, Lake City, FL. 32055. Mr. Dicks explained his petition request, the board and Mr. Dicks conversed during the open hearing.

The following people requested to speak against the petition and did so:

Brenda Douglas 310 SE Monroe, Lake City, FL. 32025

Stan Batten, 476 NW Zack Dr, Lake City, FL. 32055

Ron Rossi, 263 SE Vickers Ter, Lake City, FL. 32025

Justin Jones, 288 SE Monroe St, Lake City, FL. 32025

Patricia Trimble and Nancy Washecki, 325 SE Church Ave and 475 SE Paxton Ave, Lake City, FL 32025

Roger Hadley, 345 SE Jonathan Way, Lake City, FL. 32025

Motion to close public hearing-motion made by Ms. Douberly, 2<sup>nd</sup> by Mr. Adel

Discussion occurred between board members

Motion to disapprove petition made by Mr. Lydick, seconded by Mr. Adel.

#### OLD BUSINESS:

None

**Workshop Question:**

**Motion to Adjourn the Meeting:** Motion to adjourn by Mr. Lydick and Seconded by Ms. Douberly. Passed unanimously at 6:12PM

  
Mavis Georgalis, Board Chairperson

8.3.21  
Date Approved

  
Bev Jones-secretary

8.3.21  
Date Approved



**File Attachments for Item:**

12. Discussion and Possible Action - On May 3, 2021 City Council Ordinance No. 2021-2189 was passed and adopted relating to the establishment of a temporary moratorium for 180 days related to the issuance of new business tax receipts that are related to activities that include electronic simulated gaming promotion or electronic sweepstakes and excepting renewals of existing business tax receipts. The temporary moratorium is set to expire on October 30, 2021.

**ORDINANCE NO. 2021-2189**

**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF LAKE CITY, FLORIDA, ESTABLISHING A TEMPORARY MORATORIUM FOR 180 DAYS RELATED TO THE ISSUANCE OF NEW BUSINESS TAX RECEIPTS THAT ARE RELATED TO ACTIVITIES THAT INCLUDE ELECTRONIC SIMULATED GAMING PROMOTIONS OR ELECTRONIC SWEEPSTAKES; EXCEPTING RENEWALS OF EXISTING BUSINESS TAX RECEIPTS; PROVIDING FOR PENALTIES; PROVIDING FOR SEVERABILITY; PROVIDING FOR CONFLICTS; AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, the City of Lake City, Florida (hereinafter the "City") provides municipal services to its citizens, including the regulation and issuance of business tax receipts; and

**WHEREAS**, the appropriate regulation, licensing, and permitting of business tax receipts is vital to the public's health, safety, morals and welfare as deficient or inadequate regulations can lead to public harm; and

**WHEREAS**, the City has learned of certain activities related to game rooms, arcades, internet cafes, sweepstakes redemption centers, establishments using slot machines or slot machine-like equipment, and similar indoor entertainment and amusement activities (hereinafter "Sweepstakes Promotions" or "Game Promotions") within the City being proposed or considered, which activities would harm the City's economic and redevelopment activities and otherwise significantly and adversely affect the public health, safety, morals and welfare, since said activities may include forms of gaming or gambling that are inconsistent with either state, federal, or local laws; and

**WHEREAS**, the City Councils finds it necessary to the public's health, safety, morals and welfare to cause a study to be accomplished relative to the criteria for issuance of business tax receipts related to Sweepstakes Promotions, and to place a temporary moratorium on the issuance of business tax receipts related to Sweepstakes Promotions for a period of one hundred and eighty (180) days; and

**WHEREAS**, the City Council, finds that it is appropriate to impose a temporary moratorium on the issuance of new business tax receipts and permitting of Sweepstakes Promotions.

**NOW, THEREFORE, BE IT ENACTED BY THE CITY COUNCIL OF THE CITY OF LAKE CITY, FLORIDA, AS FOLLOWS:**

**Section 1.** The above recitals are all true and accurate and are incorporated herein and made a part of this resolution.

**Section 2.** Imposition of Moratorium. Beginning on the effective date of this ordinance, a moratorium is hereby imposed as follows:

- A. The Land Development Regulations and the Code of Ordinances of the City of Lake City, Florida, are hereby amended by placing a moratorium on the issuance of business tax receipts, development orders, building permits and zoning approval related to Sweepstakes Promotions as principal or accessory uses. For purposes herein, the term, "development order," shall have the same meaning as that set forth in F.S. § 163.3164.
- B. To protect the due process and other constitutional rights of applicants and the general public, applications received prior to the effective date of this ordinance and that have been processed to the extent of receiving zoning approval shall be tolled for the term of this moratorium and if this moratorium is lifted then the processing of the application shall resume at no additional costs to the applicant.
- C. The City Council may extend the temporary moratorium established in this ordinance one (1) time for a period not to exceed one hundred and eighty (180) days upon a finding by the City Council set forth in the ordinance that the problems giving rise to the need for the temporary moratorium established herein continue to exist and that reasonable progress is being made in carrying out a specific and prompt plan of corrective legislative action, but that additional time is reasonably needed to adequately address the issues facing the City.

**Section 3.** Penalties.

a. Any person, firm, corporation, other business entity, or agent thereof who shall violate any provision of this ordinance or who fails to comply with any provisions herein, shall be guilty of a misdemeanor of the second degree and subject to a maximum fine in an amount not exceeding five hundred dollars and zero cents (\$ 500.00) and a definite term of imprisonment not exceeding sixty (60) days. Either or both penalties may be imposed. Each day during which any violation occurs constitutes a separate offense.

b. Nothing herein contained shall prevent the City from taking such other lawful action including, but not limited to, equitable legal action, as it deems necessary to prevent or remedy any violation of this ordinance.

**Section 4.** Severability. Should any section, subsection, sentence, clause, phrase, or other provision of this ordinance be held invalid or unconstitutional by a court of competent jurisdiction, such invalidity or unconstitutionality shall not be so construed as to render invalid or unconstitutional the remaining provisions of this ordinance.

**Section 5.** Conflict. All ordinances or portions of ordinances in conflict with this ordinance are hereby repealed to the extent of such conflict.

*[Remainder of this page left blank intentionally.]*

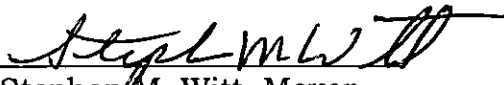
**Section 6.** Effective Date. This Ordinance shall take effect upon its adoption.

**PASSED AND ADOPTED** upon first reading this 5<sup>th</sup> day of April 2021.

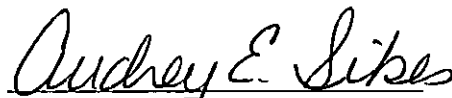
**NOTICE PUBLISHED** on the 23<sup>rd</sup> day of April 2021.

**PASSED AND ADOPTED** on the 3<sup>rd</sup> day of May 2021.

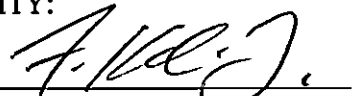
**CITY OF LAKE CITY, FLORIDA**

By:   
Stephen M. Witt, Mayor

ATTEST:

By:   
Audrey E. Sikes, City Clerk

APPROVED AS TO FORM AND  
LEGALITY:

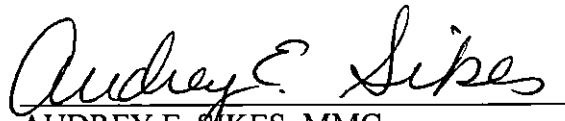
By:   
Frederick L. Koberlein, Jr.,  
City Attorney

**Record of Vote on First Reading**

	For	Against	Absent	Abstain
Stephen Witt, Mayor/Council Member	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Chris Greene, Council Member	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Jake Hill, Jr., Council Member	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Eugene Jefferson, Council Member	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Todd Sampson, Council Member	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Certification**

I, Audrey Sikes, City Clerk for the City of Lake City, Florida, hereby certify that the above record vote is an accurate and correct record of the votes taken on the Ordinance by the City Council of the City of Lake City.

  
AUDREY E. SIKES, MMC  
City Clerk



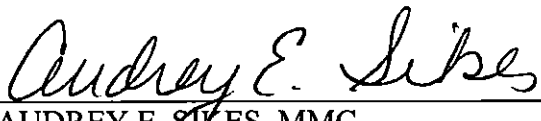
**Ordinance Number: 2021-2189**  
**Passed on second and final reading on May 3, 2021**

**Record of Vote on Second and Final Reading**

	For	Against	Absent	Abstain
Stephen Witt, Mayor/Council Member	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Chris Greene, Council Member	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Jake Hill, Jr., Council Member	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Eugene Jefferson, Council Member	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Todd Sampson, Council Member	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Certification**

I, Audrey Sikes, City Clerk for the City of Lake City, Florida, hereby certify that the above record vote is an accurate and correct record of the votes taken on the Ordinance by the City Council of the City of Lake City.

  
AUDREY E. SIKES, MMC  
City Clerk