



City of Longview

1525 Broadway
Longview, WA 98632
www.ci.longview.wa.us

Agenda

City Council

*Mayor Spencer Boudreau
Mayor Pro Tem Kalei LaFave
Council Member Ruth Kendall
Council Member Angie Wean
Council Member MaryAlice Wallis
Council Member Keith Young
Council Member Erik Halvorson*

Thursday, September 26, 2024

6:00 PM

2nd Floor, City Hall

The City Hall is accessible for persons with disabilities. Special equipment to assist the hearing impaired is also available. Please contact the City Executive Office at 360.442.5004 48 hours in advance if you require special accommodations to attend the meeting. Please note - virtual attendees may comment verbally during public hearings only. Virtual attendees may also submit written comments to the Clerk's Office with the heading, "Public Comment for disbursement to the City Council".

<https://us02web.zoom.us/j/82394132374>

Telephone options (dial any of the following numbers):

1-253-215-8782
1-346-248-7799
1-408-638-0968
1-669-900-6833
1-301-715-8592
1-312-626-6799
1-646-876-9923

Webinar ID: 823 9413 2374

1. CALL TO ORDER
2. INVOCATION*/FLAG SALUTE
24-00887 COLE PRUITT, VALLEY VIEW CHURCH
3. ROLL CALL
4. WORKSHOP
5. APPROVAL OF MINUTES
24-00888 SEPTEMBER 12, 2024 REGULAR MEETING

24-00889 SEPTEMBER 19, 2024 SPECIAL WORKSHOP**6. CHANGES TO THE AGENDA****7. PRESENTATIONS & AWARDS****24-00890 PROCLAMATION - FIRE PREVENTION WEEK OCTOBER 6-12, 2024****8. CONSTITUENTS' COMMENTS (Thirty Minutes)****9. PUBLIC HEARINGS****24-00891 PUBLIC HEARING FOR INTERIM ZONING REGULATION – HIGHLANDS AREA****RECOMMENDED ACTION:****HOLD PUBLIC HEARING REGARDING THE RECENTLY ADOPTED INTERIM REGULATIONS PURSUANT TO THE REQUIREMENTS OF RCW 36.70A.390 AND RCW 35.63.220.****10. BOARD & COMMISSION RECOMMENDATIONS****11. ORDINANCES & RESOLUTIONS****12. MAYOR'S REPORT****24-00892 LETTER TO LEGISLATORS****13. COUNCILMEMBERS' REPORTS****24-00893 SUBCOMMITTEE RECOMMENDATION OF SELECTION OF AN EXECUTIVE SEARCH FIRM FOR CITY MANAGER****14. CONSENT CALENDAR****24-00894 APPROVAL OF CLAIMS****24-00895 FIRST AMENDMENT TO THE SHAY LOCOMOTIVE MAINTENANCE AGREEMENT****RECOMMENDED ACTION:****MOTION TO APPROVE THE CITY MANAGER TO SIGN THE FIRST AMENDMENT TO THE MAINTENANCE AGREEMENT FOR THE SHAY LOCOMOTIVE****24-00903 SET PUBLIC HEARING FOR CONSOLIDATED ANNUAL PERFORMANCE EVALUATION REPORT(CAPER)****RECOMMENDED ACTION:****MOTION TO SET A PUBLIC HEARING ON OCTOBER 24, 2024 FOR PUBLIC COMMENT ON THE CAPER REPORT.****24-00904 BID REVIEW – 18TH AVE ADA RAMPS****RECOMMENDED ACTION:****MOTION TO ACCEPT THE LOW BID AND AWARD TO ADVANCED EXCAVATING SPECIALISTS IN THE AMOUNT OF \$126,345.00****15. CITY MANAGER'S REPORT**

24-00812 FUNDING & SUPPORT FOR MINT VALLEY GOLF COURSE**RECOMMENDED ACTION:****MOTION TO APPROVE BEGINNING LOW IMPACT FUNDING STRATEGY****24-00897 ORDINANCE NO. 3544 – PUD FRANCHISE AGREEMENT - FIRST READ****RECOMMENDED ACTION:****NONE****24-00896 BUDGET WORKSHOP RESULTS / COUNCIL DIRECTION****RECOMMENDED ACTION:****MOTION TO APPROVE THE FINDINGS OF THE SEPTEMBER 19TH 2024 BUDGET WORKSHOP AND INCORPORATE THE RESULTS INTO THE 2025 AND 2026 BUDGET GENERAL FUND BUDGET.****16. MISCELLANEOUS****17. EXECUTIVE SESSION****24-00852 PERFORMANCE OF A PUBLIC EMPLOYEE PER RCW 42.30.110(1)(g)****24-00898 COLLECTIVE BARGAINING PER RCW 42.30.140(4)(a)****24-00921 POTENTIAL LITIGATION PER RCW 42.30.110(1)(i)****18. ADJOURNMENT**

*** Any invocation that may be offered at the Council meeting shall be the voluntary offering of a private citizen, to and for the benefit of the Council. The views or beliefs expressed by the invocation speaker have not been previously reviewed or approved by the Council, and the Council does not endorse the religious beliefs or views of this, or any other speaker.**

NEXT REGULAR COUNCIL MEETINGS:**THURSDAY, OCTOBER 10, 2024 – 6:00 P.M.****THURSDAY, OCTOBER 24, 2024 – 6:00 P.M.****NEXT SPECIAL COUNCIL WORKSHOP:****THURSDAY, OCTOBER 17, 2024 – 6:00 P.M. – URBAN FORESTRY**



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Minutes

City Council

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Thursday, September 12,
2024

6:00 PM

2nd Floor, City Hall

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Webinar ID: 823 9413 2374

1. **CALL TO ORDER**

Mayor Boudreau called the meeting to order at 6:00 p.m.

2. **INVOCATION*/FLAG SALUTE**

After the invocation provided by Larry Russell of Shekinah Church, the flag salute was recited.

A moment of silence was observed in remembrance of the 9/11 attacks.

3. **ROLL CALL**

Present: Mayor Boudreau, Mayor Pro Tem LaFave, Councilmember Kendall, Councilmember Wallis (on-line), Councilmember Young, Councilmember Halvorson

Absent/Excused: Councilmember Wean

Staff Present: Interim City Manager Jim Duscha, Interim City Attorney Charlotte Archer, City Clerk Tiffany Ostreim, Public Works Director/Assistant City Manager Chris Collins, Community & Economic Development Director Nick Little, Parks & Recreation Director Jen Wills, Police Chief Robert Huhta, Public Information Officer Angela Abel, Information Technology Director Mike Sullivan

4. **WORKSHOP**

5. **APPROVAL OF MINUTES**

24-00813 AUGUST 27, 2024 REGULAR MEETING

A motion was made by Councilmember Halvorson, seconded by Councilmember Young, to approve the August 27, 2024 Regular Meeting Minutes. The motion carried unanimously.

6. **CHANGES TO THE AGENDA**

7. **PRESENTATIONS & AWARDS**

24-00807 PROCLAMATION - RED RIBBON WEEK OCTOBER 23-31, 2024; RECIPIENT JUSTICE HANCOCK

Mayor Boudreau presented the proclamation to Justice Hancock from RA Long High School.

24-00837 PROCLAMATION - CONSTITUTION WEEK SEPTEMBER 17-23, 2024; RECIPIENT AVA BERRY, DAUGHTERS OF THE AMERICAN REVOLUTION

Mayor Boudreau presented the proclamation to Ava Berry and Wendy Kosloski, who accepted on behalf of the Mary Richardson Walker Chapter, Daughters of the American Revolution.

8. **CONSTITUENTS' COMMENTS (Thirty Minutes)**

Linda Boyd provided public comment.

Tom Samuels provided public comment.

Jason Still provided public comment.

Randy Knox provided public comment.

A citizen, name unstated, provided public comment.

Gary Boyd provided public comment.

Linda Pavon, Olympia WAy, provided public comment.

Michael Pederson provided public comment.

9. **PUBLIC HEARINGS**

10. **BOARD & COMMISSION RECOMMENDATIONS**

24-00823 PLANNING COMMISSION RECOMMENDATION FOR PRELIMINARY PLAT: THE VALE AT OVERLOOK PHASES 1-2, TIME EXTENSION

RECOMMENDED ACTION:

MOTION TO APPROVE A TWO-YEAR EXTENSION OF THE PRELIMINARY PLAT FOR THE VALE AT OVERLOOK, PHASES I-II WITH ONE ADDITIONAL CONDITION: THAT CONSTRUCTION PLANS NEED TO BE APPROVED AND A PUBLIC IMPROVEMENT

PERMIT OBTAINED BY DECEMBER 31ST, 2024. IF THIS CONDITION IS NOT MET, THE PRELIMINARY PLAT WILL EXPIRE ON JANUARY 1, 2025.

*Community and Economic Development Director Nick Little presented.
Council discussed the presentation.*

A motion was made by Councilmember Halvorson, seconded by Councilmember Kendall, to approve a two-year extension for the preliminary plat for the Vale at Outlook, Phase I-II with one additional condition: that construction plans need to be approved and a public improvement permit obtained by December 31, 2024. If this condition is not met, the Preliminary Plat will expire on January 1, 2025.

Jason Still provided public comment.

*Community and Economic Development Director Nick Little provided information on the condition.
Council discussed the extension.*

The motion carried unanimously.

24-00825 2024 NEIGHBORHOOD PARK GRANT APPLICATION

RECOMMENDED ACTION:

MOTION TO APPROVE THE PARK AND RECREATION ADVISORY BOARD'S RECOMMENDATION

Parks and Recreation Director Jen Wills presented.

A motion was made by Councilmember Wallis, seconded by Councilmember Kendall, to approve the Park and Recreation Advisory Board's recommendation.

Council discussed the presentation.

Jason Still provided public comment.

The motion carried unanimously.

11. ORDINANCES & RESOLUTIONS

24-00824 ORDINANCE NO. 3545 UPDATE TO LMC TITLE 7

RECOMMENDED ACTION:

MOTION TO APPROVE ORDINANCE NO. 3545

Parks and Recreation Director Jen Wills presented.

A motion was made by Councilmember Kendall, seconded by Councilmember Wallis, to adopt Ordinance No. 3545. The motion carried unanimously.

12. MAYOR'S REPORT

Mayor Boudreau provided a report.

13. COUNCILMEMBERS' REPORTS

Councilmember LaFave provided a report.

Councilmember Kendall provided a report.

Councilmember Halvorson provided a report.

Councilmember Wallis provided a report.

14. CONSENT CALENDAR

A motion was made by Councilmember Halvorson, seconded by Councilmember Kendall, to approve the Consent Calendar. The motion carried unanimously.

24-00806 APPROVAL OF CLAIMS

24-00850 SET PUBLIC HEARING FOR INTERIM ZONING REGULATION – HIGHLANDS AREA**RECOMMENDED ACTION:****MOTION TO SET A PUBLIC HEARING SEPTEMBER 26, 2024****15. CITY MANAGER'S REPORT***Interim City Manager Jim Duscha provided a report.***24-00805 2025 SOUTHWEST WASHINGTON REGIONAL AIRPORT BUDGET****RECOMMENDED ACTION:****MOTION TO ADOPT THE 2025 OPERATING BUDGET FOR THE SOUTHWEST WASHINGTON REGIONAL AIRPORT***Southwest Washington Regional Airport Manager Craig Stommel presented.
Council discussed the presentation.****A motion was made by Councilmember Halvorson, seconded by Councilmember Young, to adopt the 2025 Operating Budget for the Southwest Washington Regional Airport. The motion carried unanimously.*****24-00811 POLICE DEPARTMENT 2023 ANNUAL REPORT***Police Chief Robert Huhta presented.***24-00821 HOME ARP SUPPORTIVE SERVICES***Community and Economic Development Grant Administrator Kenny Robinson presented.
Council discussed the presentation.****Council concurred to fund the Emergency Support Shelter project as presented.
Emergency Support Shelter Development Director Sherrie Tinoco spoke on their project.*****16. MISCELLANEOUS****17. EXECUTIVE SESSION****24-00814 LEGAL RISK OF A PROPOSED ACTION OR CURRENT PRACTICE PER RCW 42.30.110(i)(iii)***The City Council, Interim City Manager Jim Duscha, Interim City Attorney Charlotte Archer, Public Works Director/Assistant City Manager Chris Collins, Parks and Recreation Director Jen Wills, Police Chief Robert Huhta entered Executive Session at 7:58 p.m. pursuant to RCW 42.30.110(1)(iii) Legal Risk of a Proposed Action or Current Practice for a period of 20 minutes, until 8:18 p.m. At 8:18 p.m. all parties came out of Executive Session. No decisions were made.***18. ADJOURNMENT***Councilmember Halvorson will either be absent or on-line for the September 26, 2024 regular council meeting.
Councilmember LaFave will be absent October 2 - 15, 2024.****The meeting was adjourned at 8:21 p.m.******Tiffany Ostreim
City Clerk***

Approved: _____
Mayor

NEXT REGULAR COUNCIL MEETINGS:

THURSDAY, SEPTEMBER 26, 2024 – 6:00 P.M.

NEXT SPECIAL COUNCIL WORKSHOPS:

THURSDAY, SEPTEMBER 19, 2024 – 6:00 P.M. – BALANCING THE BUDGET



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Council Member MaryAlice Wallis
Council Member Keith Young
Council Member Erik Halvorson*

Thursday, September 19,
2024

6:00 PM

2nd Floor, City Hall

NOTICE IS HEREBY GIVEN, in accordance with RCW Chapter 42.30, that the City Council of the City of Longview, Washington, will conduct a special meeting/workshop in the Longview City Hall Council Chamber, 1525 Broadway, Longview, on Thursday, September 19, 2024 at 6:00 p.m. The topics of discussion follow. Final disposition shall be taken on no other matter.

The City Hall is accessible for persons with disabilities. Special equipment to assist the hearing impaired is also available. Please contact the City Executive Office at 360.442.5004 48 hours in advance if you require special accommodations to attend the meeting. Please note - virtual attendees may comment verbally during public hearings only by contacting the Clerk's Office to register prior to the hearing date. Virtual attendees may also submit written comments to the Clerk's Office with the heading, "Public Comment for disbursement to the City Council".

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Webinar ID: 823 9413 2374

1. CALL TO ORDER
Mayor Boudreau called the meeting to order at 6:03 p.m.
2. INVOCATION*/FLAG SALUTE

The flag salute was recited.

3. **ROLL CALL**

Present: Mayor Boudreau, Mayor Pro Tem LaFave, Councilmember Kendall, Councilmember Wean, Councilmember Wallis (on-line), Councilmember Young, Councilmember Halvorson

Staff Present: Interim City Manager Jim Duscha, City Clerk Tiffany Ostreim, Public Works Director/Assistant City Manager Chris Collins, Community & Economic Development Director Nick Little, Parks & Recreation Manager Justin Brown, Police Chief Robert Huhta, Library Administrative Assistant James Newkirk, Human Resources Director Sabrina Fraidenburg, Fire Marshall Jon Dunaway, Information Technology Director Mike Sullivan, Finance Director Consultant Jeff Swanson, Finance Fiscal Manager Lisa Wolff, Urban Forestry Manager Joanna Martin, City Engineer Sam Barham (on-line), Parks and Recreation Director Jen Wills (on-line), Fleet and Facilities Maintenance Manager Keith Walling

4. **WORKSHOP**

24-00851 BALANCING THE BUDGET (TIME ESTIMATE: 2 HOURS)

RECOMMENDED ACTION:

REVIEW BALANCING THE BUDGET PRESENTATION AND PROVIDE STAFF DIRECTION FOR BALANCING THE 2025 AND 2026 BUDGET.

Interim Finance Director Jeff Swanson started the presentation on the city's budget. Currently the city is facing a general fund preliminary funding deficit of 8 million dollars in 2025 and 11.3 million dollars in 2026. This situation has been building for decades. Many public agencies are facing the same situation.

Public Works Director/Assistant City Manager Chris Collins led the presentation with Finance Fiscal Manager Lisa Wolff detailing the financial outlook for the 2025 and 2026 preliminary baseline budget, revenue options and budget balancing plan. Staff recommendations: increase B & O to \$100k threshold; increase B & O rate to .002 for all sections, add a Finance Director, move ARPA and lessen Police reductions/reduce the deficit in the General Fund, seek additional funding sourced based on established plan and recover credit card fees. With council concurrence, the recommendations will be on the council's September 26 agenda and request to form a committee to work on long-term funding strategies.

The Council discussed the presentation.

The council recessed at 7:12 p.m. for a period of 5 minutes and reconvened at 7:16 p.m.

Interim Finance Director Jeff Swanson stated the recommendations include reductions, one-time revenue sources and increases in revenue. Budget cuts affect quality of life and level of services.

The Council continued to discuss the presentation.

Council was in favor 5-2 of the staff recommendations. The recommendations will be on the council's September 26 agenda.

Jason Still provided public comment.

Anne Bennett provided public comment.

Public Works Director/Assistant City Manager Chris Collins gave a brief update on the Mint Valley Golf Course. Have \$2 million allocated to the project. Working with the Department of Commerce and continuing to move forward. This is an enterprise fund and not part of the reductions.

5. **ADJOURNMENT**

The meeting was adjourned at 7:41 p.m.

***Tiffany Ostreim
City Clerk***

Approved: _____
Mayor

NEXT REGULAR COUNCIL MEETINGS:
THURSDAY, SEPTEMBER 26, 2024 – 6:00 P.M.

Proclamation

City of Longview, Washington

National Fire Prevention Week

OCTOBER 6 - 12, 2024

“Smoke Alarms: Make them work for you.”

WHEREAS, the City of Longview is committed to ensuring the safety and security of all those living in and visiting our community; and

WHEREAS, roughly three out of five fire deaths happen in homes with either no smoke alarms or with no working smoke alarms; and

WHEREAS, working smoke alarms cut the risk of dying in reported home fires almost in half; and

WHEREAS, Longview residents should install smoke alarms in every sleeping room, outside each separate sleeping area, and on every level of the home; and

WHEREAS, Longview’s first responders are dedicated to reducing the occurrence of home fires and home fire injuries through prevention and protection education; and

WHEREAS, the 2024 Fire Prevention Week™ theme, “Smoke alarms: Make them work for you,” serves to remind us the importance of having working smoke alarms in the home.

NOW, THEREFORE, I, Spencer Boudreau, Mayor of the City of Longview, do hereby proclaim October 6 - 12th, 2024 to be

“National Fire Prevention Week”

in the City of Longview, and I urge all the people of Longview to make sure their homes have working smoke alarms and to join in the planned observances through educational programs for school groups, and attending the Longview Fire Department Open House on Saturday, October 12th 2024 at Station 81 located at 740 Commerce Street.

In witness whereof, I have hereunto set my hand and caused the seal of the City of Longview to be affixed this 26th day of September 2024.

Spencer Boudreau, Mayor



City of Longview

Agenda Summary

PUBLIC HEARING FOR INTERIM ZONING REGULATION – HIGHLANDS AREA

RECOMMENDED ACTION:

HOLD PUBLIC HEARING REGARDING THE RECENTLY ADOPTED INTERIM REGULATIONS PURSUANT TO THE REQUIREMENTS OF RCW 36.70A.390 AND RCW 35.63.220.

COUNCIL INITIATIVE ADDRESSED:

Preserve and enhance neighborhoods

CITY ATTORNEY REVIEW: REQUIRED

SUMMARY STATEMENT:

In July, City Council adopted interim zoning regulations for the Highlands area which changed the zoning designation from R-4 to R-1; the interim regulations went into effect July 28, 2024 and are set to expire September 26, 2024. Pursuant to RCW 36.70A.390 and RCW 35.63.220, City Council will hold a public hearing meet the aforementioned statutory requirements. The proposed interim regulations affect two area; the first between 26th Avenue and Oregon Way, and Industrial Way and Beech Street; and the second between Douglas Street and Beech Street, and between 32nd Avenue and Industrial Way.

STAFF CONTACT:

Nick Little, Community Development Director

Attachments:

1. 1_Ordinance 3541 Interim Zoning Regulations
2. 2_Ord 3541 - Publication Affidavit
3. 3_Area Subject to Interim Regulations
4. 4_RCW 36.70A.390 and 35A.63.220

ORDINANCE NO. 3541

AN ORDINANCE OF THE CITY OF LONGVIEW, WASHINGTON, ADOPTING FINDINGS OF FACT; ADOPTING INTERIM ZONING REGULATIONS; AMENDING THE OFFICIAL CITY OF LONGVIEW ZONING MAP; PROVIDING FOR THE DURATION OF THIS ORDINANCE AND PUBLIC HEARING; PROVIDING FOR SEVERABILITY, EXPIRATION AND AN EFFECTIVE DATE.

WHEREAS, the City of Longview is authorized to impose interim land use controls pursuant to RCW 36.70A.390 and RCW 35A.63.220; and

WHEREAS, interim zoning controls enacted under RCW 36.70A.390 and RCW 35.63.220 both authorize the enactment of an interim zoning ordinance, or interim official control without holding a public hearing as long as a public hearing is held within at least sixty days of its enactment; and

WHEREAS, on July 9, 2024, the City Council gave direction on a proposed amendment to the zoning regulations for the residential area of the City known as the “Highlands” in response to concerns with regards to the heightened zoning permitted in this area; and

WHEREAS, the City Council received feedback from the public pertaining to the R-4 zoning designation for the residential area of the City known as the “Highlands” in two areas, the first between 26th Avenue and Oregon Way, and Industrial Way and Beech Street, and the second between Douglas Street and Beech Street, and between 32nd Avenue and Industrial Way, as depicted on Exhibit Map hereto and incorporated herein by this reference; and

WHEREAS, based on feedback and staff review, the City Council finds that the current zoning designation of R-4 for this area is incompatible with the neighboring residential areas, and requires additional analysis with regards to the adequacy of infrastructure to support the heightened density in this area; and

WHEREAS, the City Council finds that amending the zoning designation for this area from R-4 to R-1 will alleviate the concerns addressed herein, while allowing the City time to review and analyze the long-term needs of this area; and

WHEREAS, the City Council desires to hold a public meeting on this interim zoning ordinance within 60 days of enactment, and to continue to evaluate the long-term needs of this area; and

WHEREAS, the City Council finds that health, safety and welfare is addressed in the proposed interim zoning map amendment for these areas; and

WHEREAS, the regulations of zoning and land use are valid exercises of the City's police powers under Art. XI, Sec. 11 of the Washington State Constitution, and such police powers grant the City the authority to adopt interim regulations; and

NOW THEREFORE, The City Council of the City of Longview do ordain as follows:

Section 1. Findings. Pursuant to RCW 36.70A.390, the City Council hereby adopts the recitals expressed above as findings of fact justifying the adoption of this ordinance.

Section 2. Purpose. The purpose of this interim zoning ordinance is to enact for the term of this ordinance an amendment to the Longview Zoning Map, thereby modifying the zoning for the area depicted on Exhibit A from R-4 to R-1.

Section 3. Authorization. The City Manager and his designees are authorized to effectuate amendment as part of the official Longview Zoning Map, as well as to take all actions necessary to effectuate the implementation of the amendments set forth herein.

Section 4. Duration of Interim Zoning Regulations/Public Hearing. The interim zoning code amendments adopted by this ordinance shall remain in effect for a period of six months from the effective date and shall automatically expire unless the same are extended as provided in RCW 36.70A.390 and RCW 35A.63.220 prior to that date, or unless the same are repealed or superseded by permanent amendments prior to that date. A public hearing on the interim amendments shall be held on or about September 30, 2024, but no later than sixty days following the effective date of this Ordinance. Following the public hearing the City Council may take action to amend this ordinance, including the making of additional findings.

Section 5. Copy to Commerce Department. Pursuant to RCW 36.70A.106(3), the City Clerk is directed to send a copy of this ordinance to the State Department of Commerce for its files within ten (10) days after adoption of this ordinance.

Section 7. Severability. If any section, sentence, clause, or phrase of this Ordinance should be held to be unconstitutional by a court of competent jurisdiction, such invalidity or unconstitutionality shall not affect the validity or constitutionality of any other section, sentence, clause, or phrase of this Ordinance.

Section 8. Effective Date. This Ordinance shall take effect and be in full force five (5) days after passage and publication of an approved summary consisting of the title.

Passed by the City Council this 23rd day of July 2024.

Approved by the Mayor this 23rd day of July 2024.


MAYOR

ATTEST:


City Clerk

APPROVED AS TO FORM



City Attorney

Published: 7/30/2024

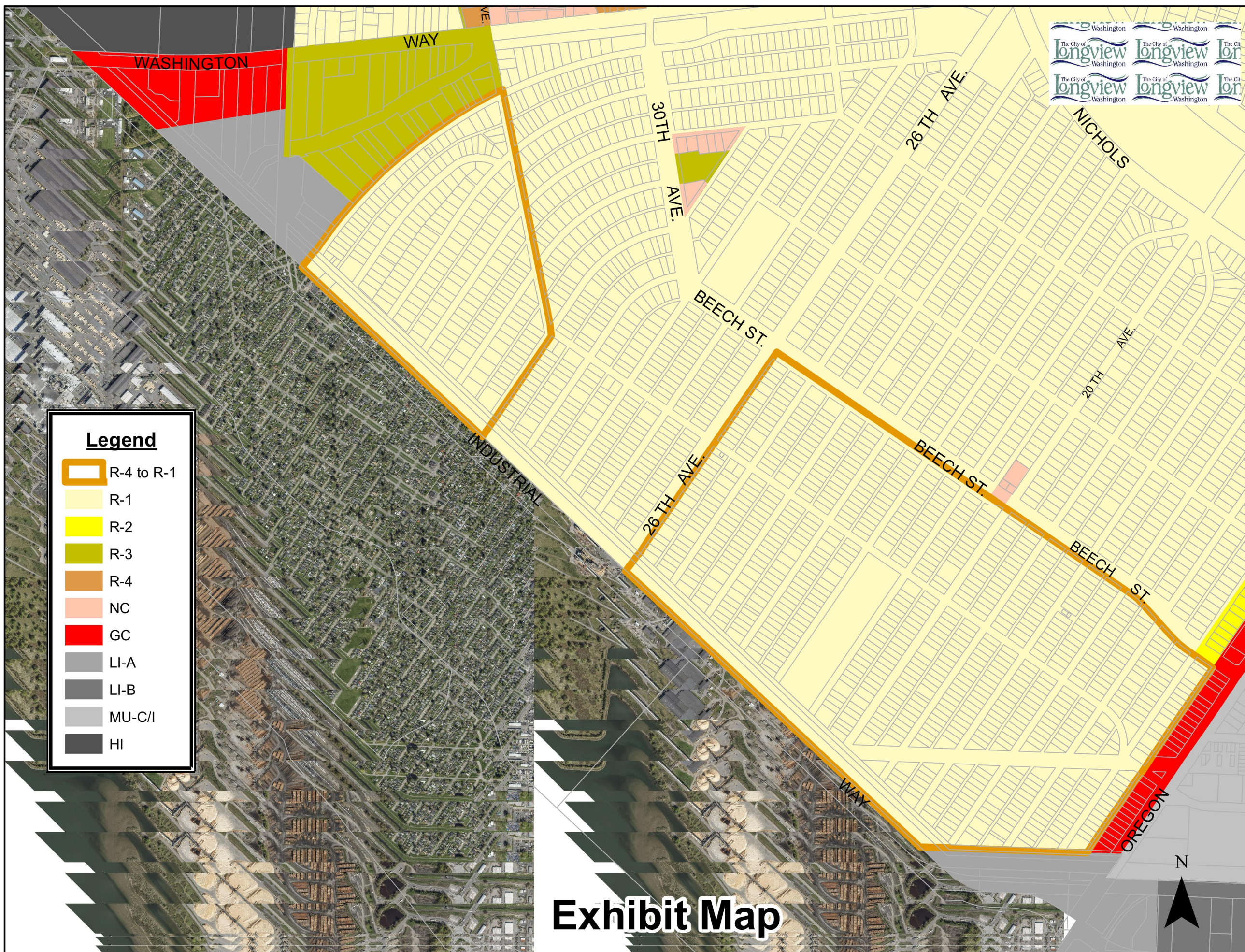


Exhibit Map

AFFIDAVIT OF PUBLICATION

Longview Daily News
770 11th Ave
(360) 577-2525

State of Pennsylvania, County of Lancaster, ss:

Hayden Lipsky, being first duly sworn, deposes and says: That (s)he is a duly authorized signatory of Column Software, PBC, duly authorized agent of Longview Daily News, published in Cowlitz county, has been approved as a Legal newspaper by order of the Superior court of the State of Washington of Cowlitz County, and that the Annexed printed copy is a true copy of the notice in the above entitled matter as it was printed in the regular entire issue of said paper and online at www.tdn.com , for publication dates as listed below, and that said newspaper was regularly distributed to its subscribers during all of said period, and that said notice was published in said paper and not in a supplement form. That the full amount of the fee charged for said forgoing publication is as listed below, and is \$3.50 per line for the first insertion and \$3.00 per line for each subsequent insertion. There is also an additional charge of \$10.00 for every additional affidavit copy over two copies.

PUBLICATION DATES: July. 30 2024

NOTICE ID: 8L52drXk9ldEPCATf5K9
PUBLISHER ID: COL-WA-100269
NOTICE NAME: Ordinance 3541
Publication Fee: \$77.33

(Signed) *Hayden Lipsky*

VERIFICATION

State of Pennsylvania
County of Lancaster

Commonwealth of Pennsylvania - Notary Seal
Nicole Burkholder, Notary Public
Lancaster County
My commission expires March 30, 2027
Commission Number 1342120

Subscribed in my presence and sworn to before me on this: 07/30/2024

Nicole Burkholder

Notary Public
Notarized remotely online using communication technology via Proof.

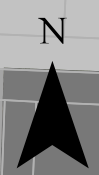
Ordinance 3541

An ordinance of the City of Longview, Washington, adopting findings of fact; adopting Interim Zoning regulations; amending the official City of Longview zoning map; providing for the duration of this ordinance and public hearing; providing for severability, expiration and an effective date. Full text of the ordinance will be provided upon request.
7/30 COL-WA-100269

Legend

- R-4 to R-1
- R-1
- R-2
- R-3
- R-4
- NC
- GC
- LI-A
- LI-B
- MU-C/I
- HI

Exhibit Map



RCW [36.70A.390](#)

Moratoria, interim zoning controls—Public hearing—Limitation on length—Exceptions.

A county or city governing body that adopts a moratorium, interim zoning map, interim zoning ordinance, or interim official control without holding a public hearing on the proposed moratorium, interim zoning map, interim zoning ordinance, or interim official control, shall hold a public hearing on the adopted moratorium, interim zoning map, interim zoning ordinance, or interim official control within at least sixty days of its adoption, whether or not the governing body received a recommendation on the matter from the planning commission or department. If the governing body does not adopt findings of fact justifying its action before this hearing, then the governing body shall do so immediately after this public hearing. A moratorium, interim zoning map, interim zoning ordinance, or interim official control adopted under this section may be effective for not longer than six months, but may be effective for up to one year if a work plan is developed for related studies providing for such a longer period. A moratorium, interim zoning map, interim zoning ordinance, or interim official control may be renewed for one or more six-month periods if a subsequent public hearing is held and findings of fact are made prior to each renewal.

This section does not apply to the designation of critical areas, agricultural lands, forestlands, and mineral resource lands, under RCW [36.70A.170](#), and the conservation of these lands and protection of these areas under RCW [36.70A.060](#), prior to such actions being taken in a comprehensive plan adopted under RCW [36.70A.070](#) and implementing development regulations adopted under RCW [36.70A.120](#), if a public hearing is held on such proposed actions. This section does not apply to ordinances or development regulations adopted by a city that prohibit building permit applications for or the construction of transitional housing or permanent supportive housing in any zones in which residential dwelling units or hotels are allowed or prohibit building permit applications for or the construction of indoor emergency shelters and indoor emergency housing in any zones in which hotels are allowed.

RCW 35A.63.220

Moratoria, interim zoning controls—Public hearing—Limitation on length.

A legislative body that adopts a moratorium or interim zoning ordinance, without holding a public hearing on the proposed moratorium or interim zoning ordinance, shall hold a public hearing on the adopted moratorium or interim zoning ordinance within at least sixty days of its adoption, whether or not the legislative body received a recommendation on the matter from the planning agency. If the legislative body does not adopt findings of fact justifying its action before this hearing, then the legislative body shall do so immediately after this public hearing. A moratorium or interim zoning ordinance adopted under this section may be effective for not longer than six months, but may be effective for up to one year if a work plan is developed for related studies providing for such a longer period. A moratorium of [or] interim zoning ordinance may be renewed for one or more six-month periods if a subsequent public hearing is held and findings of fact are made prior to each renewal.



P.O. Box 128
Longview, WA 98632-7080
www.mylongview.com

September 26, 2024

Dear Legislators,

The City of Longview needs action from the legislature to continue adequate enforcement and action on drug crimes.

The City of Longview, like many local governments in Washington, is facing certain financial challenges with recent changes in our state and nation. One such challenge is maintaining the levels of service and meeting the expectations of our constituents regarding arrests and jailings for drug crimes- something previously paid for by the state prior to the passage of SB 5536 in 2023, making those crimes misdemeanors.

In our city alone, our jail budget is in excess of \$1.2 million dollars for 2024. Prior to the change, with those same crimes being felonies in many cases, our jail budget was not a financial challenge. This is an issue that transcends party and partisan rhetoric and instead appeals to the job of the legislature in safeguarding their communities. With the financial implications of drug crimes becoming misdemeanors, and cities footing the bill, local jurisdictions are having to consider whether to arrest and jail drug dealers peddling poison to our people, and drug users making our parks and public spaces unsafe. This should not be happening in a fair and civilized society, and certainly not in our evergreen state.

I humbly ask that the legislature finds a way to provide additional funding for local governments to offset their jail budget and police costs to make up for the financial challenges of enforcing law and justice on drug crimes in a post-Blake situation that we face now. We need action not only for our local governments, but for our law enforcement personnel, and for our people in our communities.

Blessings,

Spencer C. Boudreau

24th Mayor of the City of Longview



City of Longview

Agenda Summary

SUBCOMMITTEE RECOMMENDATION OF SELECTION OF AN EXECUTIVE SEARCH FIRM FOR CITY MANAGER

DATE: September 26, 2024

COUNCIL STRATEGIC INITIATIVE ADDRESSED:

Continue effective financial management

CITY ATTORNEY REVIEW: REQUIRED

SUMMARY STATEMENT:

At the Regular City Council meeting of July 9, 2024, council moved to form a Council Subcommittee to work with Human Resources and recommend a path forward for the executive search process for a City Manager and bring recommendations to the council meeting on August 27, 2024.

Council subsequently formed two separate subcommittees to discuss proposals relating to the process and report back to the full council in open session August 27, 2024.

At the Regular City Council meeting of August 27, 2024, the council approved the subcommittee's recommendations for the Executive search process for City Manager and directed staff to proceed. Staff reached out to 4-5 executive search firms for quotes. The proposals are attached to the agenda. At this time, the Council will review the proposals and provide direction on which firm to proceed with for the City Manager search.

RECOMMENDED ACTION:

Review the proposals and provide direction on which firm to proceed with for the City Manager search.

STAFF CONTACT:

Attachments:

1. City of Longview City Manager Recruitment Proposal
2. CBA Proposal for Longview City Manager search - 2024.09.11
3. CB&A Appendices for Longview, WA 2024.09.11
4. GMP Proposal_Longview City Manager
5. Subcommittee Recommendations for Executive Search Process for City Manager

Proposal
for
City Manager
Recruitment Services



Leadership is Key to the Sustainability of Any Organization

Character, integrity, and the commitment of a leader inspires those in the workplace to go the extra mile and can greatly influence the team's success in achieving its objectives.

Finding great leaders is what we do!



Executive Recruitment

Interim Staffing. Application Software. Job Board.



September 12, 2024

Council Members
City of Longview
1525 Broadway
Longview, WA 98632

Dear Council Members,

Thank you for the opportunity to submit the enclosed City Manager recruitment proposal for the City's consideration. We understand that the City of Longview has recently experienced turnover in several key leadership positions. Although the past few months have been stressful, this is an exciting time for the Council, staff and community to start fresh and move forward with a new City Manager... the opportunities this brings are endless.

One of Prothman's strengths is understanding our clients' needs and tailoring the search process to meet those needs. Although our proposal lays out specific steps in the scope of work, we have learned in our 22+ years of recruiting experience that each client's circumstances, organization, and community are unique, thus we do not force a "cookie-cutter" process on you. Working with you throughout the recruitment, we will tailor the process as needed with the shared goal of finding you the right candidate who will not only be professionally qualified, but just as importantly, will be a great "fit" for the Council, your organization, and your community.

For Longview's unique circumstances, Prothman offers:

- 1) **Council facilitation** – Your lead consultant, Cliff Moore, has successfully worked with several elected Councils and Boards throughout his 30+ years in local government. In addition, during his career, Cliff completed several facilitation training courses ensuring that he has the experience and training to facilitate and guide the Council through all the important decisions they will need to make throughout the recruitment process.
- 2) **Representing the City as a neutral partner** – Candidates often call the lead consultant to ask about the council dynamics and overall "health" of the organization. Your lead consultant will get a thorough understanding of all opportunities and challenges facing the new City Manager and will represent the organization impartially, thus providing potential candidates a neutral resource and adding credibility to the recruitment process.
- 3) **Staff availability to support the recruitment** – We have the experience of managing over 900 recruitments, and our staff has been working together as a team for over 14 years. City staff will help support us by scheduling meetings, providing information for the recruitment brochure, and providing final interview coordination support, among other similar requests.

Having served organizations both large and small, near and far, our entire team believes that no job is too big or too small, and we are happy and excited to help you!

Sincerely,

A handwritten signature in blue ink that reads 'Sonja Prothman'.

Sonja Prothman
Owner / CEO

STATEMENT OF QUALIFICATIONS

ABOUT PROTHMAN

Founded in 2002, Prothman specializes in providing executive recruitment services to cities, counties, districts, and other governmental agencies throughout the United States. Driven by our passion for local government, we do what we do because we love helping organizations thrive! Having served organizations both large and small, near and far, our entire team believes that no job is too big or too small, we are happy and excited to help.

OUR EXPERTISE

Firsthand Knowledge of Local Government: Our lead consultants have dedicated their lives to local government and joined Prothman upon retiring from their distinguished careers. Our 22 years of recruiting experience, combined with each of our consultants' 30+ years of local government experience, provides our clients with a solid and effective team that can handle any senior level or highly specialized position recruitment.

Recruitment Knowledge and Experience: The Prothman team has conducted over 900 recruitments and interim placements. We have read and screened over 16,000 resumes, and we have personally interviewed over 9,000 semifinalist candidates. We know how to read between the lines, filter the fluff, and drill down to the qualities and experiences required to be a good manager.

OUTREACH EXPERTS

Our Ability to Connect to Potential Candidates is Unmatched! Our thorough approach to each recruitment ensures that we are casting the widest net possible to find the right candidate that will fit your needs. Our outreach program includes personal contacts and networking, individual direct mail job announcement campaigns, individual email job announcement campaigns, extensive utilization of social media, thorough advertising placements, and other creative strategies specific to the position.

OUR PROVEN PROCESS

Clients and candidates continually tell us that we have the best process and client service in the industry. The tenure of our placements is among the best in the industry because we understand that "fit" is the most important part of the process; not just fit within the organization, but fit within the community, as well.

OUR GUARANTEE

We are confident in our ability to recruit an experienced and qualified candidate who will be the perfect "fit" for your organization. Should the selected finalist leave the position or be terminated for cause within one year from the employment date, we will conduct a replacement search with no additional professional fee.

CONTACT INFORMATION

Owner/CEO: Sonja Prothman - sonja@prothman.com, 206.368.0050
www.prothman.com
www.prothman-jobboard.com

Submittal Date: September 12, 2024

STATEMENT OF QUALIFICATIONS - PROJECT TEAM

Cliff Moore - Project Lead

Cliff Moore joins Prothman after a 30-year career in public service. Cliff's background includes service as the County Manager of Thurston County, WA, and City Manager of Yakima, WA. Cliff also served as Director of the Planning and Land Use Department in Thurston County and held senior administrative positions at Washington State University in Pullman and executive leadership positions at the university's extension offices in both Jefferson and Thurston Counties. Prior to his years of public service, Cliff worked abroad as a Peace Corps volunteer in Togo, West Africa; he was Assistant Country Director for the CARE mission in Honduras; and he was the Director of the US Refugee Resettlement Office in Khartoum, Sudan. Cliff received his master's degree from the University of San Francisco, and he is fluent in Spanish.

Gary Buchanan - Project Support

Gary brings 31 years of successful Human Resources leadership experience to the Prothman Team. He recently served five years as the Director of Human Resources for the City of Tacoma, WA, population 212,869, until his retirement. Gary also served 14 years at the Port of Seattle as the Human Resources Director. The Port of Seattle encompasses both the Seattle Seaport and Seattle-Tacoma International Airport. Additionally, Gary served 30 years in the Naval Reserve. His Naval career included three command assignments, and he was deployed twice in support of Operation Iraqi Freedom. Gary received his Bachelor of Science degree from Westminster College, Salt Lake City, UT, and his Naval Science degree from the University of Utah.

Sonja Prothman - Project Support

As owner and CEO, Sonja directs the day-to-day operations of the Prothman Company and has over 17 years of experience in local government recruiting, interim placements, and organizational assessments. Sonja is a former councilmember for the City of Normandy Park, Washington, and brings to Prothman the "elected official" side of government – a vital perspective for understanding our clients' needs. Sonja also brings private sector expertise, having worked with the Boeing Company where she was on the start-up team as lead negotiator for schedules and deliverables for the first 777 composite empennage. A Seattle native, Sonja earned a bachelor's degree in communications from the University of Washington.

Barry Gaskins - Project Support

Barry has been a key member of the Prothman team for 18 years and is responsible for office and candidate management. His attention to detail and understanding of timeliness to the customer and candidates is remarkable. Barry works with the lead consultant in following through with scheduling interviews, arranging candidate travel, managing candidate application packets, and assembly of candidate information to give to the client. Barry came to us from the Bill & Melinda Gates Foundation where he served as a Program Assistant for four years in the US Library Program. Barry earned his bachelor's degree from California State University.

Jared Eckhardt - Project Support

Jared has been a key member of the Prothman team for over seven years and is responsible for profile development and candidate outreach. Jared works one-on-one with the client for position profile development and works with Sonja and the lead consultant on each client's outreach strategies. Jared also functions as recruitment support as a secondary lead consultant on recruitments and special projects. Jared graduated from the University of Washington, earning his BA in Communications.

PROPOSED SCHEDULE

Blue highlighted / bolded events represent meetings with the client.

Date	Topic
Weeks of September 30 & October 7, 2024	Travel to Longview for stakeholder interviews. Gather information for position profile. Send profile for review and edits.
October 14, 2024	Post profile and start advertising and actively recruiting
October 21, 2024	Send Direct Mail
November 24, 2024	Application Closing Date
Weeks of November 25 & December 2, 2024	Prothman screens applications & interviews top 6 - 12 candidates
<i>November 28 & 29, 2024</i>	<i>Thanksgiving Holiday</i>
Week of December 9 - 13, 2024	Travel to Longview for Work Session to review semifinalists and pick finalists, and design final interviews
<i>December 23, 2024 - January 5, 2025</i>	<i>Christmas & New Year Holidays</i>
Week of January 6 or 13, 2025	Travel to Longview for Final Interview Process

REFERENCES

City of Battle Ground, WA - City Manager *(recently completed by Cliff Moore)*

Contact: Troy McCoy, Mayor

troy.mccoy@cityofbg.org, 360.600.5468

Port of Olympia, WA - Executive Director *(recently completed by Cliff Moore)*, Finance Director, Marine Terminal Sr. Manager, Airport Sr. Manager, Director of Strategic Projects, Capital Assets Program Manager *(Sourcing & Outreach Recruitments)*

Contact: Tracy Aga, HR Manager

tracya@portolympia.com, 360.528.8002

City of Maupin, OR - City Manager *(recently completed by Cliff Moore)*

Contact: Carol Beatty, Mayor

cbeatty@cityofmaupin.org, 541.777.7803

City of Milton-Freewater, OR - City Manager *(recently completed by Cliff Moore)*

Contact: Leanne Steadman, Asst. City Manager/City Recorder

leanne.steadman@milton-freewater-or.gov, 541.938.8233

City of Port Townsend, WA - City Manager Review / Facilitation of Council *(recently completed by Cliff Moore)*. Past recruitments: Development Services Director, Deputy Public Works Director, Finance Director

Contact: John Mauro, City Manager

jmauro@cityofpt.us, 360.379.5043

EXECUTIVE SUMMARY

Prothman has been in the business of finding highly qualified candidates for placement in local government organizations of various sizes with varying political ideologies for 22+ years. We understand politics, Board and Council dynamics, and community passion, and we are experts in facilitating. We have designed our recruitment process so that all stakeholders are included, listened to, and treated with respect. Our company takes pride in and stakes its reputation on finding qualified candidates who are the right “fit” for our clients.

Some of our Executive Management Recruitments – In progress and recently completed:

City Administrator – City of Spokane, WA; City Manager – City of Centralia, WA; City Manager – City of Battle Ground, WA; City Manager – City of Chehalis, WA; City Manager – City of Brookings, OR; General Manager – Sudden Valley Community Association, WA; HR Director – City of Spokane, WA; Fire Chief – Spokane County Fire District 9, WA; Public Works Director – City and Borough of Sitka, AK; Jail Administrator – Klickitat County, WA; Assistant Finance Officer – City of Box Elder, SD; Community Development Director – Jefferson County, OR; Municipal Attorney – City and Borough of Sitka, AK; Fire Chief – Wellington Fire Protection District, CO; Chief Executive Officer – Ben Franklin Transit, WA; Civil Engineer – Cowlitz County, WA; Finance Director – City of Burien, WA; Environmental Manager – Skookum Contract Services, WA.

PROPOSED SCOPE OF WORK

1. Develop a Tailored Recruitment Strategy

Project Review

The first step will be to:

- ◆ Review the scope of work and project schedule

Information Gathering and Research (*Soliciting Input*)

We will travel to Longview and spend as much time as it takes to learn everything we can about your organization. Our goal is to thoroughly understand the values and culture of your organization, as well as the preferred qualifications you desire in your next City Manager. We will:

- ◆ Meet with the City Council
- ◆ Meet with Department Directors and Staff
- ◆ Meet with and facilitate Community Meeting, as directed
- ◆ Meet with Local Government Leaders, as directed
- ◆ Meet with other Local Stakeholders, as directed
- ◆ Review all documents related to the position

Position Profile Development (*Identifying the Ideal Candidate*)

We will develop a profile of your ideal candidate. Once the Position Profile is written and approved, it will serve as the foundation for our determination of a candidate’s “fit” within the organization and community. Profiles include the following:

- ◆ **A description of the ideal candidate’s qualifications**
 - Years of related experience and ideal personality traits
- ◆ **Organization-specific information**
 - Description of the organization, position and key responsibilities
 - Priorities and challenges facing the organization
- ◆ **Community-specific information**
- ◆ **Compensation package details**
- ◆ **Information on how to apply**

2. Identify, Target, and Recruit Viable Candidates

Outreach and Advertising Strategy (*Locating Qualified Candidates*)

We recognize that often the best candidates are not actively looking for a new position - *this is the person we want to reach and recruit.* We have an aggressive recruitment strategy which involves the following:

- ♦ **Print and Internet-based Ads** placed nationally in professional publications, journals, and related websites.
- ♦ **Targeted Direct Mail Recruitment Brochures** sent directly to city/county management professionals who are not actively searching for a new position.
- ♦ **Focused Candidate Outreach** via thousands of emails from our database of city/county management professionals.
- ♦ **Personal Networking** from the consultant's knowledge of city/county managers.
- ♦ **Posting the Position Profile on Prothman's Facebook and LinkedIn pages, and on the Prothman website**, which receives over five thousand visits per week from potential candidates.

3. Conduct Preliminary Screening

Candidate Screening (*Narrowing the Field*)

Once the application deadline has passed, we will conduct an extensive candidate review designed to gather detailed information on the leading candidates. The screening process has 3 key steps:

- 1) **Application Review:** Using the Position Profile as our guide, we will screen the candidates for qualifications based on the resumes, applications, and supplemental question responses (to determine a candidate's writing skills, analytical abilities, and communication style). After the initial screening, we take the yes's and maybe's and complete a second screening where we take a much deeper look into the training, work history and qualifications of each candidate.
- 2) **Internet Publication Background Search:** We conduct an internet publication search on all semifinalist candidates prior to their interviews. If we find anything out of the ordinary, we discuss this during the initial interview and bring this information to you.
- 3) **Personal Interviews:** We will conduct in-depth videoconference or in-person interviews with the top 6 to 12 candidates. During the interviews, we ask technical questions to gauge their competency, and just as importantly, we design our interviews to measure the candidate's fit within your organization.

Candidate Presentation (*Choosing the Finalists*)

We will prepare and send to you candidate packets which include each candidate's application materials and the results of the personal interviews and publication search.

We will travel to Longview and meet with Council and advise you of the candidates meeting the qualifications, our knowledge of them, and their strengths and weaknesses relative to fit within your organization. We will give you our recommendations and then work with you to identify the top 3 to 6 candidates to invite to the final interviews.

We will discuss the planning and design of the final interview process during this meeting.

4. Prepare Materials and Process for Final Interviews

Final Interview Process (*Selecting the Right Candidate*)

The design of the final interviews is an integral component towards making sure that all stakeholders have the opportunity to learn as much as possible about each candidate.

- ◆ **Elements of the design process include:**
 - **Deciding on the Structure of the Interviews**
 - **Deciding on an Evening Reception**
 - **Deciding on Candidate Travel Expenses**
- ◆ **Background Checks**

Background checks include the following:

 - **References**
 - **Education Verification, Criminal History, Driving Record and Sex Offender Check**
- ◆ **Candidate Travel Coordination**

After you have identified the travel expenses you wish to cover, we work with the candidates to organize the most cost-effective travel arrangements.
- ◆ **Final Interview Packets**

The Final Interview Packets include the candidates' application materials and sample interview questions and are the tool that keeps the final interview process organized.
- ◆ **Final Interviews with Candidates**

We will travel to Longview and facilitate the interviews. The interview process usually begins with a morning briefing where the schedule and process will be discussed with all those involved in the interviews. Each candidate will then go through a series of one-hour interview sessions, with an hour break for lunch.
- ◆ **Candidate Evaluation Session:** After the interviews are complete, we will facilitate the evaluation process, help the decision makers come to consensus, discuss next steps, and organize any additional candidate referencing or interview sessions if needed.
- ◆ **Facilitate Employment Agreement:** Once the top candidate has been selected, we offer any assistance needed in developing a letter of offer and negotiating terms of the employment agreement.

5. Warranty

Repeat the Recruitment

If you follow the major elements of our process and a top candidate is not chosen, we will repeat the recruitment with no additional professional fee, the only cost to you would be for the expenses.

6. Guarantee

Replacement Recruitment

Prothman will guarantee with a full recruitment that if the selected finalist is terminated or resigns within one year from the employment date, we will conduct one replacement search with no additional professional fee, the only cost to you would be for the expenses.

FEE & EXPENSES

Professional Fee

The fee for conducting a City Manager full recruitment with a one-year guarantee is \$18,500. The professional fee covers all Prothman staff time required to conduct the recruitment. This includes all correspondence with the client, writing and placing the recruitment ads, development of the candidate profile, creating and processing direct mail letters, creating and coordinating the email campaign, reviewing resumes, coordinating and conducting semifinalist interviews, coordinating and attending finalist interviews, coordinating candidate travel, conducting background checks and professional references on the finalist candidates and all other search related tasks required to successfully complete the recruitment.

Professional fees are billed in three equal installments throughout the recruitment, one at the beginning, at the halfway point, and upon completion of the final interviews.

Expenses

Expenses vary depending on the design and geographical scope of the recruitment. We do not mark up expenses and work diligently to keep expenses at a minimum and keep records of all expenditures. The City of Longview will be responsible for reimbursing expenses Prothman incurs on your behalf for each recruitment. Expenses for each recruitment include:

- Trade journal, LinkedIn, and associated website advertising (approx. \$1,200 - \$2,200)
- Direct mail announcements (\$1,900)
- Consultant travel: mileage at IRS rate, travel time at \$40 per hour, lodging if needed (approx. \$400 - \$700 per trip)
- Interview Packets and Shipping: (approx. \$50 - \$300)
- Background checks performed by Sterling (approx. \$170 per candidate)

Other Expenses

Candidate travel: We cannot approximate candidate travel expenses because they vary depending on the number of candidates, how far the candidates travel, length of stay, if spouses are included, etc. If you wish, we will coordinate and forward to your organization the candidates' travel receipts for direct reimbursement to the candidates.

Cancellation

You have the right to cancel the search at any time. Your only obligation would be the fees and expenses incurred prior to cancellation.

Equal Opportunity

We can assure you that we recognize the importance and wisdom of a diversity rich candidate pool and for every recruitment we conduct, we have made it our mission to reach out to and attract the most qualified and diverse candidate pool as possible for our clients. If we are chosen to be your executive recruiting partner, we will do so with the common goal of finding the agency a diverse and qualified pool of candidates.

All qualified applicants are considered in accordance with applicable laws prohibiting discrimination on the basis of race, religion, color, gender, age, national origin, sexual orientation, physical or mental disability, marital status or veteran status or any other legally protected status. We will provide assistance in the recruitment, application and selection process to applicants with disabilities who request such assistance.

EXAMPLE OF POSITION PROFILE



Washington

CITY MANAGER

\$195,000 - \$225,000

Plus Excellent Benefits

Apply by

May 26, 2024

First Review, Open Until Filled

PROTHMAN



THE COMMUNITY



Located 30 minutes north of Portland and just 5 miles east of Interstate 5, Battle Ground is a vibrant community of 21,780 tucked in the foothills of the rugged Cascade Mountains in southwest

Washington. Battle Ground is known for offering a strong sense of community and a rural living alternative within reach of the larger Portland-Vancouver metropolitan area.

Battle Ground is a growing community, and its prime location has attracted new businesses and housing developments as well as residents who desire a simpler lifestyle within reach of larger city amenities and the great outdoors. Historically, Battle Ground added most of its population during 1990 to 2010, growing from a city of 3,758 residents to 17,571.



Today, Battle Ground serves as the commercial and social hub for the larger north Clark County area. Residents and visitors enjoy an array of amenities from a movie theater and major chain stores to local pubs, craft eateries and retail establishments. The city is also home to a 13,000 square foot community center in the historic Old Town district, and a 27,000 square foot skate park ranked 2nd best in the state by the Seattle Times.

Located between the mountains and the sea, Battle Ground is surrounded by an expanse of state and regional parks, scenic rivers and lakes, open space, and farmland. The city's gateway location offers convenient nearby opportunities for hiking, fishing, camping, biking, paddle boarding, and kayaking. Mount St. Helens National Volcanic Monument and the ski slopes of Mt Hood are within a 90-minute drive. Portland International Airport serves the region just 30 minutes away.

THE CITY

Incorporated in 1951, the City of Battle Ground is a full-service city that operates under a Council-Manager form of government. The City Council is comprised of seven members elected at-large to serve 4-year terms. Each biennium the council selects one of its members to serve as Mayor and one to serve as Deputy Mayor.

The City operates on a total budget of \$85 million with a team of 98.75 FTEs. City departments include Executive, Finance, Community Development, Municipal Court, Parks & Recreation, Police, and Public Works.

THE POSITION

Working under the direction and authority of the City Council, the City Manager serves as the City's Chief Executive Officer and is responsible to plan, organize, direct and/or perform the development, management and administration of City-wide budget, policies, procedures, regulations, ordinances, and programs.

The City Manager supports the council by providing leadership, drafting policies, developing city plans, and advising on legislative decisions. The City Manager will also prepare and administer the city's budget, keeping the council informed about the financial health of the city and ensuring compliance with all relevant laws and ordinances.



In addition to these responsibilities, the City Manager serves as a crucial liaison between the City of Battle Ground and other governmental and community organizations, representing the city's interests and viewpoints.

The City Manager will manage the city's leadership team, setting goals and objectives, and ensuring the efficient and effective delivery of services. The role also involves addressing citizen inquiries and complaints as needed.

To view a full job description please view the attachment found [here](#) or visit www.prothman.com.



EDUCATION & EXPERIENCE

- A bachelor's degree in public administration, planning, business administration or a closely related field is required.
- At least five (5) years of progressively responsible senior management experience, preferably in the public sector at the local (municipal) level of government is required.
- The ideal candidate will be honest, a strong communicator, and have a track record of working well with elected officials. This person will have a good sense of finance, and strong supervision skills. The ideal candidate will be a flexible imaginative problem solver and have a strong focus on job creation.
- A master's degree in public administration, planning, business administration or a closely related field is preferred.
- Possession of a valid driver's license and insurable by the City's insurance carrier.
- City residency after appointment, unless waived by the City Council.



COMPENSATION & BENEFITS

- **\$195,000 - \$225,000 DOQ**
- Medical insurance (Regence PPO or Kaiser HMO).
- Dental insurance (Delta Dental of WA).
- Vision insurance (Vision Service Plan).
- Long-Term Disability policy.
- \$50,000 basic term life insurance policy.
- WA PERS Retirement Program (PERS 2 or PERS 3).
- Vacation accrual starts at 8 hours per month-Advance accrual rate possible for those with prior relevant public sector experience. Future increases based on years of service.
- Sick leave accrual at 8 hours per month.
- 12 paid holidays per year, plus 1 floating holiday; 2nd floating holiday after 5 years of service.
- Flexible Spending Account, Health Savings Account (with HDHP only), Aflac plans, 457 retirement program options (voluntary).



For more information on the community and City of Battle Ground, please visit:

www.cityofbg.org

The City of Battle Ground is an Equal Opportunity Employer. All qualified candidates are strongly encouraged to apply by **May 26, 2024** (first review, open until filled). Applications, supplemental questions, resumes and cover letters will only be accepted electronically. To **apply online**, go to **www.prothman.com** and click on "Open Recruitments", select "**City of Battle Ground, WA – City Manager**" and click "**Apply Online**," or click [here](#). Resumes, cover letters, and supplemental questions can be uploaded once you have logged in.



www.prothman.com

371 NE Gilman Blvd., Suite 310
Issaquah, WA 98027
206.368.0050

EXAMPLE OF INVITE LETTER



CITY MANAGER

\$165,000 - \$179,000

Plus Excellent Benefits

First Review:

February 25, 2024

(Open Until Filled)

Apply at www.prothman.com

Dear Colleague,

Prothman is currently recruiting for the **City Manager** position for the **City of Chehalis, Washington**. We invite you to review the position details on the back page, and if you find that this position is not right for you, we kindly ask you please pass this on to other professionals you know who may be ready for this next step in their career.

Thank you for your consideration and help!

PROTHMAN



THE REGION



Located along Western Washington's I-5 corridor midway between Seattle and Portland, Chehalis is a close-knit community where historic charm, character, and a rich heritage are preserved and cherished.

The region is brimming with interesting and unique businesses and attractions and boasts three districts on the National Register of Historic Places. Residents have quick and easy access to many cultural activities, fairs, concerts, and a wide assortment of annual events. From its start as a pioneer logging, milling and agricultural community to today's mix of residential, retail, light industrial and manufacturing, Chehalis is a community where neighbors know they can rely on one another for help and support.

The area offers unparalleled scenic locations and outdoor opportunities, including nearby Mt. St. Helens, Mt. Rainier, and the beautiful Pacific Ocean. Just a short drive away, residents and visitors can ski and snowmobile at White Pass, water ski on 23-mile long Riffe Lake, fish for record-size salmon and steelhead on the Cowlitz River or play a round of golf on one of several area courses.

Chehalis has over 300 acres of parks with exceptionally popular recreation programs. Over the last ten years the City has renovated the major components of Recreation Park, its most active facility. In 2014 the renovated Gail and Carolyn Shaw Aquatics Center opened to thousands of eager attendees thanks to the incredible financial support and dedication of area civic groups, individuals, and businesses. This effort led to the City's renovation of the rest of the Park, which included major improvements to the City's Sports Complex and Penny Playground which were completed in 2021.



Now, the Park attracts hundreds of residents and visitors daily to enjoy athletic competitions, walks, musical performances, and the incredibly popular all-new Penny Playground, which offers inclusive play equipment for kids of all abilities. The \$4M dollar project was made possible because of the City's unique partnership with the non-profit Chehalis Foundation, which raised more than \$1M. Those donations helped the City secure the state and federal grants needed to fill the remaining funding gaps. Recreation Park stands as testament to the continuing support and generosity of the Chehalis community.

THE CITY

The City of Chehalis operates under a Council-Manager form of government with seven councilors. Four of the Councilors are elected by district and three are elected at-large. The Councilors serve staggered 4-year terms, and the Mayor is chosen biennially by the Council. Chehalis is a full-service city with 11 departments, including Airport, Building and Planning, City Clerk, City Manager, Finance, Fire, Human Resources, Municipal Court, Parks and Recreation, Police, and Public Works, along with a contracted City Attorney. There are four bargaining groups, including the Chehalis Police Officer's Guild, IAFF 2510 for Firefighters, and two Teamsters 252 Unions for non-uniformed and non-commissioned staff. The current collective bargaining agreements expire on December 31, 2025. The City had a 2023 budget of \$36,255,773, with 111 FTEs. During the summer months, around 30 part-time seasonal workers support Public Works, Parks and Recreation, and the aquatics center.

THE POSITION

Working under the policy guidance and direction of the City Council, the City Manager is the Chief Administrative Officer for the city, providing executive leadership and representation on all matters concerning city government. This position is responsible for planning, directing, managing, and reviewing all activities and operations of the city. This includes coordinates programs, services, and activities among city departments and outside agencies, ensuring the financial integrity of the organization, representing the city's interests, and providing highly responsible and complex policy advice and administrative support to the Mayor and City Council.

Please visit www.prothman.com to review the full position profile and compensation package, and to learn more about Prothman.



**PROPOSAL TO PROVIDE EXECUTIVE RECRUITMENT SERVICES
FOR
THE CITY OF LONGVIEW, WA**

Volume I: Proposal

Submitted on: September 11, 2024

Colin Baenziger & Associates

Contact Person:

Colin Baenziger (561) 707-3537
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 PROVIDE EXECUTIVE SEARCH FIRM SERVICES

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September 11, 2024

The Honorable Mayor Spencer Boudreau, Mayor Pro-tem Kalei LaFave, and Council Members
Erik Halvorson, Ruth Kendall, MaryAlice Wallis, Angie Wean, and Keith Young
Attn: Sabrina Fraidenburg, Human Resource Director
Sabrina.Fraidenburg@ci.longview.wa.us
City of Longview
1525 Broadway
Longview, WA 98632

The Honorable Mayor Boudreau, Mayor Pro-tem LaFave, and Council Members Halvorson,
Kendall, Wallis, Wean, and Young:

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 across the country and found to be extremely effective.

While CB&A is a municipal recruiting firm which has conducted assignments across the country, we have focused our efforts in Florida, Virginia and Washington. 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. 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 appropriate government 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 a good fit for your community. As a result, we only take a few clients at a time and focus on getting the job done properly. Further, we routinely complete our work in sixty to ninety days. This timeframe includes preparation of recruitment and advertising materials, candidate outreach, candidate screening, finalist interviewing, and selection. We also offer one of the best warranties in the industry.

Some of our Washington recruitments include City Managers for Bellevue, WA; Burien, WA; Carnation, WA; Connell, WA; Ellensburg, WA; Fife, WA; Lake Forest Park, WA; Medina, WA; Mill Creek, WA; Mountlake Terrace, WA; Normandy Park, WA; Prosser, WA; Renton, WA;

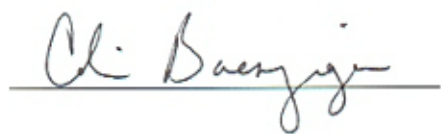
Sammamish, WA; Sequim, WA; Sunnyside, WA; Tacoma, WA; and Yakima, WA. Nationally we have found City Managers for Ankeny, IA; Doraville, GA; Fayetteville, NC; Portland, ME; Roanoke, VA; Scottsdale, AZ; and Winchester, VA. We have also found the Borough Manager for Matanuska-Susitna Borough, Alaska (a 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/Administrators for Fruitland Park, FL, Davenport, IA, and Eagle Mountain City, UT; Assistant County Manager for Douglas County, NV; City Attorneys for Deltona, FL and Moline, IL, and a Human Resources Director for St. Johns County, FL.

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

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

The Firm, Its Philosophy, & Its Experience

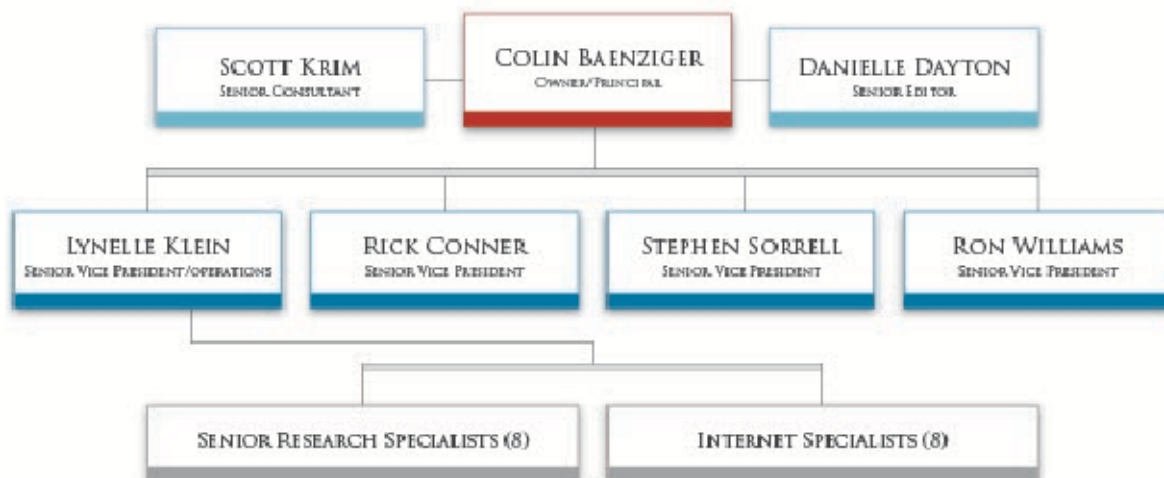
Colin Baenziger & Associates (CB&A) is a nationally recognized executive recruiting firm established in 1997 and owned and operated by Colin Baenziger. We are a sole proprietorship headquartered in Volusia County, FL with satellite offices in Grand Junction, CO, Live Oak, FL, Ogden, UT, and Pensacola, FL. 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. Further, 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. We simply do not believe in unforeseen circumstances.

Since beginning our executive search practice in 1998, we have conducted searches for clients in thirty-four states. Overall, we have sought over 230 CEOs for cities, counties, and special districts. We have also conducted over 415 searches overall. 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 26 years, and it has proved to be extremely effective. Our work has focused primarily on Executive Search and our staff is extremely capable and experienced. See Section III for more details. The structure of our firm is outlined below.



I. Qualifications and Experience of the Firm (continued)

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 circumstances may develop. *We have never requested anything beyond the originally quoted price, even when we were probably entitled to do so, and we never will.*

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 since 2012, 38% of the candidates selected as semi-finalists have been females and/or minorities. Some years have been as high as 52%.

Prior Names and Litigation

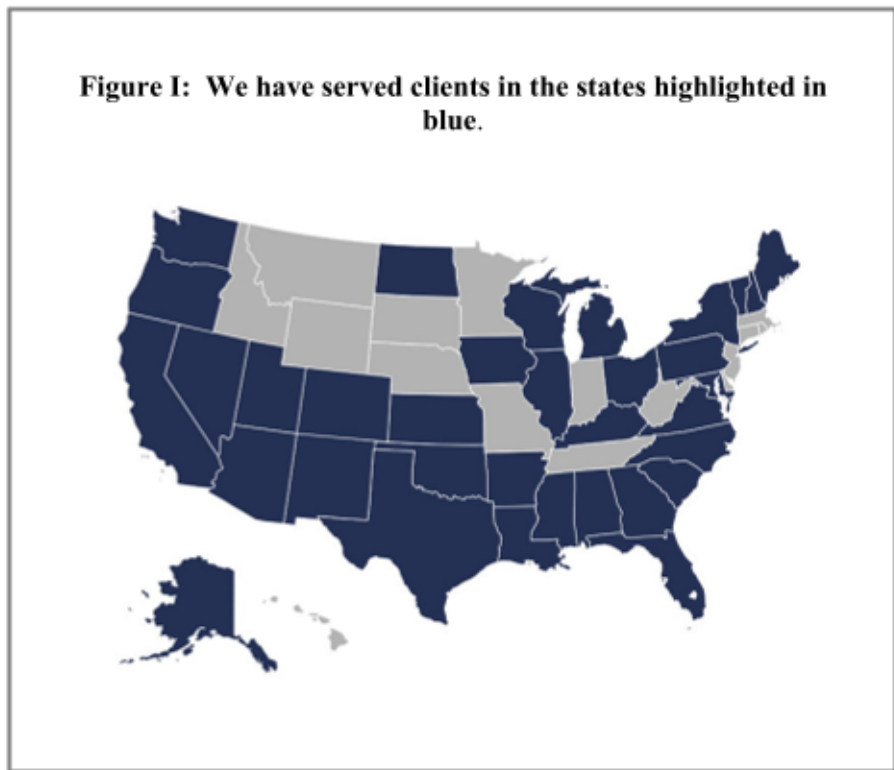
Colin Baenziger & Associates has always operated under its current name and has never been involved in any litigation, except to testify as an expert witness on behalf of one of the parties. Our performance has never been questioned nor have we or any of our clients been involved in any legal action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

Insurance

To protect our clients, Colin Baenziger & Associates maintains the following insurance coverages: (1) general liability insurance of \$2 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 and \$2 million aggregate. Further, we carry the required workers compensation insurance for all our employees.

Geographic Reach

Since initiating its search function in 1998, CB&A has become a nationwide recruiting firm. We have conducted searches in 35 states, see Figure I below. A complete list of our searches can be found in Appendix A.



II. Proposed Work Plan

The following search methodology has been refined over the past twenty-six years and is virtually foolproof. That said, we will integrate any ideas you have into the process to the extent possible. Our goal is to ensure you have the right people to interview as well as all the information you need to make the right decision.

Phase I: Information Gathering / Needs Assessment / Brochure Preparation

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 providing an honest 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:

- Gather information from the jurisdiction, its website and other sources;
- Interview the elected body 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, skills, 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 both the elected body and the candidates will know when the interviews will be held and when they need to be available.

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.

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 any additional suggestions you may have 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)

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 potential candidates and consult our database of government professionals. 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.
- ***Advertising:*** While we will network to find the best, we will not ignore professional organizations and trade press which sometimes yield strong candidates. These might include the International City/County Management Association, Association of Washington Cities, LinkedIn, the National Association of Cities, and sites aimed at female and minority candidates.
- ***CB&A Website:*** We will also post the recruitment on our website, www.cb-asso.com. With our reputation, many candidates consult it regularly.
- ***Email:*** We will e-mail the recruitment profile through our listserv of over thirteen thousand managers and professionals who are interested in local government management positions. 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 generally 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 forty to sixty applicants. We will use the information we developed in Phase I to narrow the field. Selecting strong candidates is, in reality, more of 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 an outstanding fit with the City and the community as your next City Manager.

II. Proposed Work Plan (Continued)

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 recruiters, 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 each candidate further.

Step Three. Evaluate the Best Candidates. We will conduct thorough research into the backgrounds of the best six 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 story *in their own words* 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 provide the candidate with a list of references with whom we wish to speak. These will include current and former elected officials, the municipal attorney, the external auditor, staff members, peers, news media representatives, the director of the local chamber of commerce, community activists, the Human Resources Director they work with, and others who know the candidate. All told, the list will include approximately 20 individuals. We will 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, approximately page long 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 litigation at the county and federal level; motor vehicle records; and bankruptcy and credit. As an aside, while only police departments have access to the gold standard for criminal records (the NCIC database), 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. Further, we will review the candidate's social media accounts.
- **Verification of Education and Work History:** We will verify all claimed educational degrees, as well as the candidate's work history for the past 15 years to ensure the candidate has been completely forthright.

II. Proposed Work Plan (Continued)

- **Candidate Disclosure Statement:** We ask candidates to disclose anything controversial in their background that we need to be aware of. While it is unlikely that 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 will be 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 and checks should be completed prior to presenting them to you. That way you will know the individuals you select to interview 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 candidates and present them for your consideration as finalists. We will provide you electronically a complete written report for each recommended candidate which will include: the candidate's cover letter, resume, introduction, 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 outlining questions that are not appropriate to ask), and some logistical information.

Task Six: Finalist Selection

Approximately a week after the City has received the candidate materials, CB&A will meet with the elected officials to discuss our findings and to select finalists (ideally five with an alternate) to be invited to interview.

Task Seven: Notify All Candidates of Their Status

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

CB&A will also contact those not selected to be interviewed. 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)

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 evaluation process including mechanisms to assess the candidates' communication skills, interpersonal skills, and decision-making skills. Typically, we suggest the Council observe the finalists in three settings: a social setting (since the selected candidate will frequently represent the City at community functions), one-on-one interviews, and a Council meeting.

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

Later, that evening, the Council can host a reception for the candidates. The purpose is to observe how the finalists respond to a social situation. As noted, 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 your citizenry. The reception also serves as an icebreaker whereby the Council Members and the candidates get to know one another informally.

Day #2: The next morning, each candidate will interview individually with each Council Member for approximately 40 minutes. These meetings provide you with an opportunity to assess how the candidates might interact with you on an individual basis. Ultimately, Managers succeed or fail based on their interaction with the Council and its individual members. One-on-one interviews are an excellent way to test that interaction.

After lunch, the Council, as a group, will interview each finalist one at a time for approximately 30 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 feel comfortable with the community.

Finally, if it would make you feel more comfortable, we can recommend several third-party management and personality assessment tools that the City can use to provide additional input. They are available at a relatively small cost and are not included in our fee.

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.

II. Proposed Work Plan (Continued)

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. We simply feel it is part of our job to ensure 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 are, in addition to being exceptional recruiters, students of local government, and can often provide insights and names of parties who have dealt a wide variety of issues, often with innovative solutions. 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)

Proposed Project Schedule

The following is the schedule we would suggest and assumes CB&A is selected to complete the search by September 26th. It can be adjusted based on the availability of the Mayor and Council.

Phase I: Needs Assessment / Information Gathering

- October 11th: CB&A begins meeting with the Council Members and other stakeholders to understand the job and its challenges.
- October 22nd: CB&A submits the draft of the full recruitment profile to the City for its review.
- October 29th: City provides comments on the recruitment profile.

Phase II: Recruiting

- November 1st: CB&A posts the full recruitment profile on its website and submits it to the appropriate publications. It is also e-mailed to over 13,500 local government professionals.
- November 22nd: Closing date for submission of applications.
- November 27th: CB&A reports on the results of the recruitment.

Phase III: Screening, Reference Checks and Credential Verification

- December 30th: CB&A forwards its reports and materials to the City for the recommended candidates. These will include the candidates' cover letters, resumes and introduction as well as the results of our reference, background, and Internet/newspaper archives/social media checks.
- January 7th: City selects approximately five finalists and an alternate to interview.

Phase IV: Interview Process Coordination and City Manager Selection

- January 16th: City holds reception for the finalists.
- January 17th: 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

Project Team and Involvement

Colin Baenziger & Associates has assembled an outstanding project team to serve your needs.

Colin Baenziger will have overall responsibility for the execution of the search. Mr. Baenziger has spent ten years in local government as a senior manager and over 30 years as a consultant. In addition to his 25 years in executive search, he specialized in operational reviews of governmental agencies and private sector clients such as the Recording Industry Association of America, and 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.



Lynelle Klein, Senior Vice President for Operations, is a skilled professional with extensive expertise in executive search. Starting as a research assistant with CB&A 12 years ago, she has now firmly established herself as the number two person at CB&A. Prior to joining the firm, she worked primarily in the private sector providing financial and administrative services. Ms. Klein has an associate degree from Brigham Young University in Rexburg, Idaho. She currently resides in Mesa County, CO.



Stephen Sorrell, Senior Vice President, brings over 35 years of management and technical experience in municipal, county, state, and special district agencies in addition to his work with 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.



III. Proposed Project Team *(continued)*

Ron Williams, Senior Vice President. While Mr. Williams is technically relatively new to CB&A, he worked with the firm in its infancy and helped develop the operating methodology that has led to our growth and success. His public sector career began as a budget analyst for the City of Miami and culminated as the City Manager for Palmetto Bay (an affluent suburb of Miami, FL with 24,000 residents) and then for Live Oak (a rural city of 7,000 about 100 miles west of Jacksonville, FL). Along the way, he served in high level positions in the juvenile justice, public works, and general services. What excites him now is finding the people you need to fill your key positions, and he is exceptionally good at it. Ron has a Bachelor of Science in Management and a Master's Degree in Public Administration from the University of West Florida. He has also taught at Miami Dade College and in the County's public school system.



Rick Conner, Senior Vice President, 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.



G. Scott Krim, Senior Consultant, has 20 years' experience in the public and private sectors and offers an abundance of managerial and analytical experience. He is a versatile leader with proven expertise in operations optimization, personnel selection and retention, and internal / external stakeholder relationships. Prior to joining our firm, Scott worked for five years in Utah's District Courts. He is a member of the Association for Public Policy Analysis & Management, the Society of Human Resource Management, and the American Communication Association. Scott has a Master of Public Administration (emphasis in state and local government) from Southern Utah University, and a Bachelor of Science in Organizational Communication from Weber State University in Ogden, Utah. Scott is a certified Professional and Technical Writer.



IV. References

City Manager, Ankeny, IA (population 45,600)

Contact: Mayor Mark Holm at (515) 965-6403,
or mholm@ankenyiowa.gov

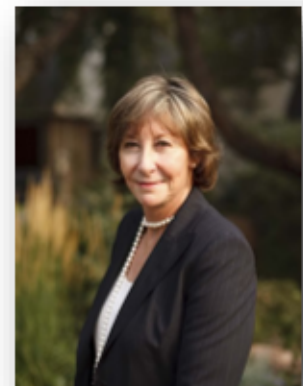
CB&A began work on April 25, 2013, to find the City's next **City Manager**. Our work included searching the nation to find the right person for the job, interviewing the candidates, conducting thorough background checks, and recommending finalists for the city to interview. After careful deliberation, the City selected *David Jones, formerly County Administrator for Polk County, IA*, on August 7, 2013. Mr. Jones remains with the City.



City Manager, Cottonwood Heights, UT (population 35,400)

Contact: Former Mayor Kelynn Cullimore at (801) 568-7000, or
Kelynn@dynatron.com

Cottonwood Heights incorporated in November 2004 and is a suburb of Salt Lake City. The City needed a City Manager immediately and requested that Colin Baenziger and Associates have a field of candidates ready to interview on December 3rd and 4th. The City had already begun advertising with a closing date of November 22, 2004. Not impressed with the applications, we promptly recruited several more applicants, two of whom the City Council rated in their top three finalists after the interviews. The process was complicated by the Thanksgiving holiday. Nonetheless, we completed our work including background checks and conducted interviews so that the City did hire its manager on December 7, 2004. Lianne Stillman was selected, and she remained with the City until she retired in 2012.



City Manager, Mill Creek, WA (population: 20,930)

Contact: Mayor Brian Holtzclaw at 425-745-1891 or
bholtzclaw@cityofmillcreek.com
Councilmember Melissa Duque at
mduque@cityofmillcreek.com

CB&A was selected in March 2022 to assist the City in finding its next City Manager. As part of our work, we interviewed the City Council to determine what they were looking for in a City Manager, conducted extensive outreach networking to local and regional governments, thoroughly researched the backgrounds of the top applicants, provided the materials to the City, and then coordinated the interview process. *Martin Yamamoto, former Deputy City Manager for Mill Creek, Washington*, was selected on June 28, 2022. He remains with the City.



IV. References (continued)

Finance Director, Oregon City, OR (population 32,220)

Contact: Former City Manager David Frasher at (503) 863-8606

We began our search for Oregon City's Finance Director in mid-January 2012. We conducted a national recruitment but focused our efforts on the Pacific Northwest and Oregon state in particular. Our feeling was the learning curve would be less steep for someone who was already familiar with the area. Our work included thorough screening and examinations of the candidates' backgrounds and experiences. Ultimately, the City interviewed four candidates, all from Oregon. The interviews were postponed at the City's request until the end of April. *Wyatt Parno, the Finance Manager for Gresham, OR*, was selected shortly thereafter. Mr. Parno left in 2020 to become the Chief Executive Officer for the South Fork Water Board.



City Manager and Finance Director, Sunnyside, WA (population 16,296)

Contact: Mayor Dean Broersma at (509) 952-4456, or
dbroersma@sunnyside-wa.gov

CB&A was first hired in mid-April 2013 to find Sunnyside's next **City Manager and Finance Director**. John Darrington, CB&A's Senior Vice President assumed the Interim City Manager role to assist the City, stabilize the situation, and coordinate the recruitment. CB&A fielded an excellent group of high-quality candidates for both positions, performed background checks, coordinated the interview process, and assisted the City in selecting *Donald Day, former county manager of Colfax County, NM and David Layden, former Finance Director of University Place, WA*. Mr. Day then announced his retirement in 2018. CB&A led a nationwide search to replace him. *Martin Casey (pictured), Central Services Director for Thurston County* was selected on October 13, 2018. CB&A was hired in 2024 to find Sunnyside's next City Manager. The Council selected *Mike Gonzalez, former County Administrator for Franklin County, WA* in July 2024. The City has been very pleased with the performance of all our placements.



City Manager, Tacoma, WA (population 198,400) in 2011 and 2016

Contact: Mayor Victoria Woodards at 253-591-5125 or
victoria.woodards@cityoftacoma.org

CB&A was hired in late September 2011 to find Tacoma's next **City Manager**. As part of the recruitment process, we met with each of the nine council members to learn their concerns, priorities, and desires. We searched the nation and developed a pool of 67 candidates, many of which were extremely capable. Interviews were held in early December and *Mr. T.C. Broadnax, formerly an Assistant City Manager with San Antonio, TX* was selected. In December 2016, Mr. Broadnax was hired to be the next City Manager of Dallas, TX. We then led the recruitment to replace him. *Elizabeth Pauli, former City Attorney for Tacoma*, was selected and remains with the City. While Tacoma's staff and elected officials were very sorry to see Mr. Broadnax leave, they are very pleased with Ms. Pauli.



IV. References (continued)

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 five of those candidates.

Placement	Recruited To Be	Contact at
Dale Martin <i>Former City Manager for Winchester, CT</i>	City Manager, Fernandina Beach, FL <i>Appointed September 2015. He left in February 2023 and is currently the City Manager of Flagler Beach, FL.</i>	(904) 557-5047 dallmartin@yahoo.com
Eden Freeman <i>Former Assistant City Manager for Sandy Springs, GA</i>	City Manager, Winchester, VA <i>Appointed June 2014, she left in March 2020. She returned to Sandy Springs as the City Manager in January 2022.</i>	(404) 683-4816
Bryan Hill <i>Former Deputy Administrator for Beaufort County, SC</i>	Administrator, James City County, VA <i>Appointed July 2014. Hired as the Fairfax County, VA, CEO in January 2018.</i>	(843) 368-7458
Chris Morrill <i>Former Assistant City Manager for Savannah, GA</i>	City Manager, Roanoke, VA <i>Appointed December 2009. Hired as the Executive Director of the Government Finance Officers Association in 2017.</i>	(843) 368-7458
Raymond “Boz” Bossert, Jr. <i>Former Village Administrator for Port Edwards, WI</i>	General Manager, Sun ‘N Lake of Sebring Improvement District, FL <i>Appointed July of 2023 and remains with the District.</i>	(706) 215-4567

V. Fee and Warranty

Fee

CB&A offers a firm, fixed price of \$34,500, which includes all the expenses we will incur in the search with one exception. The City will make a reservation and pay for two nights' stay for the CB&A representative in the same hotel as the finalists when they come to interview for the City Manager position so we can help facilitate the final stage of the recruitment process. The only other expenses the City will incur are those 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:

Requested Services	
Phase I: Needs Analysis / Information Gathering	\$ 4,000
Phase II: Recruiting	14,000
Phase III: Screening	14,000
Phase IV: Interview Process Coordination and Selection	1,500
Phase V: Negotiation and Warranty	1,000
Firm, Fixed Fee Total*	\$34,500

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 and where the work we performed extended beyond the scope of our assignment.

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 we conduct the 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.

COLIN BAENZIGER & ASSOCIATES

EXECUTIVE RECRUITING



**PROPOSAL TO PROVIDE EXECUTIVE RECRUITMENT SERVICES
FOR
THE CITY OF LONGVIEW, WA**

Volume II: Appendices

Colin Baenziger & Associates

Contact Person:

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e-mail: Colin@cb-asso.com
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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*

Governmental Search Assignments

Current Searches

City Administrator, Davenport, IA (population 101,724)
Assistant County Manager, Douglas County, NV (population 49,628)
City Administrator, Eagle Mountain City, UT (population 63,689)
City Manager, Fruitland Park, FL (population 9,043)

City Attorney, Deltona, FL (population 98,528)
City Attorney, Moline, IL (population 41,654)
Human Resources Director, St. Johns County, FL (population 334,173)

Completed Searches in 2024

City Manager, Crystal River, FL (population 3,485)
City Manager, Deltona, FL (population 98,528)
County Administrator, Dougherty County, GA (population 84,364)
City Manager, Fernandina Beach, FL (population 13,052)
City Manager, Lake Helen, FL (population 2,871)
City Manager, Sunnyside, WA (population 16,150)
City Manager, Pascagoula, MS (population 21,330)
City Manager, Thornton, CO (population 144,388)

Public Works and Utilities Director, Bradenton, FL (population 56,730)
Corporation Counsel, Davenport, IA (population 101,724)
Economic Development Director, St. Johns County, FL (population 334,173)

Executive Director, Salt Lake Valley Emergency Communications Center, UT (estimated population served 900,000)

Governmental Search Assignments (continued)

Completed Searches Prior to 2024

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 and 2022
Town Manager, Bay Harbor Islands, FL (population 5,628) in 2007, 2012 and 2020
City Manager, Belle Isle, FL (population 7,344) in 2023
City Manager, Bellevue, WA (population 122,400) in 2014
City Administrator, Bradenton, FL (population 60,888) in 2021
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 and 2023
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

Governmental Search Assignments (continued)

City/Town/Village Manager/Administrator (continued)

City Manager, Fairborn, OH (population 33,200) in 2017
City Manager, Fayetteville, NC (population 208,000) in 2012
City Manager, Fernandina Beach, FL (population 11,000) in 2006, 2015, and 2023
City Manager, Fife, WA (population 8,700) in 2010
City Manager, Flagler Beach, FL (population 5,458) in 2023
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, Fort Walton Beach, FL (population 20,879) in 2023
City Manager, Fruitland Park, FL (population 4,100) in 2013
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
Village Manager, Islamorada, Village of Islands, FL (population 7,500) in 1999, 2005, 2021 and 2022
City Manager, Jacksonville Beach, FL (population 23,387) in 2018
Town Manager, Juno Beach, FL (population 3,600) in 2005 and 2023
Village Manager, Key Biscayne, FL (population 11,000) in 2007 and 2011
City Manager, Key West, FL (population 24,600) in 2012
Town Manager, Lady Lake, FL (population 15,954) in 2021
City Administrator, Lake Forest Park, WA (population 13,059) in 2018
Town Manager, Lake Park, FL (population 9,100) in 2001 and 2003
City Manager, Lake Worth Beach, FL (population 38,010) in 2003, 2007 and 2021
Town Manager, Lantana, FL (population 9,600) in 2000 and 2021
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, Mascotte, FL (population 5,873) in 2021
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 and 2022
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

Governmental Search Assignments (continued)

City/Town/Village Manager/Administrator (continued)

Town Manager, Mooresville, NC (population 41,995) in 2019
City Manager, Mount Dora, FL (population 12,000) in 2005
City Manager, Mount Pleasant, MI (population 26,000) in 2014
City Manager, Mountlake Terrace, WA (population 20,700) in 2014 and 2016
City Manager, Naples, FL (population 21,800) in 2018
City Manager, New Smyrna Beach, FL (population 23,000) in 2009
City Manager, Normandy Park, WA (population 6,335) in 2013 and 2015
City Manager, North Miami, FL (population 62,000) in 2010 and 2014
Village Manager, North Palm Beach, FL (population 12,500) in 2004, 2005, 2007 and 2012
City Manager, North Port, FL (population 55,800) in 2011
Town Manager, North Topsail Beach, NC (population 734) in 2018
City Manager, Norwich, CT (population 40,500) in 2016
Town Manager, Oakland, FL (population 5,400) in 2023
City Manager, Oakland Park, FL (population 42,800) in 2014
City Manager, Ocala, FL (population 52,000) in 2008 and 2015
Town Manager/Finance Director, Ocean Ridge, FL (population 1,830) in 2023
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 Orange, FL (population 67,494) in 2021
City Manager, Port Richey, FL (2,869) in 2020 and 2023
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
Chief Administrative Officer, Renton, WA (population 100,953) in 2021
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, Sanibel Island, FL (population 7,319) in 2021
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

Governmental Search Assignments (continued)

City/Town/Village Manager/Administrator (continued)

City Manager, Seminole, FL (population 17,800) in 2015
City Manager, Sequim, WA (population 6,700) in 2015 and 2021
Town Manager, Sewall's Point, FL (population 2,000) in 2006
Township Manager, Spring Garden Township, PA (population 12,963) in 2018
Township Manager, Springettsbury Township, PA (population 26,700) in 2014 and 2016
City Manager, St. Pete Beach, FL (population 10,000) in 2014 and 2019
City Manager, Stuart, FL (population 17,000) in 2006 and 2017
City Manager, Sunny Isles Beach, FL (population 17,000) in 2006 and 2011
City Manager, Sunrise, FL (population 84,400) in 2012
City Manager, Sunnyside, WA (population 15,860) in 2013 and 2018
Town Manager, Surfside, FL (population 6,000) in 2014
City Manager, Tacoma, WA (population 200,000) in 2011 and 2017
City Administrator, Tavares, FL (population 11,000) in 2006
City Manager, Temple Terrace, FL (population 26,901) in 2022
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

Completed Searches - County Administrator / Manager

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, Indian River County, FL (population 163,662) in 2023
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

Governmental Search Assignments (continued)

Completed Searches - County Administrator / Manager (continued)

Borough Manager, Matanuska-Susitna Borough, AK (population 85,000) in 2011
County Administrator, Manatee County, FL (population 422,774) in 2023
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 and 2023
County Manager, Union County, NC (population 198,600) in 2010
County Administrator, York County, VA (population 66,269) in 2015

Completed Searches - Other Municipal CEO

Executive Director, Bartow Municipal Airport Development Authority, Bartow, FL in 2017
Chief Executive Officer, Chatham Area Transit, Savannah, GA (population served 286,900) in 2016
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
Executive Director, Lakewood Ranch Inter-District Authority, Manatee County, FL (population 15,000) in 2011 and 2022
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
General Manager, Sun 'n Lake Improvement District, FL (population served 9,000+) in 2023

Completed Searches - Community Association CEOs and Assistant CEOs

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

Governmental Search Assignments (continued)

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 Beach, FL (population 37,000) in 2004
Assistant County Administrator, Martin County, FL (population 140,000) in 2006
Deputy City Manager, Sammamish, WA (60,000) in 2016
Assistant City Manager, Tamarac, FL (population 55,500) in 2001
Assistant City Manager, West Palm Beach, FL (population 101,000) in 2004 and 2013

Completed Searches – City or County Attorneys

County Attorney, Clay County, FL (population 196,400) in 2016
City Attorney, Daytona Beach, FL (62,300) in 2016
City Attorney, Fort Lauderdale, FL (population 178,752) in 2018
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
City Attorney firm, Naples, FL (population 22,367) in 2021
City Attorney, Ocala, FL (population 60,021) in 2022
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
City Attorney, Sebastian, FL (population 25,703) in 2023
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

Planning and Community Development Director, Bradenton, FL (population 60,888) in 2021
Growth Management Director, Collier County, FL (population 357,305) in 2015 and 2017
Community Development Director, Danville, VA (population 43,000) in 2016
Planning and Development Director, Fairfax County, VA (population 1,150,309) in 2022
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

Governmental Search Assignments (continued)

Completed Searches – Community Development/Growth Management/Planning (continued)

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

Completed Searches – Economic Development / Redevelopment

Growth Management Manager, Wellington, FL (population 55,000) in 2009

Executive Director, Camden County (GA) Joint Development Authority (pop. 51,400) in 2014

Economic Development Director, Collier County, FL (population 328,000) in 2012

Economic Development Director, Concord, NH (population 42,444) in 2017

Assistant City Manager for Community Building, Durham, NC (population 220,000) in 2009

Economic Development Director, Roanoke, VA (population 96,000) in 2012

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

Economic Development Director, Loudoun County, VA (population 326,000) in 2010

Economic Development Director, St. Johns County, FL (population 162,000) in 2011

Completed Searches – Engineers

City Engineer, Gulfport, MS (population 90,000) in 2008

Director/Engineering/Public Works /Utilities, Hallandale Beach, FL (population 39,000) 2013

Deputy County Engineer, Martin County, FL (population 140,000) in 2006

Assistant City Engineer, Melbourne, FL (population 75,000) in 2008

City Engineer, Sunny Isles Beach, FL (population 17,000) in 2006

Staff Engineer, Wellington, FL (population 55,000) in 2009

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

Governmental Search Assignments (continued)

Completed Searches – Finance and Budget (continued)

Finance Director, DeLand, FL (population 28,230) in 2016
Finance Director, Escambia County (FL) Housing Authority (population served: 302,700), 2014
Chief Financial Officer, Estero, FL (population 36,939) in 2022
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 & Budget, Lake Worth Beach, 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
Chief Financial Officer, Winter Springs, FL (population 36,342) in 2022

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

Governmental Search Assignments (continued)

Completed Searches – Human Resources

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

Completed Searches – Health and Human Services

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

Completed Searches – Information Technology

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

Completed Searches – Parks/Recreation/Libraries

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

Governmental Search Assignments (continued)

Completed Searches – Police

Police Chief, Farmington, NM (population 45,900) in 2014
Police Chief, Golden Beach, FL (population 355) in 2011 (partial search)
Police Chief, Indian Creek Village, FL (population 89) in 2022
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
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 and 2022

Governmental Search Assignments (continued)

Completed Searches – Utilities

Water Resources Director, Asheville, NC (population 87,200) in 2015
General Manager, Beaufort-Jasper & Sewer Authority, SC (population served 150,000) in 2023
Executive Director, Cape Fear Utility Authority, Wilmington, NC (population served 230,000) in 2021
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 (population served 300,000) in 2020
Executive Director, Florida Keys Aqueduct Authority, Key West, FL (pop. 90,000) in 2003
General Manager, Island Water Association, Sanibel, FL in 2018
Utilities Director, Lake Worth, FL (population 37,000) in 2009
Deputy Water & Sewer Director, Miami-Dade County, FL (population 2.706 million) in 2023
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
Customer Service Chief (a C Suite level position), Sewerage and Water Board of New Orleans, LA (population 369,000) in 2020
Director, South Martin Regional Utilities, FL (population 22,000) in 2013
Executive Director, Spartanburg Water, SC (population served 327,997) in 2022
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 and 2021
Chief Operating Officer, Tampa Bay Water, FL (population served 2,400,000) in 2022

Completed Searches – Work Force Management

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

Completed Searches – Other

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

Governmental Search Assignments (continued)

Completed Searches – Other (continued)

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
Special Projects Coordinator, Islamorada, Village of Islands, FL (population 7,500) in 1998
City Clerk, Lauderdale Lakes, FL (population 32,000) in 1998
Assistant to the City Manager, North Myrtle Beach, SC (18,790) in 2023
Vice President for Administration, Ocean Reef Communication Association, Key Largo, FL
in 2017
Environmental Resources Director, St. Lucie County, FL (population 261,000) in 2009

Appendix B

***Sample Brochure:
City Manager
Mill Creek, WA***



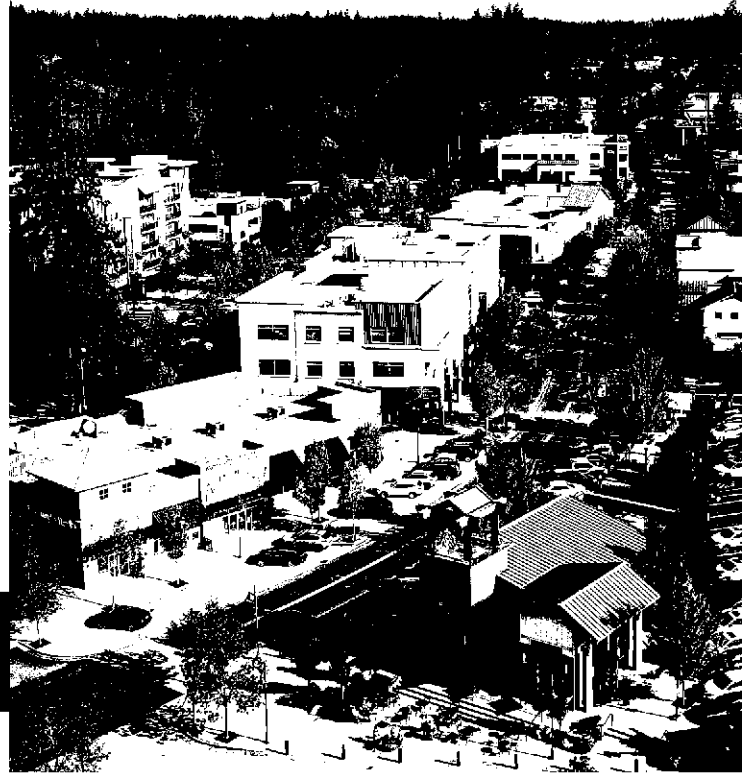
— POSITION AVAILABLE —

City Manager | Apply by May 9, 2022

Mill Creek is looking for its next outstanding, seasoned professional with experience at the highest levels of city government.

Located 20 miles north of downtown Seattle, Mill Creek is one of the true treasures in the Puget Sound metropolitan area and the Pacific Northwest. It was originally developed as a master planned golf course community in the 1970s and is exceptionally well planned. While the City has grown beyond its original development, it has retained its small-town charm. City hallmarks include numerous parks, trails, and open spaces. Recreational activities are held throughout 11 neighborhood parks and the scenic North Creek Trail runs the length of the City.

Mill Creek Town Center, a community highlight, was named “the best lifestyle center in Washington State” in 2013 and is composed of a series of pedestrian plazas in a park-like setting. A showcase that other communities frequently visit, the Town Center is often a model many cities attempt to duplicate. Featuring over 70 locally owned and franchised retail businesses and services, the Town Center is a community gathering place and a destination for many in the metro-Seattle area.



Mill Creek is served by the Everett Public School District, which is one of the best in the state. Within its boundaries, Mill Creek includes a highly regarded elementary school, middle school, and high school. Many students attend school right outside City limits. Additionally, there are 7 excellent colleges and universities found within a 17-mile radius of the City.

Nestled 20 miles North of Seattle and just over an hour from the snow-capped peaks of the Cascade Mountains, Mill Creek and its surrounding area boasts tremendous outdoor opportunities. Boating or alpine and cross-county skiing can be found within a relatively short drive. Nationally ranked year-round golf courses are also in the vicinity. Active individuals and groups can easily satisfy their sporting needs at the Mill Creek Sports Park or the Arena Sports and Entertainment facility.

For the travelling connoisseur, Mill Creek is just 36 miles from the Seattle-Tacoma International Airport or a 15-minute drive to Paine Field where commercial passenger service recently started. For those that prefer to cruise, the Port of Seattle is a popular jumping off point for voyages to Alaska.

The City is primarily residential and is composed of single-family homes, townhomes, condominiums, and apartments set in a lushly landscaped, natural environment. The median sold home price in Mill Creek is approximately \$1,100,000 for a 4 bedroom, 3 bath house between 2,000 and 2,800 square feet.

While the City has spectacular landscaping, buildings, and shopping, it is the people inhabiting the City who define Mill Creek's character and personality. Even a casual visitor will soon notice how much the residents care about their city and their fellow citizens. Indeed, Mill Creek is a real community! Many families, couples, and singles frequent the Town Center and the City's many parks and open spaces. In short, Mill Creek offers a small-town atmosphere with the culture and amenities of urban living.

HISTORY

Mill Creek had its beginnings in 1972 as a master plan community centered around a private golf club (Mill Creek

Country Club). It soon became sought after as a place to live. In 1983, the area's residents decided to become a city. They wanted to ensure municipal services were provided at levels commensurate with their desires. With a population of 3,549 at its incorporation, the City grew to 8,270 by 1990. In 2010, Mill Creek's population was over five times its original population and now exceeds 20,000. During the same timeframe, the City grew from less than 2 square miles to its present 4.69 square miles.

DEMOGRAPHICS

See Table 1 for more information.

Table 1: Mill Creek Demographics

Distribution by Race		Distribution by Age	
White	63.1%	0 to 15	18.3%
Black	3.0%	15 to 25	10.6%
Asian	20.0%	25 to 45	30.5%
Native American	0.8%	45 to 65	24.8%
Two or More Races	13.1%	65 to 85	13.6%
Total	100%	85 +	2.2%
Hispanic Ethnicity	5.6%	Estimated Population: 20,930	
Educational Achievement (Over Age 25)			
High School or Higher		96%	
Bachelor's Degree or Higher		49%	
Other Statistics			
Median Age—Mill Creek		41.0	
Median Age—U.S.		38.6	
Median Household Income—Mill Creek		\$101,061	
Median Household Income—U.S.		\$61,937	
Poverty Rate		5.0%	

Source: U.S. Census Bureau



CLIMATE

Mill Creek's climate is temperate and relatively mild. Although temperatures peak in July/August, summer temperatures are quite pleasant, with August typically having the hottest temperatures in the mid-70's. Winter temperatures drop the lowest in December, averaging the low 30's at night. Annual average rainfall is 36 inches, with most occurring during the winter. The area also experiences an average of 4 inches of snow per year. The area's reputation for rainy days comes from the frequency and not the total accumulated rainfall. Summers and early fall are marked by gorgeous, sunny days.

GEOGRAPHY

Located in Snohomish County between the cities of Everett, Bothell and Lynnwood, Mill Creek is about 20 miles northeast of Seattle. Mill Creek encompasses an area of 4.69 square miles. Many creeks pass through the area, including North Creek, Penny Creek, and Mill Creek. Additionally, to the City's west and north are Martha Lake and Silver Lake, respectively. Less than 10 miles west of the City is Puget Sound. Average elevation is 377 feet above sea level. The City sits northeast of the intersection between Interstate 5 and Interstate 405.

COMMERCE

Mill Creek was conceived as a high-end residential community, and thus, very little land was set aside for industrial or manufacturing uses. Employment was considered to be something offered elsewhere, and it has been only relatively recently that local employment options have been developing. Most jobs within



the City tend to be retail, located primarily along the major arterials. Major employers in Mill Creek include businesses such as Safeway, Town and Country Market, The Everett Clinic, and Lowe's Home Improvement. New businesses coming to the area include Arena Sports and Amazon Go. Mill Creek's regional economy is driven by, among other industries, aircraft design and manufacturing, technology, biomedical, and Information Technology. Many residents travel to other parts of Snohomish County and King County for employment.

THE GOVERNMENT

Mill Creek is a non-charter, code city operating as a Council-Manager form of government. The City is governed by a 7-member City Council, which appoints a Mayor and Mayor Pro Tem and sets policy and provides direction to the City Manager. Councilmembers are elected to staggered 4-year terms. Every 2 years, the council selects one of its members to preside over meetings as Mayor. The position is ceremonial and has the same authority as other Councilmembers. They all have the best interests of the City at heart. They understand their roles as policy makers, and, while they do not always agree, they are collegial and collaborative and have a great deal of respect for the staff.

The City operates with a biennial budget, the latest of which began January 1, 2021. The General Fund budget for the 2021-2022 calendar years is approximately \$29 million, and the total budget for all funds is approximately \$63 million.

City-provided services with the most employees, in order of magnitude, are law enforcement, public works/streets services, community development, parks and recreation, and city administration. Mill Creek also operates a storm water utility to protect water quality, prevent flooding, control storm water runoff, and rehabilitate stream and wildlife habitat. All in all, it is a very lean government with only 53 FTEs. Its labor force is augmented by contractual services.

Water, sewer, EMS, fire protection, and curb-side garbage, recycling and yard waste services are provided by third parties.

THE CHALLENGES AND OPPORTUNITIES

The City of Mill Creek is in a good financial standing as it was conservative during the pandemic. Employees are talented and very committed to the City. That said, there are some challenges and opportunities for the next City Manager.

The first and most significant internal challenge will be staff retainage. With the market being very competitive the next Manager will need to find ways to market open positions in a way to attract the talent that the City desires. This will be an opportunity for the next Manager to lead and build a strong team.

A significant opportunity relates to economic development. The City is looking to develop a 19-acre property adjacent to the Mill Creek Sports Park referred to as the Dobson Remillard Church Cook property (DRCC) site. The Council began a process in 2021 to identify potential uses to be developed on the site and have been awarded funding from the state to continue that planning through 2022 and into 2023. Councilmembers have different opinions on how the land should be used and the next City Manager will need to work with the Council and the community to determine which use/uses will be the most beneficial. Another priority relates to vacancies in the Town Center from the pandemic. The Town Center is on private property, and the Council would like to see the vacancies filled but will need to work with the Chamber and the property owners to do so. The City would also like to create and implement a strategic economic development plan, increase City revenue streams, and develop a tourism program.

While the City is currently in a good financial situation, Council wants to plan for the future. The Council has adopted balanced budgets the last several biennium and strives to develop a long-term fiscally sustainable budget. Infrastructure is aging and the maintenance/capital improvement plan needs to be strategically aligned with aging needs. Mill Creek is largely built out, and one-time revenue from development is going to significantly decrease. The next Manager will need to find new revenue sources to avoid tax increases. Related is the Growth

Management Act (GMA) in Washington State. Population is expected to increase in Mill Creek by 3,800 by 2044. The City is required adopt a comprehensive land use plan and zone property to provide capacity for housing to accommodate this projected increase. The City is required by the GMA to update its comprehensive plan by the end of 2024 and through that process will be assessing options for providing capacity to accommodate 3,800 new residents. As the City is largely built out and land is not available, decisions will have to be made on where and how the increased housing will be accomplished while keeping true to the small town feel that residents appreciate so much.

Like the surrounding towns, the City of Mill Creek contracts out fire and emergency medical services (EMS). Mill Creek has had the same fire service provider since its inception and has enjoyed a low cost from the District as compared to residents living within the District's service area (Mill Creek is outside the service area). However, that has changed. The price is projected to increase significantly over what the City currently pays annually. A ballot initiative was proposed and will end on April 26 where the voters have been asked to annex into a new District on January 1, 2023. If the initiative is not approved, the City will need to have a funding plan for the interim service contract with South County Fire for 2023 and possibly 2024 if annexation does not pass a second time. At this point, approval is anticipated.

Other opportunities include leading the process to create a strategic plan, continuing to improve communication to the residents and businesses, creating and strengthening relationships with shareholders and key partners, finding grants and revenue streams to complete the projects the City Council has initiated, identifying staffing needs to fulfill current and future Council priorities, and leveraging the area's future light rail system.

THE IDEAL CANDIDATE

The Mill Creek City Council is seeking a seasoned manager and leader to work with it as a partner, a supporter and a trusted advisor. The City Manager (Manager) will be a consensus

builder who knows how to help everyone get to yes and will work closely with the Council implementing its priorities. The individual will understand the council/manager form of government. The Council understands that it should set policy while the Manager should run the day-to-day operations. The ideal candidate must have demonstrated experience working successfully with a City Council to establish a vision, identify goals, and collaboratively chart a course for the future.

The next Manager will be someone of high integrity who believes in transparency. The individual will be one of the City's primary representatives. As such the Manager will be an outstanding communicator and someone who realizes listening is an important part of communicating. The individual will be able to relate complex concepts in terms that are easily understood by everyone—the elected officials, residents, members of the business community, and staff. Of particular importance will be keeping the Council and the public informed concerning how the City's money is being spent so they understand it is being spent wisely. The Manager will be part of and visible in the community.

Mill Creek is a high-end community that expects the best. As such the Manager will place a high degree of importance on delivering high quality services. The desired candidate will also believe strongly in outstanding customer service and lead by example.

The selected candidate will be a leader—not a bureaucrat. The individual will be someone who is supportive of staff but who also requires accountability. The Manager will be a mentor and a coach who sets high standards and expects them to be met. The ideal candidate will create a team environment where departments work together to achieve the goals. While the Manager is responsible for making the final decision on internal matters, they will ensure that employees feel heard and valued in the decision-making process.

As noted, resources are limited so the individual will be expected to critically examine current operations with an eye to efficiently staff with community expectations. As a result, the individual will

have strong analytical skills and understand how to apply and leverage current technologies. Public/private partnerships may also play a role in conserving resources so experience working with the business community is a plus. The Manager will also need to understand the workload that the Staff is under and set reasonable expectations and priorities with the Council so that projects are structured and scheduled in a manageable way for the staff to accomplish.

As some positions are open, the Manager must have a good eye for talent and hire those individuals who will continue the tradition of excellence in the City of Mill Creek.

The Council would like someone who is personable, intelligent, upbeat, friendly, fair, honest, outgoing, patient, organized, positive—someone with a “can do” attitude. The ideal candidate will not be easily discouraged, and will be optimistic about the future, positive, and resilient. The City is looking for someone who will solve problems and build consensus without being controversial. Hence, common sense and strong people skills will be necessary, as will strongly believing in having an open-door policy with staff and the Council.

The City is looking for someone with direct experience in city government and with an operational understanding of budgeting and city finances. Experience in overseeing land use policing and public safety, planning, public works, economic development and revitalization efforts, as well as collective bargaining is a must. Experience in grant writing is important.

As the City would like to play a larger role in the region, experience working with other local government agencies and regional organizations is highly desired. Experience working with Washington State agencies and the State Legislature will be a plus. The ideal candidate will be active in the regional government associations and understand the benefits that arise from alliances and partnerships.

This position requires graduation from an accredited four-year college or university with major coursework in public administration, business administration or related field. A

Masters Degree in Public or Business Administration is preferred. Desired qualifications include at least five to seven years of direct municipal experience in a similarly sized organization as a city manager or administrator.

The City is looking for someone who will see the Mill Creek City Manager position as the wonderful opportunity it is and make a long-term commitment to being part of the City's future.

COMPENSATION & BENEFITS

The salary range is \$175,000 to \$210,000, and the salary will depend on qualifications and experience. Benefits are excellent. Benefits include comprehensive medical, dental, vision and life insurance, vehicle allowance, professional development, public employee retirement system contributions, holiday, vacation and sick leave. The City has a 401(a) Social Security Replacement Plan (Municipal Employees Benefits Trust) which means employees of the City of Mill Creek do not contribute to nor do they earn Social Security credit while employed with the city. The City Manager will be part of the Washington State Department of Retirement System Public Employees Retirement System (PERS) plan.

THE MOST RECENT CITY MANAGER

The previous manager was hired in April 2019 and resigned for personal reasons in November 2021. The City Council is committed to finding the right person and working collaboratively with the City Manager, so they stay a long time.

RESIDENCY

The selected candidate is not required by statute or by City ordinance or policy to reside within the City limits.

HOW TO APPLY

E-mail your cover letter and resume to Recruit26@cb-asso.com by May 25, 2022. Faxed and mailed resumes will not be

considered. Questions should be directed to Lynelle Klein at (970) 433-7189 or Colin Baenziger at (561) 707-3537.

INTERNAL CANDIDATES

There may be an internal candidate. That said, the Council is committed to a level playing field and everyone will be evaluated on their own merits.

CONFIDENTIALITY

Candidate names will not be released without the candidates' permission.

THE PROCESS

Applications will be screened as they arrive. Finalists will be selected on June 14th. A reception and interviews will be held on June 24th and 25th. A selection will be made shortly thereafter.

OTHER IMPORTANT INFORMATION

The City of Mill Creek is an Equal Opportunity Employer and strongly encourages women, minorities, and veterans to apply.

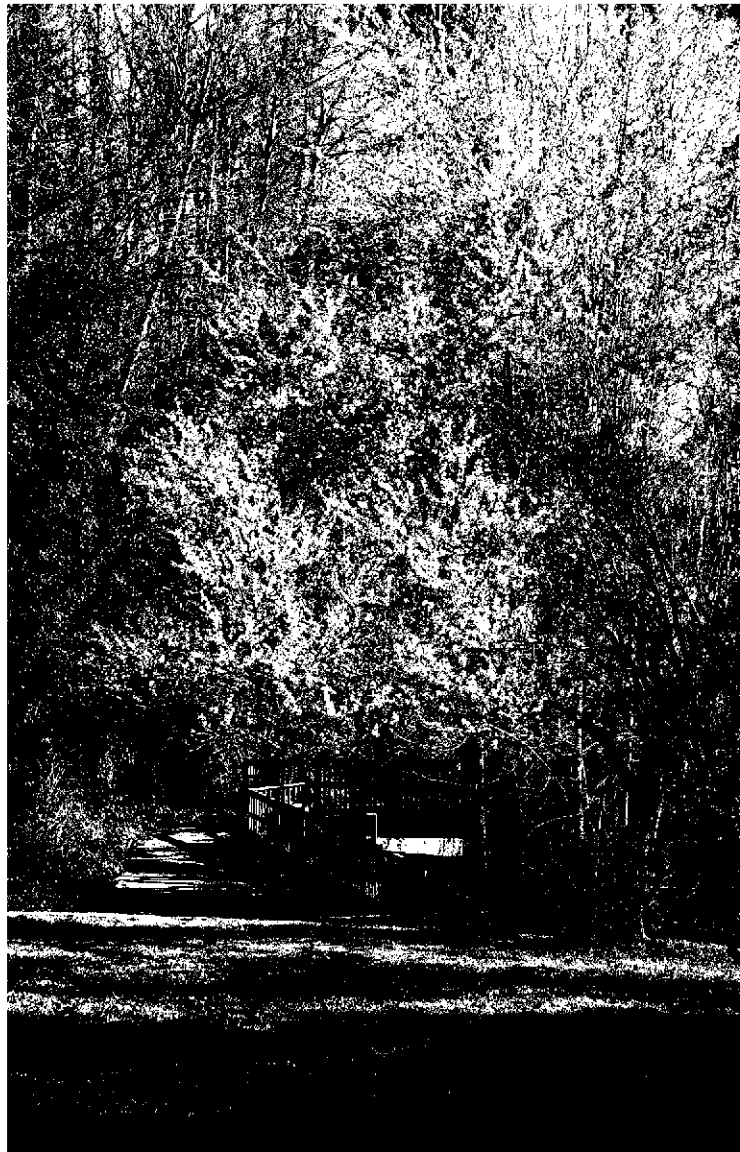
ADDITIONAL INFORMATION

For additional information about the City, visit:

www.cityofmillcreek.com

www.millcreektourism.com

<https://mcca.info/>



Appendix C

Sample Candidate Report

Sample Candidate Report

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

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Cover Letter and Resume

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. Thank you for your consideration.

Sincerely,

Roberto Hernandez

Roberto Hernandez

Enclosure:
- Résumé

ROB HERNANDEZ

1873 Northwest 113th Way, Coral Springs, Florida 33071 954-940-1065 robhernandez@comcast.net

Profile

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

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

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

Bachelor of Public Administration
Florida International University; Miami, Florida

Current Professional Affiliations

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

Florida City / County Management Association

Broward City / County Management Association

Candidate Introduction

Rob Hernandez

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.

Rob Hernandez

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.”

Rob Hernandez

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

Rob Hernandez

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;

Rob Hernandez

- 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.

CB&A Background Checks

**Background Check Summary for
ROBERTO HERNANDEZ**

Criminal Records Checks:

Nationwide Criminal Records Search	No Records Found
County	
Broward County, FL	No Records Found
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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Credit	Very Good
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Bankruptcy	No Records Found
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Education	Confirmed
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Employment	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: ROBERTO 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.

1. Have you ever been charged with 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: colin@colinbraenziger.com or via fax to
(888) 539-6531 colinbraenziger@colinbraenziger.com

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

Property of Colin Braenziger & Associates

CB&A Reference Notes

Reference Notes

Roberto “Rob” Hernandez

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 was 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

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

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

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

**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 existed 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

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.

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

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.

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

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.

Reference Notes

Roberto “Rob” Hernandez

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

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.

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

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

**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

Strengths: Diligence; follow through; loyalty.

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

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

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.

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

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.

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

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.

Prepared by: Danielle Dayton and Lynelle Klein
Colin Baenziger & Associates

CB&A Internet Research

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)

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

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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

Internet – Newspaper Archives Searches
Roberto Hernandez
(Articles are in reverse chronological order)

— 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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Roberto Hernandez

(Articles are in reverse chronological order)

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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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 withdrawn.

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)

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

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Roberto Hernandez

(Articles are in reverse chronological order)

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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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)

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. Taffany 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 it's unfortunate," explains **Hernandez**. "But it stands out more i think in the community mindset because it's 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 can't 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."

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(Articles are in reverse chronological order)

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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Roberto Hernandez
(Articles are in reverse chronological order)

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

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Roberto Hernandez

(Articles are in reverse chronological order)

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 Delevoc 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)

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.

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Roberto Hernandez
(Articles are in reverse chronological order)

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."

Internet – Newspaper Archives Searches
Roberto Hernandez
(Articles are in reverse chronological order)

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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(Articles are in reverse chronological order)

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 Aric 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

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Roberto Hernandez

(Articles are in reverse chronological order)

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

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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)

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)

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)

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.

Research Compiled by: Amanda Dillabough
Colin Baenziger & Associates

Appendix D

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

RESOLUTION NO. 2007-23

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

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

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

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

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

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

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

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

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

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

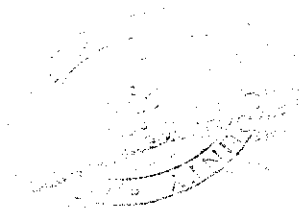
ATTEST: Cheryl Strickland, Clerk

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

By: Pam Halterman
Deputy Clerk

By: Ben Rich
Ben Rich, Chairman

Rendition Date: 8/23/07



Appendix E

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

Fernandina Observer™

A JOURNAL OF NEWS AND OPINION

Weekly comments from Dale Martin

By Dale Martin, City Manager, City of Fernandina Beach

March 18, 2016 1:00 a.m.

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

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

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

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



AUGUST 2024

City Manager Recruitment Proposal

FOR THE CITY OF LONGVIEW, WA

PRESENTED BY

Greg M. Prothman

President, GMP Consultants

GMP CONSULTANTS

Greg@gmphr.com

(206) 714-9499

www.gmphr.com





September 4, 2024

Mr. Spencer Boudreau
Mayor
City of Longview
PO Box 128
Longview, WA 98632

Dear Mayor Boudreau,

Thank you for the opportunity to provide a proposal to assist the City of Longview with the recruitment of its next City Manager. GMP is well positioned to partner with the City as we are currently conducting or have recently completed national city/county management searches for:

- City of North Branch, MN – City Administrator
- City of Moses Lake, WA - City Manager
- City of SeaTac, WA - City Manager
- City of North Plains, OR – City Manager
- City of Medina, MN – City Administrator
- City of Moab, UT – City Manager
- Crook County, OR - County Manager
- Grays Harbor County, WA – County Administrator

GMP has also recently completed management searches for:

- City of Sammamish, WA – City Manager
- City of Oak Park Heights, MN – City Administrator
- City of Kennewick, WA – City Manager
- City of Lacey, WA – City Manager
- City of Shady Cove, OR – City Administrator
- City of Brainerd, MN – City Administrator
- City of Tumwater, WA – City Administrator
- City of Mountlake Terrace WA – City Manager
- City of Pasco, WA – City Manager
- Lewis County, WA – County Manager
- City of Canby, OR – City Administrator

These and other recently completed searches provide us with an excellent knowledge of both Washington and national city management candidates.

Your recruiter will be Mr. Ray Corpuz. Ray has served in city management for 29 years including city manager for the cities of Tacoma, WA; Seaside, CA; and Salinas, CA. Ray is a former president of the Washington City Managers Association and was active in the Association of Monterey Bay Area Managers and the California League of Cities - City Managers as well as being a current member of ICMA. Ray brings excellent contacts and relationships in the city management community. He has also conducted the city manager recruitments for the cities of Pasco, Kennewick, Tumwater and Lacey.

If you have any questions or would like to discuss your specific needs, please do not hesitate to contact me at (206)714-9499 or Greg@gmphr.com. I look forward to hearing from you and hope to have the opportunity to work together soon.

Sincerely,

Greg M. Prothman
President
GMP Consultants

ABOUT GMP CONSULTANTS

GMP Consultants is a public sector executive search firm with a collective 240 years of local government leadership experience with both regional and national relationships. GMP Consultants offer our clients experienced subject matter experts with a solid understanding of local government coupled with decades of experience. We have served in a wide range of executive positions, from city and county management to public works, management information systems, and finance.

Our Qualifications

Founded and led by Greg M. Prothman, formerly the CEO of Prothman, GMP consultants have worked on over 600 executives searches and over 100 public sector consulting projects. All our senior search consultants are active in both ICMA and local state level city management associations or in their respective professional associations.

Our Philosophy

Our business philosophy centers on the understanding that this is a “people” related industry. We have a reputation for providing superior service and building lasting relationships with both clients and candidates. We believe that attention to others’ needs is the key to effective customer service.

Why Choose GMP?

What you get with GMP Consultants is personal service. You appreciate it when phone calls are returned, projects stay on schedule and your challenges are given thorough and creative thinking. While other companies may assign your business to lesser experienced staff, we offer exceptional service from senior-level consultants

- **Service & Relationship** - Our consultants have a reputation for providing outstanding service and building lasting relationships with both clients and candidates.
- **Customized Solutions** - We take the time to become familiar with your organization to ensure that we offer the best solution and not just a single service.
- **People First** - We work closely with you and your candidates through every stage of the recruitment process, creating a welcoming candidate experience and ensuring an effective recruitment outcome.
- **Team Approach** – With 10 former city managers our consulting group works as a team to leverage their networks to assist with each assignment and give your challenges thorough and creative thinking and providing excellent access to potential candidates.

GMP Consultants Mission: *To provide exceptional executive search, interim placements, and organizational consulting services partnering with our clients to provide the highest quality services to their residents.*

PROJECT TEAM MEMBERS

Ray Corpuz – Lead Consultant *(conducted the city manager recruitments for the cities of Pasco, Kennewick, Tumwater and Lacey)*

Ray has served in local government for 48 years and as city manager for 29 years in three cities: the City of Tacoma (WA), City of Seaside (WA), and Salinas (CA). Ray is a former president of the Washington City Managers Association (WCMA) and active in the Association of Monterey Bay Area Managers and the California League of Cities City Managers Department. Ray received the National Public Service Award by the American Society of Public Administration/National Academy for Public Administration and the Award for the Advancement of Diverse Communities by the California League of Cities. Ray is a life member of the International City Managers Association and enjoys golf, boating, fishing, pickleball, and travel.

Kate Hansen – Recruitment Manager

Kate brings 20 years of project management and administration experience spanning private business, nonprofit, and government. She is a certified Project Management Professional (PMP) and holds a B.A. in Theatre from Chapman University, with an emphasis in stage management. Having served as a fire district administrator, political campaign manager and elected official, Kate possesses multi-faceted experience in local government. She has also served on the Board of Directors for multiple non-profits.

Sarah Marsh – Content Designer

Sarah brings a background across nonprofit, business, government, and education sectors. She holds an M.B.A in Organizational Behavior & Development from the University of Vermont. She also publishes in the field of American History and is the author of two award-winning children's books with Disney-Hyperion and Little, Brown. Sarah has a heart for researching and highlighting what makes a community and organization special.

Brenda Gabbitas – Recruitment Coordinator

Brenda has over a decade of experience working with many communities around the globe in both public and private sectors. She leans on her experiences to build lasting relationships with everyone she works with while delivering unparalleled levels of service. Brenda holds a Bachelor's of Education in Early Childhood Development from Utah Valley University.

Jessica Newman - Recruitment Coordinator

Having worked within the U.S. and internationally, Jessica brings a wide cultural perspective and strong communication skills to her work with both clients and associates. While using her background in graphic design and social media marketing to apply skills such as creative thinking, problem solving, and attention to detail across all projects. Jessica has a Bachelor's Degree in Linguistics from Brigham Young University.

Additional City Management Consultants

Greg M. Prothman – President

Greg offers a unique combination of 20+ years of experience in various functions of government and 25 years of experience in public sector recruitment. Prior to forming GMP Consulting, Greg founded and was the driving force at Prothman Company as its CEO. Prior he was a partner at Waldron & Company. Early in his career Greg served as a police officer for the University of Washington and the City of Renton. He left police work after completing his Master's degree in Public Administration and accepted an administrative position for the City of Des Moines, WA. He was quickly promoted to Assistant City Manager and then City Manager. A Seattle native, Greg completed his BA at Western Washington University and his Master of Public Administration (MPA) degree from the University of Washington. Additionally, he completed the Senior Executives in State and Local Government program at Harvard University. Greg is a volunteer member of Seattle Mountain Rescue and the Crystal Mountain Ski Patrol.

Dave Zabell – Senior Consultant

Dave is the recently retired city manager with the city of Pasco WA (pop. 80,000). During Dave's career he has served as city administrator for the City of Marysville, Public Works Director for the City of Bothell, City Manager for the City of Fife and as Assistant City Manager for the City of Yakima. Dave is a member of the Washington City Managers Association as well as the International City Managers Association and has served as an Executive Committee Member for the Washington Cities Insurance Authority.

David Timmons - Senior Consultant

David brings to his clients a historic career of knowledge gathered over forty-five-years involving local, state, federal programs, and public/private development successes. David spent 40 years as a municipal manager, starting in Michigan in 1977 continuing as a manager in Vermont for 12 years before coming to Washington and serving a 20-year tenure as the manager of City of Port Townsend, WA. He holds degrees from Northwestern Michigan College and Michigan State University with majors in Parks and Recreation and Community Development and minors in Criminal Justice and Economics.

Jeff Weldon - Senior Consultant

Jeff served 29 years in municipal management in Minnesota and South Dakota including city manager for Brookings and Yankton, SD; city administrator for Redwood Falls, MN; and assistant city administrator for Apple Valley, MN. Jeff was also an adjunct instructor at South Dakota State University in Public Administration and State and Local Government. Jeff currently serves local government managers in Minnesota and South Dakota with career and professional development as a Senior Advisor for the state associations. Jeff holds a Bachelor's Degree from Minnesota State University and a Master's Degree from Hamline University.

Debbie Tarry – Senior Consultant

Debbie served in local government for over 38 years, serving in senior management positions and as City Manager for ten years at the City of Shoreline, WA. Prior to her time as a City Manager, Debbie served as an Assistant City Manager and the Finance/Administrative Services Director for LINK Transit (Chelan-Douglas County, WA), City of Mill Creek (WA) and the City of Shoreline (WA).

Richard Meyers – Senior Consultant

Richard is the recently retired City Manager of the City of Cottage Grove, Oregon (pop. 10,729) where he served as City Manager for 26 years and has worked in local government for over 36 years. Prior to Cottage Grove he served as the City Manager for Myrtle Point, Oregon for seven years. Richard attended Brigham Young University, where he earned a bachelor's degree in Public Policy and a master's in Public Administration.

Bob Larson – Senior Consultant

Bob is an accomplished municipal manager who has held senior management positions in local government since 1987. His service includes 17 years with two communities in Washington State and 17 years with three communities in Minnesota. Bob is a past-president of the Washington City-County Manager Association (WCCMA). He also served on the board of directors of the Association of Washington Cities (AWC), Sound Cities Association (SCA) and NORCOM.

Mark Bethune – Senior Consultant

Mark brings 25 years in private and public sector executive management including 16 years leading the City of Orting, WA as City Manager. He has a strong background in community-based planning, budgeting and finance, labor relations and contract negotiations, hazard mitigation planning, and managing comprehensive city projects.

WORKPLAN & APPROACH

GMP Consultants have conducted hundreds of successful executive searches refining our process along the way. We provide the workplan, but you are in charge, we customize every recruitment to meet your needs. We partner with you with the goal of finding a highly qualified candidate who is the perfect "fit" for your organization.

INFORMATION GATHERING & RECRUITMENT PROFILE DEVELOPMENT

Review and Finalize Search Process and Schedule

Your lead consultant and candidate manager will meet with the City Council and staff to:

- Review and modify as needed the project scope of work and process
- Establish a project schedule
- Identify the geographic scope of the recruitment
- Review the compensation package
- Identify key stakeholders
- Review the job description
- Review and discuss any additional issues as needed

Profile Research and Stakeholder Meetings & Public Input

Our goal is to thoroughly understand your organization, current challenges, and preferred qualifications for this recruitment. Your lead consultant will spend as much time as needed to meet with:

- City Council Members
- Leadership Team
- Board and Committee Chairs
- Municipal Partners
- Business Leaders
- Leading Citizens
- Others as Directed
- Review All Relevant Documents

Additionally, we can host a public meeting to solicit residence feedback on candidate qualifications.

Develop, Review, and Approve a Detailed Recruitment Profile & Invitation

We'll create a detailed recruitment profile highlighting the strengths of your job opportunity. If requested, we will assist in reviewing the position compensation and will make recommendations that are consistent with comparable agencies and the market. Examples of prior recruitment profiles are included in this proposal and typically feature the following:

- Why Apply?
- Community Profile
- Quality of Life Opportunities
- The Organization, Department, & Position
- The Ideal Candidate
- Challenges & Opportunities
- Compensation & Benefits
- Your Social Media (if applicable)

STRATEGIC MARKETING

Our goal is to not only reach candidates who are actively looking for a new job but those directors who are happy in their current assignment but who could be intrigued and interested in your opening. We research and develop a personalized national advertising strategy designed to reach all potential qualified candidates for your City. The Advertising Strategy is comprised of four components:

- Targeted National Advertisement
- Mailed "Invitation to Apply" Flyers
- Personal Calls by Lead Consultants
- Emails to potential Candidates

Targeted Advertisement - We develop a custom national advertisement plan highlighting the City and the City Manager opening placing ads in websites and job boards. Potential ad examples include:

- Intl. City Managers Association (ICMA)
- Washington Association of Cities
- Oregon League of Cities
- Association of Idaho Cities
- Western Cities (California Cities)
- Oregon City Managers Association
- California City Management Foundation
- Colorado City Managers Association
- Utah City Managers
- Municipal Management Association of Northern California
- Colorado City Managers Association
- Texas City Managers Association
- Government Jobs
- Careers in Government
- GMP LinkedIn Page
- GMP Job Board

Development of Candidate Database for Direct Mail Invitations - We create a customized *Invitation to Apply* flyer (examples are included) and then develop a database of potential city manager candidates. We will mail approximately 700 to 900 letters of invitation to city managers/administrators in the 14 western United States.

Personal Emails - We will send emails to over 3,000 city managers & administrators nationwide.

Personal Calls by our Lead Consultants – We will reach out to potential candidates who might be a good fit or who are looking for their next challenge. We will also reach out to our personal knowledge of city managers to make them aware of your opportunity.

CANDIDATE EVALUATION & PRESENTATION

Candidate Application Materials

- **Application** - Candidates are asked to submit a cover letter, application, resume, answers to supplemental questions (designed to measure writing and thinking skills) and five professional references of peers, subordinates and supervisors.
- **Communication** – We provide you with a summary of the advertising strategy, number of applications, and number of candidates we selected for a preliminary interview.
- **Review of Applications (if requested)** - Occasionally some clients wish to review all the application materials prior to our selection of candidates for a preliminary interview. We are happy to facilitate this if desired.

Preliminary Candidate Interviews – Once a candidate has indicated an interest in the position, we complete a multi-step screening:

- **Review** - Evaluate all candidate application materials
- **Select** - Identify the most promising candidates for a preliminary interview
- **Internet Research** - Conduct an in-depth internet inquiry on each candidate to identify any concerning issues to be reviewed with the candidate
- **Interview** – Your lead consultant conducts an in-depth preliminary interview with the most promising candidates
- **Summarize** – Provide a written summary of our observations of each candidate's strengths, weaknesses and potential fit with your agency
- **Recommend** – Provide recommendations on each candidate for further consideration

Work Session - We meet with you to review the results of the preliminary interviews. Our goal is to provide as much information on each of the most promising candidates, providing you with the needed data to make quality decisions on each applicant.

- **Deliverables** - Prior to the meeting, we provide with sufficient time to review:
 - **Candidate Packets** that include their cover letter, resume, supplemental questions, our consultant's interview notes, and internet search results
 - **Candidate Summary Sheet** with a snapshot of each candidate and consultant's recommendations
 - *(If requested)* A complete file of remaining candidates' application materials
- **Candidate Review** - We review and discuss each candidate's materials and interview results with you
- **Finalist Candidate Selection** - You select those candidates to move forward for a final interview
- **Final Interview Design** - We help you decide on the structure of the interviews, including the panel participants and facilitators, tailoring our process to fit your needs. a
- **Coordinate Candidate Travel** - We identify which candidate travel expenses you wish to cover
- **Interview Questions** – Identify any interview topic areas of interest from which we can develop potential interview questions

Final Interview Design - We help you decide on the structure of the interviews, including the panel participants and facilitators, tailoring the process to fit your needs. We suggest the following as a starting point.

- **Public Reception**
Prior to the final interviews, we recommend the City host a public reception to provide an opportunity for Council Members to get to know the candidates informally and to introduce the candidates to the public and solicit feedback using comment cards
- **Final Interviews**
In addition to the City Council interviewing candidates, potential advisory panels could include:
 - Department Directors
 - Business Leaders
 - Leading Citizens
 - Municipal Partners

FINAL INTERVIEWS & CANDIDATE SELECTION

Prior to the final Interviews we:

- **Conduct Reference Checks** - We conduct professional reference checks on each candidate, requesting the names of supervisors, subordinates, and peers
- **Conduct Background Checks** - Background checks include Education Verification, Criminal History, Driving Record, and Sex Offender Check
- **Facilitate Candidate Travel** – Based on your guidance we coordinate the most cost-effective travel arrangements and ensure the candidate has information regarding their interviews and times.
- **Develop a Master Interview Schedule** – We work with you to identify interview venues and then develop a master interview schedule
- **Develop Draft Interview Questions** – Provide draft interview questions for your review for each advisory panel (if used)
- **Provide Final Interview Materials** – Provide finalist packets for each candidate in a PDF file for printing by your agency as well as the master schedule
- **Coordinate Final Interviews** – We will work hand-in-hand with your team to coordinate all of the details of conducting the final interviews

Final Interviews

- **Facilitate Final Interviews** – Your lead-consultant will be on site to facilitate the final interview process
- **Facilitate Panel Debrief** - After interviews are complete, we facilitate a debrief with all advisory panels on each candidate's strengths and areas needing support as information for your hiring authority
- **Candidate Evaluation** – As needed, we facilitate your evaluation of the candidates and potential consensus on a preferred candidate, including any additional candidate referencing or research

Candidate Selection & Appointment - Once you have identified a preferred candidate, we:

- Facilitate and identify potential contract elements with you
- Assist with the job offer and contract negotiations leading to an employment agreement
- Notify all of the unsuccessful finalists
- *Celebrate the selection of your new City Manager!*

RECRUITMENT SCHEDULE EXAMPLE

Recruitments take approximately 90 days to complete.

Kickoff Meeting		City & GMP: Meet to discuss timeline & search process
Profile Development	Week 1-2	GMP: Meet with key stakeholders & create position profile
Advertising	Weeks 3 - 7	GMP: Post online ads; send direct mailing
First Review	Week 8 -9	GMP: Conduct preliminary interviews with most promising candidates
Work Session	Week 10	GMP & City: Meet to review semifinalists and choose finalist candidates
Final Interview Preparation	Week 11-12	GMP: Conduct background & reference checks, complete final Interviews schedule, coordinate travel with candidates
Final Interviews	Week 12	City: Hosts finalist interviews City: Makes hiring selection

PROFESSIONAL REFERENCES

City of Mountlake Terrace, WA

Kyoko Matsumoto Wright, Mayor
kmatsumotowright@mltwa.gov
425 9671948
City Manager
Assistant City Manager
Public Works Director

Gunnison County, CO

Matthew Birnie, County Manager
MBirnie@gunnisoncounty.org
970-641-3061
County Manager
Assistant county manager

City of Lakewood, WA

John Caulfield, City Manager
jcaulfield@cityoflakewood.us
253-983-7703
City Manager

City of Belgrade, MT

Neil Cardwell, City Manager
ncardwell@cityofbelgrade.net
406-388-3760
City Manager (2)
Assistant City Manager
Human Resource Director

PROFESSIONAL FEE

The fee for conducting a City Manager recruitment is \$18,500. The professional fee covers all consultant and staff time required to conduct the recruitment. Professional fees are billed in three equal installments: at the beginning, halfway, and upon completion of the final interviews. The City of will be responsible for reimbursing expenses incurred on the City's behalf.

Expenses include:

- Websites, job boards and other advertising (approx. \$1,600 - 2,100 est.)
- Direct mail announcements (approx. \$1,300 - \$1,900 est.)
- Consultant travel: Mileage at IRS rate and \$65 per hour, plus hotel for overnight accommodation
- Background checks (approx. \$225 per candidate)

The City has the right to cancel the search at any time. The City's only responsibility would be the fees and expenses incurred prior to cancellation.

GUARANTEE & WARRANTY

Should the selected candidate leave the employment of the City within the first **18 months** of appointment, we will conduct one additional recruitment for the cost of expenses only, if requested to do so within six months of the employee's departure. If the major elements of the process are followed and a candidate is not chosen, we will repeat the recruitment once with no additional professional fee, the only cost to you would be the expenses.

CITY/COUNTY MANAGEMENT RECRUITMENTS

Conducted and Managed by GMP Consultants

In progress Recruitments

City of Medina, MN

City Administrator

City of SeaTac, WA

City Manager

City of Moses Lake, WA

City Manager

City of North Plains, OR

City Manager

City of North Branch, MN

City Administrator

Crook County, OR

County Manager

City of Moad, UT

City Manager

Recently Completed

Greys Harbor County, WA

County Administrator

City of Kennewick, WA

City Manager

City of Brainard, MN

City Administrator

City of Shady Grove, OR

City Administrator

City of Belgrade, MT

Assistant City Manager

City of Canby, OR

City Administrator

City of Oak Park Heights, MN

City Administrator

City of Cottage Grove, OR

City Manager

Completed in the last 18 months

City of Tumwater, WA

City Administrator

City of Pasco, WA

City Manager

Lewis County, WA

County Manager

City of Mountlake Terrace, WA

City Manager

City of Lacey, WA

City Manager

City of Sammamish, WA

City Manager

City of Livingston, MT

City Manager

All Management Recruitments

City & Borough of Sitka, AK

Municipal Administrator

City & Borough of Wrangell, AK

Borough Manager

City & County of Broomfield, CO

Deputy City and County Manager

City of Astoria, OR

City Manager (2)

City of Arlington, WA

City Administrator

City of Bainbridge Island, WA

City Administrator

City of Bandon, OR

City Manager

City of Battle Ground, WA

City Manager (2)

City of Belgrade, MT

City Manager (2)

City of Bingen, WA

City Administrator

City of Bothell, WA

Deputy City Manager

Assistant City Manager

City of Burns, OR

City Manager

City of Canby, OR

City Administrator

City of Carnation, WA

City Manager (2)

City of Casper, WY

City Manager

City of Chehalis, WA

City Manager (2)

City of Chelan, WA

City Administrator (3)

City of Clyde Hill, WA

City Administrator

City of Coburg, OR

City Administrator

City of College Place, WA

City Administrator

City of Colorado Springs, CO

Assistant City Manager

City of Connell, WA

City Administrator (2)

City of Coquille, OR

City Manager

City of Covington, WA

City Manager

City of Damascus, OR

City Manager

City of Drain, OR

City Administrator

City of DuPont, WA

City Administrator

City of Duvall, WA

City Administrator

City of Edgewood, WA

City Manager (2)

City of Ellensburg, WA

City Manager

City of Emeryville, CA

City Manager

City of Fife, WA

City Manager

City of Fircrest, WA

City Manager (2)

Town of Friday Harbor

City Administrator

City of Gig Harbor, WA

City Administrator

City of Gillette, WY

City Administrator

City of Gladstone, OR

City Administrator

City of Hailey, ID

City Administrator

City of Hermiston, OR

City Manager

City of Hood River, OR

City Manager

City of Issaquah, WA

City Administrator

Deputy City Administrator

City of Kelso, WA

City Manager

City of Kenmore, WA

City Manager (2)

City of Ketchum, ID

City Administrator

City of Lacey, WA

City Manager (2)

City of Lake Forest Park, WA

City Administrator (3)

City of Lake Oswego, OR

City Manager

City of Lake Stevens, WA

City Administrator

City of Lakewood, WA

City Manager

Assistant City Manager

City of Leavenworth, WA

City Administrator (2)

City of Lebanon, OR

City Manager

City of Lewiston, ID

City Manager

City of Lincoln City, OR

City Manager

City of Livingston, MT

City Manager

City of Longview, WA

City Manager

City of Louisville, CO

City Manager

City of Lynden, WA

City Administrator

City of McMinnville, OR

City Manager

City of Mill Creek, WA

City Manager

City of Milwaukie, OR

City Manager

City of Newcastle, WA

City Manager (2)

City of Minot, ND

City Manager

City of McMinnville, OR

City Manager

City of Monroe, WA

City Administrator

City of Moses Lake, WA

City Manager (3)

City of Mountlake Terrace, WA

City Manager (3)

City of Mt. Angel, OR

City Manager

City of Mukilteo, WA

City Administrator

Management Services Director

City of Newcastle, WA

City Manager (2)

City of Normandy Park, WA

City Manager

City of Ontario, OR

City Manager

City of Othello, WA

City Administrator

City of Pasco, WA

City Manager (2)

Deputy City Manager

City of Polson, MT

City Manager

City of Port Angeles, WA

City Manager

City of Port Townsend, WA

City Manager

City of Post Falls, ID

City Administrator

City of Prosser, WA

City Administrator

City of Puyallup, WA

City Manager

City of Rawlins, WY

City Manager

City of Renton, WA

Chief Administrative Officer

City of Ridgefield, WA

City Manager

City of Riverton, WY

City Administrator

City of Sammamish, WA

City Manager (2)

City of SeaTac, WA

City Manager

City of Scappoose, OR

City Manager

City of Shelton, WA

City Administrator

Management Assistant

City of Sheridan, WY

City Administrator

City of Shoreline, WA

City Manager (2)

Deputy City Manager

City of South Lake Tahoe, CA

City Manager

City of Spearfish, SD

City Administrator

City of Spokane Valley, WA

City Manager

Deputy City Manager

City of Stanwood, WA

City Administrator

City of Stevenson, WA

City Administrator

City of Sultan, WA

City Administrator

City of Sun Valley, ID

City Administrator

City of Sunnyside, WA

City Manager

City of Thorne Bay, AK

City Administrator

City of Toledo, OR

City Manager

City of Troutdale, OR

City Manager

City of Tumwater

City Administrator

City of Umatilla, OR

City Manager

City of Vancouver, WA

Assistant City Manager

City of Waldport, OR

City Manager

City of Walla Walla, WA

City Manager

City of West Linn, OR

City Manager

City of White Salmon, WA

City Administrator

City of Whitefish, MT

City Manager

City of Wood Village, OR

City Manager

City of Woodburn, OR

City Administrator

City of Woodinville, WA

City Manager

City of Woodland, WA

City Administrator

City of Yachats, OR

City Manager

City of Yakima, WA

City Manager

Assistant City Manager

City of Yelm, WA

City Administrator

Blaine County, ID

County Administrator

Clackamas County, OR

County Administrator

Clatsop County, OR

County Manager (2)

County of Los Alamos, NM

County Administrator

Curry County, OR

County Administrator

Deschutes County, OR

Fair & Expo Director

County Administrator

Eagle County, CO

County Manager

Franklin County, WA

County Administrator

Gunnison County, CO

County Manager

Assistant County Manager

Hood River County, OR

County Administrator

Island County, WA

County Administrator

Inyo County, CA

Assistant/Deputy County

Administrator

County Administrative Officer

Jefferson County, WA

Central Services Director

Lane County, OR

County Administrator

Lewis County, WA

County Manager

Mason County, WA

County Administrator

Mono County, CA

County Administrative Officer

Assistant County Administrative

Officer
San Juan County, WA
County Manager
Snohomish County, WA
Executive Director (2)

Summit County, UT
County Manager
Thurston County, WA
Assistant Chief Administrative Officer

Town of Friday Harbor, WA
Town Administrator
Town of West Yellowstone, MT
Town Manager (2)

WORK SAMPLES: POSITION PROFILE AND INVITATION TO APPLY LETTER

(Attached). Additional samples available at gmphr.com. Copyright © 2023 by GMP Consultants, . All rights reserved.

Welcome to MOAB

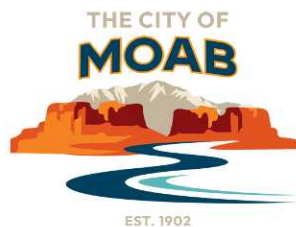


Dear Colleague,

GMP Consultants is assisting the **City of Moab**, UT in finding a **City Manager**. Perhaps this is the right time in your career to consider this exciting opportunity. If not, would you please pass this on to others who may be interested?

Thank you for your consideration and assistance.

Bob Larson, GMP Consultants
bob@gmphr.com / (425) 894-8097



Greg M. Prothman, President
greg@gmphr.com / 206-714-9499

WHY APPLY?

This is an excellent opportunity to bring your passion for public service and make a positive impact at the dynamic and future-focused City of Moab in the heart of the Colorado Plateau. The new City Manager will come into a very stable organization that benefits from a vibrant community spirit among residents and a strong core of City staff who are mission-oriented and driven. Moab is in a high-profile part of the state and country and the City culture benefits from its small-town atmosphere. Come work with great people and enjoy a work-life balance in a world-renowned outdoor destination that attracts over 3 million people a year.

THE CITY OF MOAB

Incorporated in 1902, the City of Moab operates under a Council-Manager form of government. The five-member City Council is elected at large, and members serve four-year terms. The Mayor is elected separately and acts as the chairperson for City Council meetings. The current mayor has been serving since 2022.

The City serves an approximate permanent population of 5,500 with an estimated variable population of 20,000-30,000 during the tourist season with a 2023 budget of \$24 million and a team of 157 FTEs. Administration includes the City Manager, Finance Director/COO, and Executive Administrative Assistant.



THE IDEAL CITY MANAGER

- A calm, confident, and outgoing personality with both a sense of humor and humility.
- Strong diplomatic skills and a demonstrated ability to navigate local and state-level politics.
- Conflict resolution skills and the ability to work with multiple stakeholders across varying and sometimes conflicting opinions and needs. Ability to talk through difficult issues with Council, staff, and community members.
- Able to think thoroughly, objectively, and critically about a decision before acting; act decisively without second-guessing; shift directions as necessary and appropriate; and move issues forward in a timely manner.
- Understands and can articulate a position and provide decision-making options that support the City Council.
- Recognizes the institutional knowledge within City staff and routinely and effectively taps into that knowledge, empowers staff, and celebrates their important work.
- Able to "read the room" and has a good sense of when to push City goals and when to refrain.
- Always acts in the City's best interest with a willingness to take direction from elected officials and to accept and implement those decisions.

View
full position
profile at
gmphr.com

EDUCATION & EXPERIENCE

Master's degree in business or public administration or related field and 5 years of progressively responsible experience in municipal management; or any satisfactory combination of experience and training which demonstrates the knowledge, skills, and abilities to successfully perform the job.



LEARN MORE

Visit: gmphr.com

Salary Range: **\$175,007 to \$262,510** annually DOQ

First Review: **June 30, 2024**

More Information: Bob Larson, GMP Consultants
bob@gmphr.com / (425) 894-8097





CITY MANAGER

SAMMAMISH, WA



EXECUTIVE
RECRUITMENT BY





Welcome To SAMMAMISH

Located 20 minutes east of Seattle, Sammamish is a vibrant community overlooking Lake Sammamish and the Bellevue skyline. This family friendly city is known for offering suburban living amid natural beauty with easy access to big city amenities. In 2021, Sammamish was named by WalletHub as "Best Small City to Live In" and by Safewise as "Safest City in Washington."

Sammamish's idyllic setting of tree-lined streets and well-groomed neighborhoods amid lakes, trails, open spaces, and city parks draws families and professionals alike.

Due to its exceptional quality of life, the city is in high demand. Residents appreciate the safe neighborhoods, excellent schools, diverse cultural activities, and easy access to an abundance of outdoor activities. Roughly one-third of the population is under the age of 18.

Sammamish is a highly educated and diverse city. Many of the city's 66,000 residents work at the numerous corporate headquarters nearby, including Microsoft, Amazon, Nintendo, Starbucks, and Costco. Sammamish is also a culturally diverse city as 30% of residents were born outside of the U.S.

Creating community spaces was among the first priorities for the City of Sammamish after its incorporation in 1999. In the heart of the city lies Sammamish Commons, a 25-acre park that is home to City Hall, the library, skate park and sports courts, community gardens, playground, spray park, and a loop trail. In 2016, the City added a 69,000 square-foot aquatic center with multiple pools and a two-story waterslide.

The City is served by three school districts: Issaquah, Lake Washington, and Snoqualmie Valley. Sea-Tac International Airport is only 35 minutes away.

Why Apply?

This is a unique opportunity to make a difference in a highly desirable community with a new, inclusive, and aligned city council that is committed to providing a high-quality environment. The new city manager will have the opportunity to provide stability and build upon a positive and effective organization providing excellence in service delivery. The City has no debt and is in good financial condition in an affluent community that has the highest median income in the area.

THE CITY OF SAMMAMISH



Incorporated in 1999, the City of Sammamish operates as a non-charter optional code city with a Council-Manager form of government. Optional code city status increases the city's operating authority by extending to it the powers of all four city classifications that exist in Washington law.

The Council is comprised of seven members, elected at large by the citizens of Sammamish. They are part-time officials who exercise the legislative powers of the city and determine matters of policy. The Mayor is a Council Member selected by the Council to chair meetings, authenticate documents and serves as the ceremonial head of the city. The Council is supported by several advisory boards and commissions. The Council appoints a full-time City Manager who is the head of the executive branch and serves as the professional administrator of the organization, coordinating day-to-day activities.

Operating on a biennial 2021-2022 budget of \$276 million with a team of 139 FTE's, the City of Sammamish provides a full range of municipal services. The City contracts for police services with the King County Sheriff's Department. Fire Services are provided by Eastside Fire & Rescue, Water and Sewer is provided by Sammamish Plateau Water. Departments include:

- Community Development
- Administrative Services
- Parks, Recreation, & Facilities
- Finance Department
- Information Technology
- Public Works

RECOGNITION

- Safest City in Washington (2021) – Safewise
- Best Small City to Live In (2021) – Wallethub
- No. 9 Best Place to Live (2018) – Money Magazine
- America's Friendliest Town (2012) – Forbes/Nextdoor

LEARN MORE

- 2022 Work Plan
- 2022 State Legislative Priorities
- 2021-2022 Budget
- 2035 Comprehensive Plan



THE CITY MANAGER



The City Manager is appointed by Council to run the City's day-to-day operations and serves as the business manager of the city, recommending and advising the Council on a broad array of issues. With a team of 13 FTEs and 3 LTEs, the City Manager's department provides management direction to all departments and coordinates activities in accordance with City Council policies.

Functions housed in the City Manager's office include the City Clerk's Office, Human Services, Communications, Legal, policy analysis, intergovernmental relations, and more.

THE IDEAL CANDIDATE

The City of Sammamish is seeking an effective leader as their next City Manager to work in partnership with Council to bring the organization into a period of stability. The ideal candidate will be a creative problem solver who is comfortable advising the Council with well-supported professional recommendations.

This person will be experienced in city management and demonstrate emotional intelligence, empathy, and excellent communication skills. Guided by moral and ethical leadership, they will be an effective and approachable leader who inspires staff to reach their best potential. The ideal candidate will bring to the position solid administrative skills as well as experience in providing services by contract.

QUALIFICATIONS

The ideal candidate will have a bachelor's degree from an accredited college or university in Business Administration, Public Administration or a closely related field and a minimum of seven years progressively responsible management experience. An advanced degree in public administration or related field is preferred.

However, any combination of education and experience providing the knowledge skills, and abilities necessary for successful performance is qualifying. The City of Sammamish is committed to fostering diversity, equity, inclusion, and belonging in its workforce and community and reviews all candidates holistically.

OPPORTUNITIES & CHALLENGES

A Unified City Council - The new Council is unified and committed to a collaborative partnership with the new city manager. The Council is professional, kind, transparent, and willing to listen.

Staff Stability - The next city manager should provide stability by retaining and building trust with the dedicated, well-qualified City staff. The Council expresses a strong level of confidence in City staff. There is an opportunity to rebuild the organization after recent staff turnover and to further develop the underlying positive culture.

Community Communications - There is a need to create a culture of transparency to better promote a positive and proactive presence in the community.

Processes & Planning - The next city manager should foster process improvement and consistency as well as spearhead transportation plans, climate action plans, and the mandated Comprehensive Plan update in 2024. The planning and completion of Sammamish Town Center is another priority as it will be the heart of the city.

Budget - While the City is debt free and has excellent reserves, the new city manager and Council will need to continue to manage budget expectations as well as uncertainties driven by revenue changes and economic conditions to ensure the City remains in a healthy fiscal position.



COMPENSATION & BENEFITS

The City of Sammamish is offering a salary range of \$215,000 to \$260,000 annually depending on experience. The comprehensive benefits package includes:

- Medical, Dental, Vision, Life/LTD & EAP
(Medical premiums covered 100% by City, 92% for enrolled dependents)
- Vacation, Sick, & Management Leave
- 13 Paid Holidays
- 401(a) with 6.2% match in lieu of Social Security
- PERS Retirement Program
- Deferred Compensation
- No state income tax



RESOURCES

[Connect Sammamish](#)

[Chamber of Commerce](#)

[2022 Special Events Calendar](#)



TO APPLY

Apply Online: gmphr.com

First Review: September 11, 2022

More Info: Andrew Neiditz, GMP Consultants
aneiditz@gmphr.com / 253-732-8081





MEMORANDUM

To: Longview City Council

From: Council Subcommittee for Executive Search Process

Cc: Jim Duscha, Interim City Manager

Chris Collins, Assistant City Manager

Tiffany Ostreim, City Clerk

Sabrina Fraidenburg, HR Director

Date: August 29th, 2024

Re: Subcommittee Recommendations for Executive Search Process for City Manager

The Council Subcommittee has reviewed the process for hiring a permanent City Manager and has developed specific recommendations to guide the search.

Solicitation of Quotes from Search Firms

We recommend that the Council direct staff, in accordance with the City's purchasing manual, to reach out to 4-5 executive search firms for quotes. This includes, but is not limited to:

1. Karras Consulting
2. GMP Consultants
3. Prothman
4. Colin Baenziger & Associates

The selected firms should have a strong track record in municipal executive searches and be capable of managing a comprehensive search process.

Public and Stakeholder Involvement

In the quotes, we want to prioritize maximum public involvement from the very beginning. This includes organizing community round tables and actively engaging community leaders, the local chamber of commerce, the school district, emergency services (911), the port authority, local legislators, county commissioners, and City staff.

The Subcommittee also recommends that the entire City Council be involved in the process of narrowing down applicants, ensuring that all perspectives are considered in the selection of the final candidates.

Incentives for Widening the Applicant Pool

To attract a broader range of qualified candidates, the Subcommittee recommends offering an incentive in the form of moving expense reimbursements, if necessary. The exact dollar amount for these reimbursements should be determined by the Council in consultation with the selected search firm. This incentive is intended to make the position more appealing to top-tier candidates who may need to relocate.

Return of Proposals

Staff will return the proposals as they are received, for council to give direction at the September 26th Council Meeting. At that time, the Council will review the proposals and provide direction on which firm to proceed with for the City Manager search.

Reference Checks

Staff will reach out to other cities that have previously engaged the search firms under consideration. Staff should obtain references and schedule reference calls with those cities to gather insights into their experiences with each firm. These reference calls should be scheduled and reviewed by the Subcommittee prior to the September 26th Council Meeting.

RECOMMENDED ACTION: A motion directing staff to proceed with the Executive Search Subcommittee's recommendations as presented.



City of Longview

Agenda Summary

APPROVAL OF CLAIMS

Based upon the authentication and certification of claims and demands against the city, prepared and signed by the City's auditing officer, and in full reliance thereon, it is moved and seconded as shown in the minutes of this meeting that the following vouchers/warrants are approved for payment:

FIRST HALF SEPTEMBER 2024 ACCOUNTS PAYABLE: \$3,944,085.81

FIRST HALF SEPTEMBER 2024 PAYROLL:

\$21,283.17, checks
\$982,719.23, direct deposits
\$733,359.54, wire transfers
\$1,737,361.94 Total

STAFF CONTACT:

Lindy Kennedy, Accountant
Dana Beck, Payroll Specialist

Attachments: None



City of Longview

Agenda Summary

FIRST AMENDMENT TO THE SHAY LOCOMOTIVE MAINTENANCE AGREEMENT

RECOMMENDED ACTION:

MOTION TO APPROVE THE CITY MANAGER TO SIGN THE FIRST AMENDMENT TO THE MAINTENANCE AGREEMENT FOR THE SHAY LOCOMOTIVE

DATE: September 26, 2024

COUNCIL STRATEGIC INITIATIVE ADDRESSED:

Address quality of place issues

CITY ATTORNEY REVIEW: REQUIRED

SUMMARY STATEMENT:

The City Council is requested to review and approve the First Amendment to the Maintenance Agreement for the Shay Locomotive, which involves a partnership between the City of Longview and Jeff and Trish Wilson. Originally entered into on May 12, 2014, the Agreement was established for maintenance services on the Shay Locomotive. The proposed First Amendment seeks to extend the term of this Agreement and Scope of Work to a period of twenty (20) years from the date when the City provides written notice to proceed. This extension replaces the original Section 3 of the Agreement, which will be deleted in its entirety and replaced with the new term provisions. All other terms of the original Agreement not amended by this First Amendment will remain in full force and effect. Should there be any conflicts between the original Agreement and this First Amendment, the terms of this Amendment will prevail. Additionally, the Amendment can be executed in multiple counterparts, each considered an original. The Council's approval is sought to ensure the continuation of maintenance services under these updated terms.

RECOMMENDED ACTION:

Motion to approve the City Manager to sign the First Amendment to the Maintenance Agreement for the Shay Locomotive.

STAFF CONTACT:

Parks and Recreation Director Jen Wills

Attachments:

1. First Amendment to Maintenance Agreement for the Shay Locomotive 09.26.2024
2. Shay Locomotive Maintenance Agreement 9.26.2024

FIRST AMENDMENT TO MAINTENANCE AGREEMENT
FOR THE SHAY LOCOMOTIVE

This First Amendment to Maintenance Agreement for the Shay Locomotive (this “***First Amendment***”) is made and entered into on this _____ day of _____, 2024 (the “***Effective Date***”), by and between the City of Longview, a Washington municipal corporation (the “***City***”), and Jeff and Trish Wilson (the “***Consultant***”). The City and Consultant may be collectively referred to herein as the “***Parties***” and individually as a “***Party***,” unless specifically identified otherwise. This First Amendment shall be effective upon the Effective Date. All capitalized terms not otherwise defined herein shall have the meanings set forth in the Agreement (as defined below).

RECITALS

WHEREAS, on May 12, 2014, the Parties entered into that certain Maintenance Agreement for the Shay Locomotive (the “***Agreement***”), for the performance of certain maintenance services of the Shay Locomotive by the Consultant; and

WHEREAS, the Parties wish to amend the Agreement to extend the term thereof as provided for herein.

TERMS AND CONDITIONS

NOW, THEREFORE, in consideration of the mutual covenants and promises contained herein, the Parties mutually agree, represent, and warrant as follows:

1. Amendment to Section 3 of the Agreement. Section 3 of the Agreement is hereby deleted in its entirety and replaced with the following:

3. Time for Performance. Work under this contract shall commence upon the giving of written notice by the City to the Consultant to proceed. Consultant shall perform all services and provide all work product required pursuant to this agreement for a period of twenty (20) years from the date written notice is given to proceed, unless an extension of such time is granted in writing by the City and is agreed to in writing by Consultant.

2. Amendment to Exhibit A - Scope of Work. Exhibit A - Scope of Work of the Agreement is hereby updated to reflect a term of twenty (20) years.

3. Ratification. All terms and provisions of the Agreement not amended hereby, either expressly or by necessary implication, shall remain in full force and effect. From and after the date of this First Amendment, all references to the term "Agreement" in this First Amendment and/or in the Agreement shall include the terms contained in this First Amendment.

4. Conflicting Provisions. In the event of any conflict between the terms of the Agreement and this First Amendment, the terms of this First Amendment shall prevail.

5. Counterparts. This First Amendment may be executed in one or more facsimile or original counterparts, each of which shall be deemed an original and both of which together

shall constitute one and the same instrument.

IN WITNESS WHEREOF, the Parties enter into this First Amendment. Each person signing this First Amendment represents and warrants that he or she has been duly authorized to enter into this First Amendment by the Party on whose behalf it is indicated that the person is signing.

CITY OF LONGVIEW

By: _____

Name: Jim Duscha

Title: City Manager

CONSULTANT

By:

Name:

Title:

Approved as to Form:

City Attorney

MAINTENANCE AGREEMENT FOR THE SHAY LOCOMOTIVE

THIS AGREEMENT is entered into by and between the City of Longview, a municipal corporation, hereinafter referred to as "the City", and Jeff and Trish Wilson, hereinafter referred to as "the Consultant", in consideration of the mutual benefits, terms, and conditions hereinafter specified.

1. **Project Designation.** City is in possession of a display known as the Shay Locomotive ("Shay") and desires to contract maintenance of the Shay.

Consultant has been involved in the restoration of the Shay and is familiar with its construction and maintenance needs, and has agreed to provide those services for the Project on the terms and conditions set forth in this Agreement.

2. **Scope of Work.** Consultant agrees to perform the services, identified in the Scope of Work (Exhibit "A" – Scope of Work) attached hereto, including the provision of all labor, materials, equipment, and supplies. Maintenance shall include work involving only the Shay Locomotive itself and rails and ties upon which it is displayed, and not the surrounding grounds and other infrastructure.
3. **Time for Performance.** Work under this contract shall commence upon the giving of written notice by the City to the Consultant to proceed. Consultant shall perform all services and provide all work product required pursuant to this agreement for a period of twenty (20) years from the date written notice is given to proceed unless an extension of such time is granted in writing by the City and is agreed to in writing by Consultant.
4. **Payment.** The Consultant is volunteering his time and services and shall not be paid by the City for completed work and for services rendered under this agreement.
5. **Ownership and Use of Documents.** All documents, drawings, specifications, and other materials produced by the Consultant in connection with the services rendered under this agreement shall be the property of the City. The Consultant shall be permitted to retain copies, including reproducible copies, of drawings and specifications for information, reference and use in connection with Consultant's endeavors.
6. **Compliance with Laws.** Consultant shall, in performing the services contemplated by this agreement, faithfully observe, and comply with all federal, state, and local laws, ordinances and regulations, applicable to the services to be rendered under this agreement.
7. **Indemnification.** Consultant shall indemnify, defend, and hold harmless the City, its officers, agents and employees, from and against any and all claims, losses or liability, or any portion thereof, including attorney's fees and costs, arising from injury or death to persons, including injuries, sickness, disease or death to Consultant's own employees, or damage to property occasioned by a negligent act, omission or failure of the Consultant.
8. **Insurance.** The Consultant shall secure and maintain in force throughout the duration of

this contract comprehensive general liability insurance with a minimum coverage of \$1,000,000 per occurrence and \$1,000,000 aggregate for personal injury; and \$500,000 per occurrence/aggregate for property damage.

Said general liability policy shall name the City of Longview as an additional named insured and shall include a provision prohibiting cancellation of said policy except upon thirty (30) days prior written notice to the City. Certificates of coverage as required by this section shall be delivered to the City within fifteen (15) days of execution of this agreement.

9. **Independent Contractor.** The Consultant and the City agree that the Consultant is an independent contractor with respect to the services provided pursuant to this agreement. Nothing in this agreement shall be considered to create the relationship of employer and employee between the parties hereto. Neither Consultant nor any employee of Consultant shall be entitled to any benefits accorded City employees by virtue of the services provided under this agreement. The City shall not be responsible for withholding or otherwise deducting federal income tax or social security or for contributing to the state industrial insurance program, or for otherwise assuming the duties of an employer with respect to Consultant, or any employee of Consultant.
10. **Discrimination Prohibited.** The Consultant, regarding the work performed by it under this agreement, will not discriminate on the grounds of race, color, national origin, religion, creed, age, sex or the presence of any physical or sensory handicap in the selection and retention of employees or procurement of materials or supplies.
11. **Assignment.** The Consultant shall not sublet or assign any of the services covered by this agreement without the express written consent of the City.
12. **Non-Waiver.** Waiver by the City of any provision of this agreement or any time limitation provided for in this agreement shall not constitute a waiver of any other provision.
13. **Termination.** Either party may terminate this Agreement upon ninety (90) days written notice.
14. **Notices.**
 - Notices to the City of Longview shall be sent to the following address:
City of Longview
Attn: City Manager
P.O. Box 128
1525 Broadway
Longview, WA 98632-7080
 - Notices to Consultant shall be sent to the following address:
Jeff and Trish Wilson
PO Box 2885
Longview, WA 98632

15. Integrated Agreement. This Agreement together with attachments or addenda, represents the entire and integrated agreement between the City and the Consultant and supersedes all prior negotiations, representations, or agreements written or oral. This agreement may be amended only by written instrument signed by both City and Consultant..

DATED this _____ day of _____, 2024

CONSULTANT:

Jeff /Trisha Wilson

CITY OF LONGVIEW:

City Manager

APPROVED AS TO FORM:

City Attorney

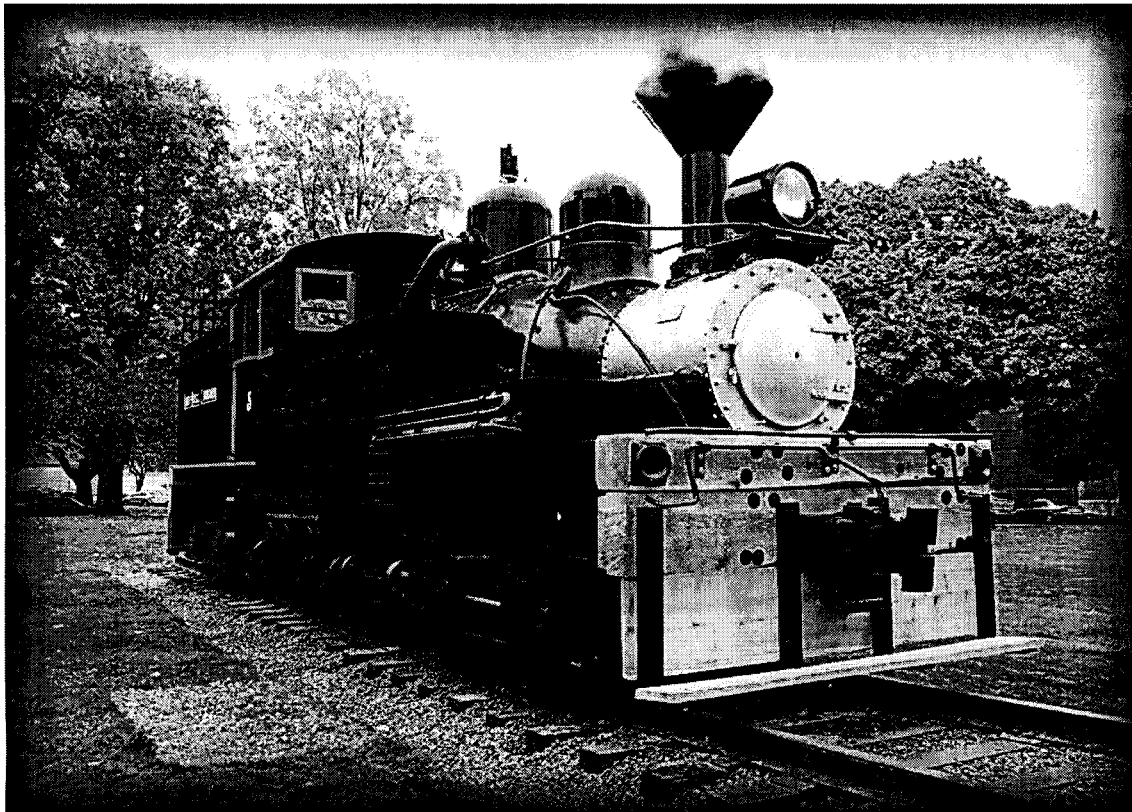
Exhibit A – Scope of Work

Consultant's services to include, but not limited to the following:

Provide all labor, costs, and materials to perform bi-annual inspections, cleaning and repairing of defects associated to the preservation of the displayed locomotive. Consultant offers a twenty (20) year commitment for such activities with an option to renew the commitment for an additional ten years. Consultant will coordinate access with the City's Parks & Recreation Department and desires to assign its representatives to fulfill these duties in Consultant's absence, if any, and seek access to the Shay. Specifically, this to include materials and labor to keep the Shay at the level of display quality as presented in October of 2013 as the standard.

Maintenance & Care Manual

City Of Longview Shay 3249



"Longview may not know it yet, but the Shay locomotive that drowns among the big oaks near the public library is not merely one of the finest sights any city can muster, it has already become a classic sight. Steam railroad logging is now an antiquity. Among all railroad relics the Shay is a prized rarity" ...

Stewart Holbrook

The Longview Daily News April 3, 1959

In order to insure for the proper care and maintenance for the continued enjoyment of Long-Bell Shay 3249 Inspections and related repairs should be completed twice per calendar year.

Inspect outside areas for unauthorized entry and or any acts of vandalism;

Report any damages to Longview Parks & Recreation@ 360-442-5400 during business hours. If any immediate health and safety concerns call Longview Police@ 1-360-442-5800. This locomotive is registered on the Longview Historic register.

CAB STEPS:

- Apply anti-slip grey coating if needed
- Check for any rot or loose mounts

CAB WINDOWS & DOORS:

- Check for cracks, apply grease to window channels
- Lubricate padlocks and door latches
- Clean all glass and gauges with glass cleaner
- Check window locks

CAB INTERIOR:

- Dry wash and vacuum any collected debris
- Check cab roof opening, keep secured or open at latch level one
- Check for signs of animal damage
- Vacuum display mannequins, apply disinfectant if any mold present
- Clean all handrails and control levers with disinfectant
- Check cab control wiring and insure all switches are operating properly for lights, sound and front and rear headlights
- Touch up any paint defects
- Check rear access entry panels, lubricate padlocks
- Open firebox door, inspect interior

TENDER AREA:

- Remove any debris and clean floor areas
- Inspect rear light and housing interior, replace bulb as needed, 25 watt maximum
- Wash exterior areas to remove dirt, note: no water into interior tank area
- Insure drain valve to tender drain is in open position and free of blockage

FRAME AND TRUCKS:

- Inspect for any damage, stress, or improper leveling (coil springs)
- Check truck gears and bearing boxes (both sides) for any grease seepage
- Apply water seal to front and rear wooden bumper areas (every two years)

RAILS & TIES:

- Inspect for any spike removal
- Weed control removal by hand, or by approved chemical from City of Longview

- Trash and debris removal between locomotive and spur track
- Check welds on wheels blocks

GENERAL OUTSIDE SURFACES:

- Inspect for any damages, wash exterior, and remove all standing water from surface areas
- Apply paint to any effected areas as needed
- Lubricate smoke box padlock and inspect smoke box
- Front and rear headlights, check operation, clean glass and reflectors
- Inspect all manufacture data plates for movement
- Check for all drain valves to be in the open position
- Inspect cab entry steps and grab rails
- Remove any standing water on low areas & frame areas
- Inspect pressure and sand domes for debris and animal activity

SPARE PARTS/SUPPLIES:

- Smoke Fluid
- Smoke machine cleaner
- Glass cleaner
- Shop Vacuum
- 25-watt light bulbs
- Extension Cord
- Wash rags, brushes, brass polish
- Paint is gloss black , cab green Valspar

CONTACT INFORMATION:

Jeff and Trisha Wilson	360-270-8079
City of Longview	360-442-5001
Police	360-442-5800
Parks and Recreation	360-442-5421
Building and Planning	360-442-5086
Public Library	360-442-5300



City of Longview

Agenda Summary

SET PUBLIC HEARING FOR CONSOLIDATED ANNUAL PERFORMANCE EVALUATION REPORT(CAPER)

RECOMMENDED ACTION:

MOTION TO SET A PUBLIC HEARING ON OCTOBER 24, 2024 FOR PUBLIC COMMENT ON THE CAPER REPORT.

COUNCIL INITIATIVE ADDRESSED:

Preserve and enhance neighborhoods

CITY ATTORNEY REVIEW: N/A

SUMMARY STATEMENT:

The Consolidated Annual Performance Evaluation Report (CAPER) is an annual report that is submitted to the U.S. Dept. of Housing and Urban Development (HUD). The CAPER report informs HUD of the city's progress towards the strategic goals outlined in the city's Consolidated Plan that is submitted to HUD every five years.

STAFF CONTACT:

Kenny Robinson, Program Coordination Specialist

Attachments: None



City of Longview

Agenda Summary

BID REVIEW – 18TH AVE ADA RAMPS

RECOMMENDED ACTION:

MOTION TO ACCEPT THE LOW BID AND AWARD TO ADVANCED EXCAVATING SPECIALISTS IN THE AMOUNT OF \$126,345.00

COUNCIL INITIATIVE ADDRESSED:

Provide sustainable water quality & environmental infrastructure

CITY ATTORNEY REVIEW: N/A

SUMMARY STATEMENT:

This project provides for replacement of ADA curb ramps at 18th Avenue and Louisiana St and Olympia Way.

On September 18, 2024, eleven (11) quotes were received as follows:

\$126,345.00, Advanced Excavating Specialists, Kelso, WA
\$146,440.00 Grade Werks Excavating, Battle Ground, WA
\$154,140.00 Slateco, LLC, Woodland, WA
\$162,748.00 SLE, Inc, Vancouver, WA
\$166,170.00 Halme Excavating Inc, Battle Ground, WA
\$167,615.00 North Fork Excavating, Woodland, WA
\$182,780.00 Raz Construction, Ridgefield, WA
\$191,400.00 Western United Civil Group, Yacolt, WA
\$206,946.00 Midway Underground, Toledo, WA
\$224,000.00 Nova Contracting, Inc, Olympia, WA
\$232,190.00 LEE Contracting, Battle Ground, WA
\$250,000.00 - Engineer's Estimate

The low bid received was determined to be regular and responsive.

FINANCIAL SUMMARY:

This project is funded through the Arterial Street Fund via City funds (20%) and a Transportation Improvement Board grant (80%).

STAFF CONTACT:

Morgan Palmer, P.E., Project Engineer

Attachments: None



City of Longview

Agenda Summary

FUNDING & SUPPORT FOR MINT VALLEY GOLF COURSE

RECOMMENDED ACTION:

MOTION TO APPROVE BEGINNING LOW IMPACT FUNDING STRATEGY

DATE: September 26, 2024

COUNCIL STRATEGIC INITIATIVE ADDRESSED:

Address quality of place issues

CITY ATTORNEY REVIEW: N/A

SUMMARY STATEMENT:

Tonight's presentation will focus on the critical need for additional funding to address essential projects at the Mint Valley Golf Course. We will begin by introducing the main project: the irrigation system, which is crucial for the course's sustainability. The irrigation system has a total cost of \$5.8 million, with \$2 million currently secured, leaving a shortfall of \$3.8 million. We will explore potential funding sources, including ARPA funding, General Fund Dollars, a Metropolitan Parks District, or a conventional loan.

Our budget realities are stark, as we frequently transfer funds from the general fund to the golf enterprise fund to maintain day to day operations. Beyond the irrigation project, there is a list of other critical projects that also lack funding, underscoring the broader financial challenges we face. Projects such as the siding and roofing at the Pro Shop, failing on-course restrooms, cracking/crumbing cart paths and parking lot, lack of outdoor lighting, replacement of all aging maintenance equipment, no on-site fueling option, and others.

We will review various revenue-raising strategies, starting with low-impact options and planned winter rate increases, as well as large-impact revenue increases. The goal of these fundraising strategies is to begin being operationally solvent and putting some money back into the golf course. At this time, without other help, none of these projects are possible using the golf course fund. We will discuss the benefits of bundle deal for the course and present some revenue increases that are available but not recommended. The recommended action will be to implement the low-impact revenue increases to begin addressing our funding needs. The presentation will conclude with a discussion on the next steps and open the floor for questions.

RECOMMENDED ACTION:

Motion to approve beginning low impact funding strategy.

STAFF CONTACT:

Parks and Recreation Director Jen Wills

Attachments:

1. Mint Valley Options for Funding Increase Presentation
2. Mint Valley Options for Funding Increase Data
3. Mint Valley 6 Year Budget Projection 2024



Mint Valley
GOLF COURSE

**FUNDING
PRESENTATION
9.26.2024**





INTRODUCTION

FUTURE OF MINT VALLEY GOLF COURSE

1

PROJECT OVERVIEW

2

FUNDING OPTIONS

3

REVENUE STRATEGIES

PROJECT OVERVIEW

NEW IRRIGATION SYSTEM

- COST OF NEW SYSTEM – \$5.8 MILLION
- CURRENT FUNDING – \$2 MILLION
- FUNDING GAP – \$3.8 MILLION

BENEFITS OF A NEW SYSTEM

Staff and supply cost reduction, improved course conditions, water saving, advanced technology, and more



PROJECT FUNDING



ARPA FUNDS

Immediate availability, no need for repayment.
Shortfall for other projects.



GENERAL FUND

No borrowing costs, flexible use. Reduces reserves and impact on city's financial stability.



M.P.D.

Slow unsecured process, earliest to be on ballot would be 2025 and not guaranteed.



LOAN

Possible 20 yr loan at 6-7% would be repaid by \$350,000 a year annually to be recovered by fees.

OPERATION BAND-AID



01. OPERATION LIL' BAND-AID

Replace 700 fairway heads to more efficient which will reduce water usage and allow for more accurate watering of facility.

\$44,000 - Currently Underway



02. OPERATION BIG BAND-AID

Replacing the lids on hydraulic valves, updating diaphragms, pulling new wiring to all fairway valves, and replacing sprinkler heads on the greens and tees. This would transition our system from hydraulic to electrically controlled, vastly improving its efficiency and reliability.

\$400,000 - Needs approval



LET'S TALK REVENUE BUDGET REALITY



YEAR	REVENUE	EXPENDITURE	TRANSFER
2021	\$1,420,062	\$1,502,990	- \$82,928
2022	\$1,502,995	\$1,495,601	\$7,394
2023	\$1,697,077	\$1,744,786	- \$47,710
2024 ESTIMATES	\$1,751,383	\$1,706,163	\$45,219 ***

*** Does not include \$25,000 Design & Engineering Contract for Irrigation System or \$44,000 for irrigation head replacement yet.

It's not just the irrigation system

- PRO SHOP SIDING
- PRO SHOP ROOF
- ON COURSE RESTROOMS
- WALL ON 17TH GREEN
- AGING MAINTENANCE EQUIPMENT
- CRACKING CART PATHS
- PARKING LOT ASPHALT
- ON SITE FUEL TANK
- OUTDOOR LIGHTING





LOW IMPACT IMMEDIATE IMPLEMENTATION

\$100K

01. TAX NO LONGER INCLUDED

\$38K

02. RECOVER BANK CARD FEES

\$10K

03. DISCONTINUE PUNCH PASS

\$???

04. INCREASE RATES WINTER



TIME	HOLES	2023/2024	2024/2025	% CHANGE
OPEN – 1:00	18	\$28	\$37	32%
OPEN – 1:00	9	\$18	\$24	33%
SEN/MIL	18	\$24	\$30	25%
AFTER 1:00	18	\$24	\$30	25%
AFTER 1:00	9	\$14	\$20	42%
JUNIORS	9/18	\$10/\$15	\$10/\$15	0%

- *NOTE: These rates will be higher than our summer rates, AND without the bundle deal (so no value added and heading into winter playing conditions – may reduce rounds).*



LARGE IMPACT REVIEW IMPLEMENTATION

\$151K

A. REMOVE ANNUAL PASSES

\$1K

B. KIDS PLAY FREE

\$22K

C. REMOVE SENIOR/MILITARY

\$???

D. RAISE SCHOOL FEES

\$106K

E. DELETE THE BUNDLE DEAL

THE BUNDLE DEAL



**VALUE
PROPOSITION**



**STRATEGIC
ATTRACTION**



**DRIVING
DISTANCE**





NOT RECOMMENDED POTENTIAL IMPLEMENTATION

\$???

A1. BOOKING FEES

\$???

B2. REQUIRE PREPAYMENT

\$???

C3. REMOVE CART STORAGE

These suggestions are a way to increase revenue, but the extent of staff time as well as implications to perceived customer service would have a negative effect on any potential revenue received.

RECOMMENDED ACTION

**BEGIN THE STEPS TO
IMPLEMENT TO BECOME
OPERATIONALLY SOLVENT:**

- TAX NO LONGER INCLUDED
- RECOVER BANK CARD FEES
- DISCONTINUE PUNCH PASS
- RAISE WINTER RATES



WHAT'S NEXT?

HOW TO FUND MAJOR CAPITAL PROJECTS AT THE GOLF COURSE

GENERAL FUND DOLLARS ARE
NOT A VIABLE OPTION FOR
ENTERPRISE FUND OPERATIONS

- *SO NOW WHAT?*



QUESTIONS





Mint Valley
GOLF COURSE

FULL IRRIGATION PROJECT FUNDING OPTIONS

FUNDING OPTION 1 - ARPA FUNDS:

The first funding option to consider is utilizing the remaining American Rescue Plan Act (ARPA) funds. These funds are immediately available and do not require repayment, making them an attractive option for addressing the \$3 million shortfall in the Mint Valley Golf Course irrigation project. However, it's important to consider the opportunity cost of using these funds, as they could be allocated to other critical projects within the city. The ARPA funds would cover a significant portion of the shortfall, but careful consideration must be given to their strategic use across the city's broader needs.

FUNDING OPTION 2 - GENERAL FUND RESERVES:

The second option involves drawing down the city's general fund reserves to cover the funding gap. This option offers the advantage of avoiding borrowing costs and provides flexibility in using existing funds. However, it also presents significant risks, as it would reduce the city's reserves, potentially impacting financial stability and limiting the city's ability to respond to future emergencies or opportunities. The amount available from the reserves would need to be calculated to ensure the city's long-term financial health remains intact.

FUNDING OPTION 3 - METROPOLITAN PARK DISTRICT:

The third option is to pursue the establishment of a Metropolitan Park District through a voter-approved proposition. This would provide a dedicated and consistent source of funding specifically for park projects, including the Mint Valley Golf Course irrigation system. The primary advantage of this approach is the long-term financial stability it could offer for park improvements. However, the proposition requires voter approval, which is not guaranteed. This uncertainty could delay the project and potentially leave the funding gap unaddressed if the proposition does not pass.

FUNDING OPTION 4 - LOAN:

The fourth funding option is to take out a 20-year loan at a 6% interest rate to finance the remaining \$3 million needed for the irrigation system. This option preserves the city's existing funds and spreads the cost over time, reducing the immediate financial burden. However, the loan would require an annual repayment of \$350,000, resulting in a total cost of \$7 million over 20 years. To cover the cost of the loan, the Mint Valley Golf Course would need to raise its revenues by \$350,000 annually. While this option allows the city to maintain its financial flexibility in the short term, it adds interest costs and increases the course and city's debt burden, which could impact future financial planning and borrowing capacity. The terms, interest rates, and repayment schedule would need to be carefully considered to ensure this option is sustainable and aligned with the course's revenue-generating potential.

ADDRESS IMMEDIATE NEED

PROPOSAL – *BAND-AID FIXES*

As part of our continued efforts to improve the infrastructure at Mint Valley Golf Course, we are presenting two strategic options to address our aging irrigation system. These proposals are designed to address both immediate concerns and longer-term challenges associated with our 1976 Rainbird hydraulic system, which is no longer supported with readily available parts.

OPERATION SMALL BAND-AID

Scope: This option involves replacing all 700 fairway heads with modern Falcon sprinkler heads. Our current fairway heads are outdated and inefficient, leading to significant water wastage. The Falcon heads offer the advantage of adjustable water flow (from part circle to full circle), allowing us to direct water more accurately towards the turf and reduce unnecessary water usage around ponds and bunkers.

Benefits:

- Upgraded to modern, efficient sprinkler heads.
- Significant reduction in water waste due to adjustable direction and range.
- Provides immediate relief for operational challenges, buying us more time before larger capital expenditures are necessary.

Downside: These heads may not be compatible with a future system-wide upgrade. However, they can still be repurposed by the parks department at other locations such as the lake.

Estimated Cost: \$53,000

Time Estimate: 3 employees working full time for approximately 2-3 months.

Status: This project has been approved through the general fund, and the replacements are already underway with successful results.

OPERATION BIG BAND-AID

Scope: This more comprehensive option includes replacing all fairway heads as outlined in Operation Small Band-Aid, but it also addresses larger systemic issues. We propose replacing the lids on hydraulic valves, updating diaphragms, pulling new wiring to all fairway valves, and replacing sprinkler heads on the greens and tees. This would transition our system from hydraulic to electrically controlled, vastly improving its efficiency and reliability.

Benefits:

- Complete overhaul of sprinkler heads and valve controls.
- Transition to an electrically controlled system for better management and reduced maintenance demands.
- This solution buys us additional years of operation, reducing the labor-intensive efforts required to maintain the current system.

Downside:

- This is a significant cost and investment, which does not address the underlying issue of our failing mainline pipes, nor does it provide water reduction efficiencies. The mainline pipes will still need attention in the future.
- The course would experience disruption due to trenching and installation of new wiring.

Estimated Cost: \$400,000

Time Estimate: Approximately 6-7 months to complete.

Conclusion: While both options provide essential upgrades that would relieve our staff of the daily labor required to keep the irrigation system operational, it is important to note that neither addresses the aging infrastructure of the mainline pipes, nor do they significantly enhance water reduction efficiencies. However, these proposals would buy us valuable time and significantly reduce the labor strain on our team.

LOAN REPAYMENT FUNDING OPTIONS

COURSE COMPARISONS TO OTHER LOCAL COURSES

2024 RATE INCREASE FROM FEBRUARY - HISTORY

POTENTIAL IMMEDIATE IMPLEMENTATION – *LOW IMPACT*

POTENTIAL FUTURE IMPLEMENTATION – *LARGE IMPACT*

POTENTIAL FUTURE IMPLEMENTATION – GRUMBLING

PROPOSED Recommended Action:

1. Implement Section 3: A, B, C, & D Immediately
2. Review Section 4: Annual Passes for Alternatives
3. No Other Action Recommended to be Taken at This Time

COURSE COMPARISON TO OTHER LOCAL COURSES

COURSE	9 – WALKING	18 – WALKING	9 CART FEE	18 CART FEE	9 TOTAL	18 TOTAL
Three Rivers	\$27	\$42	\$9	\$18	\$36	\$60
Longview CC	\$30	\$55	\$10	\$20	\$40	\$75
Lewis River	\$27	\$46	\$11	\$18	\$38	\$64
Riverside	\$27	\$43.50	\$12	\$17	\$39	\$60.50
Tri-Mountain	\$31	\$51	\$14.25	\$19.50	\$45.25	\$70.50
Newaukum	\$28	\$38	\$12	\$17	\$40	\$55
Mint Valley	\$22	\$33	\$9	\$18	\$31	\$51
BUNDLE DEAL					\$37	\$48

This is a comparison of weekday rates before 1PM. Some courses have guest rates or subscription plans that lower the cost. Carts are price per seat, so if someone want their own cart, they will pay double.

The Mint Valley bundle deal is strategically priced to offer superior value compared to other local courses. It aims to attract golfers by offering an all-inclusive package, ensuring a more predictable and appealing cost for a day of golf. This strategy not only fills our tee sheet but also contributes to the local economy by encouraging visitors to spend more time and money in our town. It's been a smart approach to balancing competitive pricing with added value, ensuring Mint Valley remains a top choice for golfers in the region.

Value Proposition:

- **Added Benefits:** The bundle deal includes a sleeve of balls, which adds value and convenience for golfers.
- **All-Inclusive:** Offering an all-inclusive package simplifies the decision-making process for golfers, making Mint Valley an attractive choice.

Strategic Attraction:

- **Full Tee Sheet:** The aim is to fill tee times by offering a compelling value. An empty tee time is a lost opportunity, and our bundle deal helps ensure more slots are filled.
- **Economic Impact:** Attracting golfers from nearby areas not only increases our golf course revenue but also benefits the local economy. Visiting golfers are likely to spend additional money in town on dining, shopping, and other activities.

Driving Distance and Cost Consideration:

- **Convenience Factor:** While price is a key factor, golfers also consider convenience. Offering a slightly cheaper rate may not be enough to lure players from 15+ miles away. Our bundle deal provides clear, added value, which can make the extra travel worth it.
- **Comprehensive Appeal:** By providing a package deal that includes everything a golfer needs for a day on the course, we enhance our appeal to those willing to travel for a better overall experience.

2024 RATE INCREASE FROM FEBRUARY – HISTORY

2024 RATE COMPARISON

PASSES	2022	2023	% Change	2024	% Change
Senior (65+)	\$1,399	\$1,449	3.45%	\$1,499	3.34%
New Member Price		\$1,449		\$1,549	6.46%
Adult Couple	\$2,099	\$2,199	4.55%	\$2,299	4.35%
Junior	\$195	\$199	2.01%	\$199	0.00%

9 HOLES - WALKING RATE

MON – FRI	2022	2023	% Change	2024	% Change
Open - 1PM	\$18	\$20	10.00%	\$22	9.09%
1PM - 4PM	\$16	\$18	11.11%	\$20	10.00%
4PM - Close	\$14	\$15	6.67%	\$16	6.25%

9 HOLES - WALKING RATE

SAT - SUN	2022	2023	% Change	2024	% Change
Open - 1PM	\$28	\$30	6.67%	\$33	9.09%
1PM - 4PM	\$25	\$26	3.85%	\$28	7.14%
4PM - Close	\$20	\$22	9.09%	\$24	8.33%

18 HOLES - WALKING RATE

MON – FRI	2022	2023	% Change	2024	% Change
Open - 1PM	\$28	\$30	6.67%	\$33	9.09%
1PM - 4PM	\$24	\$26	7.69%	\$28	7.14%
4PM - Close	\$20	\$22	9.09%	\$24	8.33%

18 HOLES - WALKING RATE

SAT – SUN	2022	2023	% Change	2024	% Change
Open - 1PM	\$38	\$40	5.00%	\$44	9.09%
1PM - 4PM	\$32	\$35	8.57%	\$38	7.89%
4PM - Close	\$28	\$30	6.67%	\$33	9.09%

POTENTIAL IMMEDIATE IMPLEMENTATION – LOW IMPACT

A. TAX NO LONGER INCLUDED:

Currently all prices include tax for almost everything outside of merchandise – so a greens fee that is \$33 posted, is really \$30.50 in the system. We could make the greens fees \$33 and then add tax which would be \$2.67 extra revenue a round. This was based on many years of being a cash-based business and ease of coin exchange (industry standard). With the rise of credit/debit card usage, this is no longer readily needed, and we have been incurring the merchant card fees on top of that. Additionally, it's extra work on staff as we have to work all of the prices backwards in the system which is cumbersome when we changed from 8.1% to 8.2% and back to 8.1%.

Last year that revenue pre-tax would have been \$1,224,243 and would have been 8.2% higher, had we not removed the tax there would be an additional **↑ \$100,387+** (This would take a rate resolution change)

B. RECOVER BANK CARD FEES:

There was discussion earlier this year about recovering bank card fees as a City for all business done in the City – finance, recreation, library, utilities, golf, etc. Currently we absorb bank card fees as the cost of doing business. The system has the ability to tack on a 3% merchant card fee to recover the cost of using credit cards.

Last we budgeted for \$15,000 and we expended/could recover: **↑ \$38,627**

C. DISCONTINUE PUNCH PASS SALES: (Oct – Dec ~ Good Anytime)

Total Punch Revenue: \$19,643 (2023 Sold: 53 18 Hole/83 9 Hole)

Total Punch Pass Rounds if Total Cards Used: 1,171 (18 Hole-424, 9 Hole-747)

Price Per Round on Punch Pass: 18 Hole - \$24.87, 9 Hole - \$14.33

- *This was started to get money during slower times of the year with previous contractor.*
- *Suggest honoring all current punch passes, discontinue sales of punch passes.*

If we charged "\$33" for 18 Holes and "\$22" for 9 Holes: **↑ \$10,783**

D. RAISE WALKING RATES FOR UPCOMING WINTER

2024-2025 Winter Run October 7 – March 31 (Can do without Rate Resolution)

- **NOTE:** *These rates will be higher than our summer rates, **AND without the bundle deal** (so no value added and heading into winter playing conditions – may reduce rounds).*

TIME	HOLES	2023/2024	2024/2025	% CHANGE
OPEN – 1:00	18	\$28	\$37	32%
OPEN – 1:00	9	\$18	\$24	33%
SEN/MIL	18	\$24	\$30	25%
AFTER 1:00	18	\$24	\$30	25%
AFTER 1:00	9	\$14	\$20	42%
JUNIORS	9/18	\$10/\$15	\$10/\$15	0%

POTENTIAL FUTURE IMPLEMENTATION – LARGE IMPACT

A. ANNUAL PASS HOLDERS: (68 Singles/17 Couples/13 Juniors/21 Winter)

Total Annual Pass Sales: \$115,803.73

Total Member Rounds of Golf: 8,085

Average Price Per Round: \$14.32

- *May be "slightly" skewed because 9 holes versus 18 and of junior rounds – we don't differentiate "members" when they check in.*
- *No idea how to predict how many rounds we would lose due to removal of annual pass.*
- *May see greens fee increase as pass holders tend to take higher cost morning rounds.*
- *Additional options – 5 day M-F pass or discount card with monthly or one time fee.*
- *1 round of 4 people = \$200 ~ 8 of those a week equals 1 annual pass*
- *Potential increase in cart rentals due to loss leased cart storage*

If we charged an average of "\$33": ↑ Increase of **\$151,002**

B. KID'S PLAY FREE ON PAR 3:

Rounds in 2023: 166

If we charged regular rate @ \$8.00: ↑ Increase of **\$1,328**

C. SENIOR/MILITARY ROUNDS:

Senior Military has a discount of \$3 on 9 Holes and \$5 on 18 Holes

SEN/MIL 18 Holes: 4,507

SEN/MIL 9 Holes: 64

Total increase in revenue if we removed discount: ↑ **\$22,727**

D. DELETE THE BUNDLE BALL FROM BUNDLE: (BUT - Charge the same)

ProV1 Bundle Deals: 3,014

TRUFeel Bundle Deals: 11,677

ProV1 Ball is \$10.18 pre tax

TRUFeel Ball is \$6.48 pre tax

- *Realizing that we made \$253,537 in merchandise which includes the sale of all bundle balls. You would see an increase in greens fees revenue, and I am unsure of the correlation of decrease in merchandise sales.*
- *Additionally, people come for the bundle deal – unsure how this would affect play*

Total increase in revenue if you just remove balls from bundle price and we kept the same number of rounds, no decrease: ↑ **\$106,348**

E. SCHOOL DISTRICT/COLLEGE TEAM RESOLUTION RATES:

Teams of 1 – 5 Players: \$500

Teams of 6 – 10 Players: \$1,000

Teams over 10 Players: \$1,500

- *Rates are per team, per academic quarter – this is for practices and matches of school district and college teams, outside teams pay daily rates for matches, and tournaments such as districts and state pay discounted tournament fees.*

Rates could be increased, but unsure how significant the increased revenue would be as a suggested rate would need to be created and agreed upon.

POTENTIAL FUTURE IMPLEMENTATION – GRUMBLING

A. BOOKING FEES

Charging \$2.50 booking fee for calling the course rather than going online.
Would free up front counter staff if culture of booking changed and then revenue source would decrease.

Unsure financial impact, but on an estimated 15,000 rounds: ↑ **\$35,000**

B. MANAGING NO SHOWS:

Requiring credit cards for booking (TIME for front counter and higher merchant card fee) – then charge the golfers if they do not show.

This is not a major issue, but would provide for some additional revenue.

Unsure of financial impact.

C. REMOVE OR REDUCE CART STORAGE:

Cart storage is \$600 annually per cart. Regular cart rental fee for 18 holes is \$18. After 34 rounds, those with stored carts are using them for “free”.

This would be additional wear and tear on the course carts.

We lease 50+ cart storage or more annually.

Could reduce to just “old” cart storage facility.

There is still a bond to pay for the “new” cart storage facility.

Clearing out the “new” cart storage would allow housing of more course carts.

Unsure of financial or play impact.



Annual Expenditures and Revenues

		January	February	March	April	May	June	July	August	September	October	November	December	Totals
2019	Golf Expenditures	\$58,702	\$125,859	\$108,792	\$104,348	\$143,262	\$162,714	\$143,429	\$121,968	\$111,672	\$89,828	\$81,030	\$85,648	\$1,337,252
	Golf Revenue	\$28,828	\$74,692	\$96,036	\$84,480	\$109,308	\$142,543	\$156,028	\$153,910	\$88,383	\$57,209	\$34,835	\$23,528	\$1,049,780
	Net	(\$29,874)	(\$51,167)	(\$12,756)	(\$19,868)	(\$33,954)	(\$20,171)	\$12,599	\$31,942	(\$23,289)	(\$32,619)	(\$46,195)	(\$62,120)	-\$287,472
	Bank Account	(\$29,874)	(\$81,041)	(\$93,797)	(\$113,665)	(\$147,619)	(\$167,790)	(\$155,191)	(\$123,249)	(\$146,538)	(\$179,157)	(\$225,352)	(\$287,472)	

2019 saw a deficit of \$287,472 after initial merchandise, kitchen and facility upgrades, camera and technology upgrades, and equipment purchases were included. The City chose to move the money set aside for vehicle replacement (\$86,000) to offset the deficit. A little over \$200,000 was taken as a loan from the general fund to balance the 2019 end of year.

		January	February	March	April	May	June	July	August	September	October	November	December	Totals
2020	Golf Expenditures	\$50,964	\$70,571	\$101,420	\$68,327	\$73,488	\$94,629	\$159,783	\$113,152	\$95,148	\$135,070	\$86,560	\$63,302	\$1,112,414
	Golf Revenue	\$29,951	\$91,402	\$54,010	\$1,724	\$127,976	\$145,769	\$176,788	\$187,603	\$133,283	\$90,552	\$37,195	\$41,031	\$1,117,284
	Net	(\$21,013)	\$20,831	(\$47,410)	(\$66,603)	\$54,488	\$51,140	\$17,005	\$74,451	\$38,135	(\$44,518)	(\$49,365)	(\$22,271)	\$4,870
	Bank Account	(\$21,013)	(\$182)	(\$47,592)	(\$114,195)	(\$59,707)	(\$8,567)	\$8,438	\$82,889	\$121,024	\$76,506	\$27,141	\$4,870	
	Inventory Valuation	\$120,275	\$111,526	\$154,603	\$154,681	\$135,707	\$118,947	\$146,010	\$122,178	\$103,154	\$63,275	\$67,937	\$57,805	

The darker blue was during the COVID 19 pandemic shut down. We were closed for 44 days completely. May through September there were still many regulations that hit the course hard. Including restaurant shut downs, single cart riders, two person tee times, and others that impacted the ability to operate fully and at capacity.

		January	February	March	April	May	June	July	August	September	October	November	December	Totals
2021	Golf Expenditures	\$68,734	\$78,888	\$98,772	\$178,149	\$142,510	\$182,152	\$146,019	\$168,872	\$141,580	\$136,170	\$97,843	\$63,302	\$1,502,990
	Golf Revenue	\$35,419	\$28,926	\$139,070	\$184,528	\$165,824	\$166,333	\$215,896	\$195,075	\$144,174	\$71,488	\$27,502	\$45,827	\$1,420,062
	Net	(\$33,315)	(\$49,962)	\$40,298	\$6,379	\$23,314	(\$15,819)	\$69,877	\$26,203	\$2,594	(\$64,682)	(\$70,341)	(\$17,475)	-\$82,928
	Bank Account	(\$33,315)	(\$83,276)	(\$42,978)	(\$36,599)	(\$13,285)	(\$29,104)	\$40,773	\$66,976	\$69,570	\$4,888	(\$65,453)	(\$82,928)	
	Inventory Valuation	\$86,860	\$96,305	\$155,361	\$157,375	\$143,162	\$167,460	\$135,545	\$109,416	\$77,079	\$78,885	\$87,083	\$81,299	

This year had seen an extreme increase in water usage due to heat and change in meter. The course's 44 year old hydraulic irrigation system continues to leak and needs repaired regularly. This will continue to be a critical issue into the future, especially if the weather is trending hotter for future years, and replacement is required or failure is eminent.

		January	February	March	April	May	June	July	August	September	October	November	December	Totals
2022	Golf Expenditures	\$93,125	\$73,389	\$94,296	\$178,619	\$109,195	\$154,149	\$163,022	\$151,704	\$155,912	\$141,975	\$101,477	\$78,738	\$1,495,601
	Golf Revenue	\$36,429	\$49,340	\$102,808	\$137,947	\$163,676	\$168,243	\$235,467	\$224,099	\$185,405	\$105,257	\$43,896	\$50,428	\$1,502,995
	Net	(\$56,696)	(\$24,049)	\$8,512	(\$40,672)	\$54,481	\$14,094	\$72,445	\$72,395	\$29,493	(\$36,718)	(\$57,581)	(\$28,310)	\$7,394
	Bank Account	(\$56,696)	(\$80,745)	(\$72,233)	(\$112,905)	(\$58,424)	(\$44,330)	\$28,115	\$100,510	\$130,003	\$93,285	\$35,704	\$7,394	
	Inventory Valuation	\$130,749	\$143,808	\$225,196	\$218,856	\$206,443	\$207,415	\$175,134	\$143,914	\$125,294	\$127,004	\$127,003	\$123,115	

		January	February	March	April	May	June	July	August	September	October	November	December	Totals
2023	Golf Expenditures	\$77,127	\$97,812	\$166,440	\$168,101	\$181,012	\$196,701	\$190,014	\$177,055	\$146,576	\$100,957	\$133,957	\$109,034	\$1,744,786
	Golf Revenue	\$37,276	\$43,857	\$87,165	\$186,525	\$213,530	\$235,263	\$255,095	\$215,686	\$168,420	\$139,577	\$50,952	\$63,731	\$1,697,077
	Net	(\$39,851)	(\$53,955)	(\$79,275)	\$18,424	\$32,518	\$38,561	\$65,081	\$38,631	\$21,844	\$38,620	(\$83,005)	(\$45,303)	\$47,710
	Bank Account	(\$39,851)	(\$93,806)	(\$173,081)	(\$154,657)	(\$122,139)	(\$83,578)	(\$18,497)	\$20,134	\$41,978	\$80,598	(\$2,407)	(\$47,710)	
	Inventory Valuation	\$133,692	\$165,857	\$212,899	\$208,050	\$148,680	\$161,745	\$224,715	\$190,399	\$172,734	\$154,788	\$154,049	\$125,584	

		January	February	March	April	May	June	July	August	September	October	November	December	Totals
2024	Golf Expenditures	\$91,281	\$106,626	\$136,591	\$159,930	\$151,623	\$180,745	\$211,788	\$177,055	\$146,576	\$100,957	\$133,957	\$109,034	\$1,706,163
	Golf Revenue	\$20,775	\$61,665	\$103,981	\$227,561	\$204,718	\$231,980	\$262,337	\$215,686	\$168,420	\$139,577	\$50,952	\$63,731	\$1,751,383
	Net	(\$70,506)	(\$44,961)	(\$32,610)	\$67,631	\$53,095	\$51,235	\$50,549	\$38,631	\$21,844	\$38,620	(\$83,005)	(\$45,303)	\$45,219
	Bank Account	(\$70,506)	(\$115,467)	(\$148,077)	(\$80,446)	(\$27,351)	\$23,884	\$74,433	\$113,064	\$134,908	\$173,528	\$90,523	\$45,219	
	Inventory Valuation	\$131,008	\$158,233	\$157,222	\$175,993	\$166,752	\$176,196	\$139,008						



City of Longview

Agenda Summary

ORDINANCE NO. 3544 – PUD FRANCHISE AGREEMENT - FIRST READ

RECOMMENDED ACTION:

NONE

COUNCIL STRATEGIC INITIATIVE ADDRESSED:

Continued Effective Financial Management.

CITY ATTORNEY REVIEW: REQUIRED

SUMMARY STATEMENT:

This is the first reading of a new franchise agreement with the Cowlitz County PUD.

A franchise agreement is a legally binding contract between a franchisor and a franchisee that establishes the terms of their relationship. The agreement defines the rights, obligations, and protections of both parties.

The current franchise agreement between the City and Cowlitz County PUD was enacted in 1977 and will expire in 2027.

The agreement will be brought back on October 10th for a final reading and council action.

STAFF CONTACT:

Chris Collins, Public Works Director

Attachments:

1. PUD Franchise City Longview 9-4-24 - final draft

CITY OF LONGVIEW

ORDINANCE NO. 3544

AN ORDINANCE of the City of Longview, Washington, granting the Public Utility DISTRICT No. 1 of Cowlitz County, Washington, a municipal corporation, its successors and assigns, the right, privilege, authority and franchise to set, erect, lay, construct, support, attach, connect, maintain, repair, replace, operate and use Facilities in, upon, over, under, along, across, and through the Franchise Area to provide for the transmission, distribution and sale of electric energy for power, heat and light, and any other purpose for which electric energy may be used, provided that such rights, privileges, authorities and franchises are in accordance with CITY requirements, and

WHEREAS, the City Council of the City of Longview finds that the general public health, safety, welfare, necessity and convenience require that Facilities to provide for transmission, distribution and sale of energy for power, heat and light, and other purposes for which energy may be used, be constructed, maintained and repaired in an orderly manner when such Facilities are located in, upon, over, under, along, across, and through CITY rights-of-way, and

WHEREAS, RCW 35A.47.040 authorizes the CITY to grant non-exclusive franchises for the use of the public rights of way above or below the surface of the ground by publicly owned and operated utility facilities; and

WHEREAS, there is hereby granted, for a term as described below, unless otherwise terminated as provided for herein, to the DISTRICT, its successors and assigns, the non-exclusive rights, privilege, authority, and franchise to own, operate and maintain an overhead or underground electric transmission, distribution, and fiber optic communication systems for the sole purpose of SCADA communication, along and across the Franchise Area. This Franchise is conditioned upon the terms and conditions contained herein and the DISTRICT's compliance with any federal or state regulatory agencies with jurisdiction over the DISTRICT. By granting this franchise, the CITY is not assuming any risks or liabilities by way of DISTRICT activities therefrom:

NOW THEREFORE, THE CITY COUNCIL OF THE CITY OF LONGVIEW, WASHINGTON, DOES HEREBY ORDAIN AS FOLLOWS:

SECTION 1 DEFINITIONS

1.1 Where used in this franchise (the "Franchise") the following terms shall mean:

1.1.1 "DISTRICT" means Public Utility District No. 1 of Cowlitz County, Washington and its successors and assigns.

1.1.2 "CITY" means the City of Longview, Washington, and its successors and assigns.

1.1.3 "Franchise" means the grant of rights, duties, privileges, and authority embodied in this Ordinance.

1.1.4 "Franchise Area" means all the roads, streets, avenues, alleys, highways, paths,

trails and other public rights-of-way controlled by the CITY as now laid out, platted, dedicated or improved and those added by future annexation(s).

1.1.5 "Facilities" means, collectively, any and all electric transmission, distribution, and communication systems for the sole purpose of SCADA communication, including but not limited to, poles, wires, lines, conduits, cables, braces, guys, anchors and vaults, transformers, pedestals, meter-reading devices, fixtures, and any and all other equipment, appliances, attachments, appurtenances and other items necessary, convenient, or in any way pertaining to any and all of the foregoing, whether the same be located overhead or underground.

1.1.6 "Communication Systems" means equipment, devices and other items used for communication purposes in connection with DISTRICT's construction, use, operation, maintenance, repair or replacement of its Facilities in the Franchise Area and other permitted activities under this Franchise, including, without limitation, the operation and management of its electric transmission and distribution systems.

1.1.7 "Ordinance" means this Ordinance No. 3544 which sets forth the terms and conditions of this Franchise.

1.1.8 "Public Improvement" means any capital improvement or repair within the Franchise Area that is undertaken by or on behalf of the CITY and is funded by the CITY (either directly with its own funds or with other public monies obtained by the CITY but shall not include those monies exacted from private parties for the purposes of making a Public Improvement. For example, and not by way of limitation, in the event a private party developer is required to pay money to the City in lieu of constructing sidewalks, the City's possession of such monies shall not constitute a Public Improvement). For clarity, the term "Public Improvement" shall include any public work capital improvement or repair undertaken by the CITY which requires the relocation of DISTRICT's Facilities that conflict with said Public Improvement within the Franchise Area, even if a portion of the public work capital improvement or repair includes work performed for a third party county or municipality under a valid interlocal agreement between the CITY and such county or municipality (except to the extent the request to relocate DISTRICT's Facilities is caused entirely by work done for such governmental third party). Public Improvement shall not include, any improvements or repairs undertaken by any third-party private entities or undertaken by the CITY by agreement with, or for the benefit of third-party private entities, or solely for aesthetic purposes.

1.1.9 "Force Majeure" shall mean delays due to acts of God, war, civil disturbances, fire, unavoidable casualty, construction delays due to weather, failure of supplier(s), labor dispute, or for other similar causes beyond the reasonable control of the DISTRICT or CITY.

1.1.10 "Mayor" means the Mayor of the City of Longview or his or her designee.

1.1.11 "Public Works Director" means the duly appointed incumbent of the office of Public Works Director of the City of Longview or his or her designee.

SECTION 2. GRANT OF FRANCHISE

2.1 Pursuant to the laws of the State of Washington, the CITY hereby grants to the DISTRICT, subject to the terms and conditions as set forth herein, a Franchise for a period of ten (10) years commencing upon the effective date of this Ordinance and subsequent acceptance of such ordinance and Franchise by the DISTRICT. This Franchise is granted upon the express condition that the DISTRICT, within thirty (30) days after the adoption of this Ordinance, shall provide the CITY written acceptance of the same.

2.2 The Franchise may be automatically renewed for one (1) subsequent ten (10)-year term upon the mutual consent of the signatory parties through written agreement.

2.3 The DISTRICT specifically agrees to comply with the provisions of any applicable CITY codes, ordinances, regulations, standards, procedures, permits or approvals, as from time to time amended; provided, however, in the event of any conflict or inconsistency of such City codes and ordinances with the terms and conditions of this Franchise, the terms and conditions of this Franchise shall govern and control; provided, further, nothing herein shall be deemed to waive, prejudice, or otherwise limit any right of appeal afforded DISTRICT by such CITY codes and ordinance. The express terms and conditions of the Franchise constitute a valid and enforceable contract between the Parties.

SECTION 3 FACILITIES WITHIN FRANCHISE AREA

3.1 The CITY does hereby grant to DISTRICT the right, privilege, authority and franchise to set, erect, lay, construct, extend (subject to CITY permitting), inspect, support, attach, connect, maintain, repair, replace, operate and use Facilities in, upon, over, under, across and through the Franchise Area, provided that such placement complies with all CITY codes and ordinances, to provide for the transmission, distribution, communications, and sale of energy for power, heat, light and such other purposes for which energy may be used.

3.2 This Franchise shall not convey any right to DISTRICT to install new Facilities outside the Franchise Area; provided, however, that DISTRICT shall retain the right to maintain, repair and operate Facilities installed (if in ownership of the CITY) prior to this Franchise with the CITY if said Facilities are outside the Franchise Area, but such right shall be subject to the provisions of Section 3.3.

3.3 Existing Facilities installed or maintained by DISTRICT on public grounds and places within the CITY (which Facilities are not within the Franchise Area as defined in this Franchise) may continue to be maintained, repaired, and operated by DISTRICT at the location such Facilities exist so as not to interfere with vehicle, bicycle, or pedestrian travel.

SECTION 4 NON-INTERFERENCE AND MAINTENANCE OF FACILITIES

4.1 DISTRICT's Facilities shall be constructed, installed, maintained, and repaired within the Franchise Area as per applicable CITY standards and codes so as not to unreasonably interfere with the free passage of traffic and in accordance with the laws of the State of Washington, and the ordinances, rules and regulations of the CITY. DISTRICT shall exercise its rights within the Franchise Area in accordance with applicable CITY codes and ordinances governing use and occupancy of the Franchise Area. Provided, however, in the

event of any conflict or inconsistency of such CITY codes and ordinances with the terms and conditions of this Franchise, the terms and conditions of this Franchise shall govern and control; provided, further, nothing herein shall be deemed to waive, prejudice, or otherwise limit any right of appeal afforded DISTRICT by such CITY codes and ordinance.

4.2 Any repair of DISTRICT's Facilities within the Franchise Area shall be made within the time and in a manner which conforms with generally accepted customs, practices, and standards in the industry and consistent with applicable CITY requirements.

4.3 Within the Franchise Area, whenever the DISTRICT permanently discontinues use of any above ground or at grade DISTRICT-owned Facilities, that do not contain third-party attachments, such as poles, braces, guys, and anchors, the removal of such facilities shall occur within ninety (90) days of the discontinued use. The removal of DISTRICT Facilities shall be the responsibility of the DISTRICT. If the DISTRICT fails to remove the aforementioned facilities, the CITY may remove the same and bill the DISTRICT for the costs of removal.

SECTION 5 TERMS AND CONDITIONS

The following terms and conditions shall be subject to the Constitution and laws of the United States of America and the State of Washington and shall apply and be deemed to be terms and conditions of this franchise to use the Franchise Area hereafter granted by the CITY to the DISTRICT, unless and except to the extent that such ordinance or resolution granting such franchise expressly provides terms or conditions contrary to those herein contained.

SECTION 6 GRANTEE – SCOPE OF OBLIGATIONS

The obligations imposed upon the DISTRICT by the express terms of the Ordinance granting such franchise or implied by the terms of this section or any other ordinance affecting the same, shall be deemed to include every employee, nominee or independent contractor of the DISTRICT performing work in the Franchise Area under contract, direction, request or authority of the DISTRICT under this franchise, and the DISTRICT, its agents, employees or independent contractors, jointly and severally, shall be responsible to the CITY for any injury or damage to CITY property or the expense incurred or suffered by the CITY in correcting defects in work replacing CITY streets or other improvements damaged by the acts or neglect of such agents, employees, or independent contractors of the DISTRICT.

SECTION 7 SAFETY REQUIREMENTS

The DISTRICT, in accordance with applicable national, state, and local safety requirements, shall at all times employ ordinary care and shall install and maintain and use commonly accepted methods and devices for preventing failures and accidents which are likely to cause damage, injury, or nuisance to the public. All structures and all lines, equipment, and connections in, over, under and upon the Franchise Area, wherever situated or located, shall at all times be kept and maintained in a safe, suitable condition, and in good order and repair. If a violation of the National Electric Safety Code (NESC) or other applicable regulation is found to exist, the CITY may, after discussion with the DISTRICT, establish a reasonable time for the DISTRICT to make necessary repairs. If

the repairs are not made within the established time frame, the CITY may make the repairs itself or have them made and collect all reasonable and applicable costs thereof from the DISTRICT. The DISTRICT shall be solely and completely responsible for workplace safety and safe working practices on its job sites within the Franchise Area, including safety of all persons and property during the performance of any work therein.

SECTION 8. PERMITS; RESTORATION

8.1 Whenever it shall be necessary for the DISTRICT to engage in any work within the Franchise Area, the DISTRICT shall apply for all necessary CITY permits to do such work, and shall, except to the extent inconsistent with the terms and conditions of this Franchise or where expressly provided otherwise herein, comply with all requirements and conditions of such permits, including but not limited to location restrictions, traffic control, and restoration, repair or other work to restore the surface of the Franchise Area, as nearly as practicable, to its condition immediately prior to the work, or as otherwise specified in the permit issued by the CITY in connection with the work. Such permit shall not be reasonably withheld, and may not require any unrelated exactions, mitigation, or improvements required to be performed by the DISTRICT as a condition of the permit. All restoration shall be completed in accordance with the current CITY requirements, including Development Guidelines and Public Works Standards, but in no event shall the DISTRICT be required to exceed published and duly adopted CITY standards. It is further provided that in the event that DISTRICT has any work in the Franchise Area completed by any of its authorized agents or subcontractors (DISTRICT's responsibility to provide list to the CITY and to keep it updated), DISTRICT shall remain fully responsible for the permit, permitted work and any other permit requirements, notwithstanding any provisions of this Franchise to the contrary. The DISTRICT shall notify the CITY of work in accordance with permit requirements. Such notifications may be made by email to the CITY's general email delivery, City Clerk, or Director of Public Works in advance of the work to be performed.

8.2 In the event of an emergency situation in which DISTRICT's Facilities within the Franchise Area are in such a condition in reasonable judgment of the DISTRICT as to immediately endanger the property, life, health or safety of any individual, or in any way compromise national reliability standards, or the DISTRICT's ability to distribute electricity within its service territory, DISTRICT may take immediate action to make repairs without first obtaining any required permit. The DISTRICT shall make the permit application to the CITY not later than ten (10) business days after the date of the commencement of the action that requires such permit, and such permits shall not be unreasonably withheld by the CITY.

8.3 The DISTRICT shall leave all Franchise Areas, after doing construction work, making repairs to equipment etc., in as good and safe condition in all respect as they were before the commencement of such work by the DISTRICT, its agents or contractors, and all recorded monuments which have been disturbed or displaced by the work shall be reset to the specifications and approval of the CITY Engineer.

8.4 In case of any damage caused by the DISTRICT to said Franchise Area, or to paved or surfaced roadways, turn-outs, gutters, ditches, wood or concrete walks, drainpipes, hand or embankment rails, bridges, trestles, wharves, landings or monuments, said DISTRICT agrees to immediately repair said damage to CITY standards at its own sole cost and expense.

8.5 When the Public Works Director determines that an emergency situation does exist,

he/she may order and have done any and all work considered necessary to restore to a safe condition any such Franchise Area left by the DISTRICT or agents in a condition dangerous to life or property. The Public Works Director may cause to be replaced or reset recorded monuments if the DISTRICT fails to replace or reset same within thirty (30) days after completion of construction. The DISTRICT, upon demand, shall pay to the CITY all applicable and reasonable costs of doing such work.

8.6 When the DISTRICT changes the method of distribution, such as changing from overhead distribution to underground distribution, the DISTRICT shall, within ninety (90) calendar days, remove all unused structures and restore the area to its original condition, as long as there are no other third-party attachments that encumber or delay the removal of facilities and restoration of the area.

SECTION 9 RELOCATION & READJUSTMENT OF FACILITIES

9.1 Whenever the CITY causes a Public Improvement to be undertaken within the Franchise Area, and such Public Improvement requires the relocation of DISTRICT's then existing Facilities within the Franchise Area (for purposes other than those described in Section 9.2 below), the CITY shall:

9.1.1 Provide DISTRICT with reasonable advance written notice, but in any event not less than ninety (90) days, requesting such relocation; and after receipt, the DISTRICT will review the scope of work to determine if it can be completed. If not, the DISTRICT will notify the Public Works Director and work cooperatively to resolve any scheduling issues.

9.1.2 Promptly provide the DISTRICT with all existing plans and specifications for such Public Improvement as may be requested by the DISTRICT.

After receipt of such notice and such plans and specifications, the DISTRICT shall relocate such Facilities within the Franchise Area at no charge to the CITY. If the CITY requires the subsequent relocation of any Facilities within five (5) years from the date of relocation of such Facilities pursuant to this Section 9.1, the CITY shall bear the entire cost of such subsequent relocation.

The CITY and the DISTRICT will work cooperatively to come to a mutually agreed plan to accommodate Public Improvements.

9.1.3 Grant-Funded Projects. In the event the CITY acquires grant funding of any kind for a Public Improvement which has as part of its allocations or designations, payment for relocation of utilities, as payment for relocation of DISTRICT Facilities is funded for that allocation from the funding agency, the CITY shall make payment to the DISTRICT for a portion of the cost of relocation of DISTRICT Facilities proportionate to the grant contribution percentage.

9.2 Whenever (i) any private development within the Franchise Area, or CITY project for the sole benefit of a third party, other than a Public Improvement, requires the relocation of DISTRICT's Facilities within the Franchise Area to accommodate such development, then in such event, the DISTRICT shall have the right as a condition of such relocation, to require such developer, person or entity to make payment to DISTRICT, at a reasonable time and terms acceptable to DISTRICT, for any and all costs and expenses incurred by the DISTRICT

in the relocation of DISTRICT's Facilities, including fees, charges, or other expenses associated with any third party attachments to Facilities for which the DISTRICT is legally obligated. Private Improvements for modifying or relocating electrical facilities shared costs will be based upon depreciation and current load capacity of existing facilities. The extent of costs and expenses shall be determined by the DISTRICT.

9.3 Any condition or requirement imposed by the CITY upon any person or entity, other than the DISTRICT, that requires the relocation of DISTRICT's Facilities shall be a required relocation for purposes of Section 9.2 above (including, without limitation, any condition or requirement imposed pursuant to any contract or in conjunction with approvals or permits for zoning, land use, construction, or development).

9.4 Nothing in this Section 9 "Relocation of Facilities" shall require the DISTRICT to bear any cost or expense in connection with the location or relocation of any Facilities located in a private easement in which the CITY expands the public right of way to include the private easement area.

9.5 If at any time the CITY deems it advisable to improve any of its streets, avenues, sidewalks, paths, alleys, roads, highways, rights-of-way or other CITY properties as hereinbefore designated, by grading, re-grading, surfacing or paving same, or altering, changing, repairing or improving same, the DISTRICT upon written notice by the CITY shall, at its own expense, within ninety (90) days raise, lower, or move its lines, facilities or improvements to conform to such new grades as may be established, or place said property in such locations or positions as shall cause the least interference with any such improvements or work thereon as contemplated by the CITY and said CITY shall in no way be held liable for any damage to said DISTRICT that may occur by reason of the CITY improvements, repairs or maintenance performed in a reasonably careful and prudent manner, or by the exercise of any rights so reserved in this section or grant. If the CITY shall improve such streets, avenues, sidewalks, paths, alleys, roads, highways, rights-of-way or other CITY properties, the DISTRICT shall on written notice by CITY officials, at its own expense, replace its lines or system as may be in or through the improved sub-grade of such improvement, with such materials as shall conform to or exceed the applicable standards of the CITY and industry for use in such streets, avenues, sidewalks, alleys, roads, highways, rights-of-way or other CITY properties; PROVIDED, that there is sufficient space from an engineering perspective to relocate DISTRICT Facilities within the available right-of-way, as determined by the CITY, and that if a readjustment or relocation is necessitated for a reason other than the above enumerated CITY purposes, the person, firm or private corporation or entity requesting such readjustment or relocation shall pay the DISTRICT the actual costs. **PROVIDED** further, that in the event the CITY should require such readjustment or relocation in connection with any improvement of project funded, wholly or in part by state or federal funds, the CITY shall make every reasonable effort to include the costs for relocation in its funding applications where it meets funding agency requirements, and if successful, the CITY will reimburse the DISTRICT for invoice costs eligible under funding program as funds are available. **PROVIDED**, further, section 9.1.3 shall apply to the foregoing provision notwithstanding the provisions contained in the foregoing section.

9.6 If any of the DISTRICT's existing Facilities are determined to be a safety hazard to vehicle, bicycle, or pedestrian travel by the Public Works Director or the CITY's liability insurer; the DISTRICT at its own cost will remove or relocate any such facility within ninety (90) calendar days.

9.7 The parties agree that “relocation” refers to a permanent movement of facilities required of DISTRICT, and not a temporary or incidental movement of Facilities, such as raising of lines to accommodate house moving and the like, solely for aesthetic purposes, or other revisions DISTRICT would accomplish without regard to municipal request. The CITY will work with DISTRICT to minimize the need for temporary work to accommodate permanent moves.

9.8 Regarding boring the following minimum standards will apply:

9.8.1 Contractor shall physically (pothole or other method as approved by the Public Works Director) verify all existing utility’s location and depth.

9.8.2 Public Works Department will do a physical inspection of these existing utilities prior to the start of the boring.

9.8.3 The DISTRICT shall give the Public Works Department four (4) business days’ notice prior to utility inspection schedule.

9.8.4 All bored lines shall meet the minimum clearance requirements from all existing utilities both vertically and horizontally in accordance with CITY’s permitted requirements, if not otherwise specified. If, during construction, the permit’s conditions cannot be met, the parties may confer and reach agreement on a mutually acceptable alteration.

9.8.5 All pavement and surface restoration shall be completed in accordance with the CITY Development Policies and Public Works Standards for all work within the Right-of-Way.

9.9 Clear zone

When installing new or relocated transmission and distribution lines on roads where the speed limit is 40 MPH or greater, all poles and other appurtenances shall be installed outside of the clear zone, per adopted CITY code or policy. If this is not feasible due to limited right-of-way space or some other reason, other means upon agreement between the DISTRICT and CITY may be provided to protect District Facilities.

SECTION 10 INDEMNIFICATION

10.1 DISTRICT shall indemnify, defend and hold harmless the CITY, its elected and appointed officials, officers, employees, agents, representatives, engineers, and consultants from any and all claims, costs, judgments, awards, or liability to any person arising from injury or death of any person or damage to property to the extent the same is caused by the negligent acts or omissions of the DISTRICT, its agents, servants, officers, or employees in performing under this Franchise. This covenant of indemnification shall include, but not be limited by this reference, to claims against the CITY arising as a result of the negligent acts or omissions of the DISTRICT, its agents, servants, officers, or employees in barricading, instituting trench safety systems or providing other adequate warnings of any excavation, construction, or work in the Franchise Area or in any other public place in performance of work or services permitted under this Franchise. PROVIDED, however, such indemnification shall not extend to that portion of any claims, demands, liability, loss, cost, damage or expense of any nature

whatsoever including all costs and attorneys' fees caused by the negligence of the CITY, its agents, employees, officers, contractors or subcontractors.

10.2 The DISTRICT may locate all its Facilities on CITY right of way. If installing poles, and other appurtenances in public right of way that will cause an undue burden on the DISTRICT, the Public Works Director may approve a design deviation. In situations where the DISTRICT has no other option but to locate their facilities on private property, running parallel along the public right of way; the DISTRICT will provide to the CITY a liability release form signed by both the DISTRICT and the land owner that acknowledges the possible risk of injury and damages which would release the CITY from all liability of these facilities as related to the CITY's approval of any Right-of-Way permit where the CITY has knowledge of such facilities going from the public Right-of-Way onto private property in this manner. This liability release would be recorded with the property at the Cowlitz County Auditor's Office and would stay with the property until, if ever, these facilities are removed. All indemnification language in Section 10 would apply.

10.3 In the event any claim or demand for which indemnification is provided under Section 10.1 is presented to, or suit or action is commenced against, the CITY based upon any such claim or demand, the CITY shall promptly notify the DISTRICT thereof, and DISTRICT may elect, at its sole cost and expense, to settle and compromise such suit or action, or defend the same with attorneys of its choice. In the event the DISTRICT refuses the tender of defense in any suit or any claim for which indemnification is provided under Section 10.1, said tender having been made pursuant to this indemnification clause, and said refusal is subsequently determined by a court having jurisdiction (or such other tribunal that the parties shall agree to decide the matter) to have been a wrongful refusal on the part of the DISTRICT, then DISTRICT shall pay all of the CITY's costs for defense of the action, including all reasonable expert witness fees and reasonable attorneys' fees and the reasonable costs of the CITY, including reasonable recovery of attorneys' fees under this indemnification clause.

10.4 In the event of liability for damages arising out of bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of the DISTRICT and the CITY, its officers, employees and agents, DISTRICT's liability hereunder shall be only to the extent of DISTRICT's negligence. It is further specifically and expressly understood that, **solely to the extent required to enforce the indemnification provided herein, the DISTRICT waives its immunity under RCW Title 51, Industrial Insurance; provided, however, the foregoing waiver shall not in any way preclude the DISTRICT from raising such immunity as a defense against any claim brought against the DISTRICT by any of its employees. This waiver has been mutually negotiated by the parties. The provisions of this section shall survive the expiration or termination of this Agreement.**

10.5 In the event it is determined that RCW 4.24.115 applies to this Franchise, DISTRICT's indemnification obligations under Section 10.1 shall apply to the maximum extent permitted thereunder, to the full extent of DISTRICT's negligence. Further, in any such action, the CITY shall have the right to participate, at its sole cost and expense, through its own attorney in any suit or action which arises pursuant to this Franchise when the CITY determines that such participation is in the CITY's best interest.

The CITY shall protect, indemnify, and save the DISTRICT harmless from and against all third party claims or demands made against the DISTRICT, and any damage, cost or liability, including reasonable attorney fees incurred in connection with any such third party

claim or demand, for injuries to persons or damage to property of another to the extent such injuries or damage are caused by the negligent acts or omissions or willful misconduct of the CITY, its employees, agents or sub-contractors, arising out of, related to, or in connection with, this Franchise; provided, however, that in the event any such claim or demand be presented to or filed with the DISTRICT, the DISTRICT shall promptly notify the CITY thereof, and the CITY shall have the right, at its election and at its sole cost and expense, to settle and compromise such claim or demand; provided further, that in the event any suit or action is begun against the DISTRICT based upon any such claim or demand, the DISTRICT shall likewise promptly notify the CITY thereof, and the CITY shall have the right, at its election and its sole cost and expense, to settle and compromise such suit or action, or defend the same at its sole cost and expense, by attorneys of its own election.

In the event of liability for damages arising out of bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of the CITY and the DISTRICT, its officers, officials, employees, and volunteers, the CITY's liability hereunder shall be only to the extent of the CITY's negligence. **Solely to the extent required to enforce the indemnification provisions of this franchise, the CITY waives its immunity under Title 51 RCW, Industrial Insurance; provided, however, the foregoing waiver shall not in any way preclude the CITY from raising such immunity as a defense against any claim brought against the CITY by any of its employees. This waiver has been mutually negotiated by the parties. The provisions of this section shall survive the expiration or termination of this Agreement.**

10.6 The provisions in this Section 10 shall survive the expiration or termination of this Franchise with respect to any claim, demand, suit or action for which indemnification is provided under Section 10.1 and which is based on an act or omission that occurred during the term of this Franchise.

SECTION 11 MOVING BUILDINGS WITHIN THE FRANCHISE AREA

If any person or entity obtains permission from the CITY to use the Franchise Area for the movement or removal of any building or other object, the CITY shall, prior to granting such permission, require such person or entity to arrange with the DISTRICT for the temporary adjustment of DISTRICT's overhead wires necessary to accommodate the movement, removal, or placement/erection of such building or other object, where the movement or removal of such building or other object will pass under DISTRICT's overhead wires or where the movement or removal of such building or other object will otherwise require the temporary adjustment of DISTRICT's overhead wires. The CITY shall require such person or entity to complete such arrangements, upon terms and conditions acceptable to the DISTRICT, not less than thirty (30) calendar days prior to the movement or removal of such building or other object. In such event, DISTRICT shall, at the sole cost and expense of the person or entity desiring to move or remove such building or other object, adjust any of its overhead wires which may facilitate safe placement or the movement or removal of such building or object. This section shall also apply to construction equipment required to move such building as required to meet current WISHA rules and WAC code 296-155-53408.

SECTION 12 RECOVERY OF COSTS; PERMIT FEES

As specifically provided by RCW 35.21.860, the CITY may not impose a franchise fee or any other fee or charge of whatever nature or description upon the DISTRICT because of this

Franchise. However, as provided in RCW 35.21.860, the CITY may recover from the DISTRICT actual and reasonable administrative expenses incurred by the CITY that are directly related to: (i) receiving and approving a permit, license or this Franchise, (ii) inspecting plans and construction, or (iii) preparing a detailed statement pursuant to RCW 43.21C. In consideration of such administrative expenses, the CITY shall charge the DISTRICT a permit fee and prepare monthly invoices to the DISTRICT detailing permit activity. DISTRICT shall make payment to the CITY of such expenses within thirty (30) days of the receipt of such invoice from the CITY. Failure by DISTRICT to acquire permit and pay such amount shall constitute a failure to comply with the Franchise. Additionally, failure by the DISTRICT to timely pay said amounts shall be grounds for the CITY to preclude the processing of any applications and/or issuing permits until payment has been fully made.

SECTION 13 NONEXCLUSIVE FRANCHISE

13.1 This Franchise is not, and shall not be deemed to be, an exclusive Franchise. This Franchise shall not in any manner prohibit the CITY from granting other and further franchises over, upon, and along the Franchise Area that do not interfere with DISTRICT's rights under this Franchise. This Franchise shall not prohibit or prevent the CITY from using the Franchise Area or affect the jurisdiction of the CITY over the same or any part thereof.

13.2 The DISTRICT will not share this franchise with any third party without the prior written approval of the CITY, except for third party attachers that have been granted a franchise by the CITY for location within the right of way by the City.

SECTION 14 FORCE MAJEURE

In the event that either party is prevented or delayed in the performance of any of its obligations under this Franchise by any event beyond its reasonable control (a Force Majeure event), then that party's performance shall be excused during the Force Majeure event. The time within which the DISTRICT or CITY shall be required to perform any act under the Franchise shall be extended by a period of time equal to the number of days performance is delayed due to a Force Majeure. The DISTRICT or CITY shall not be subject to any penalty hereunder because of acts or failure to act due to Force Majeure.

SECTION 15 DISPUTE RESOLUTION AND AMENDMENT OF FRANCHISE

15.1 If there is any dispute or alleged default with respect to performance under this Franchise, the Party alleging default (claimant) shall notify the other Party (respondent) in writing, stating with reasonable specificity the nature of the dispute or alleged default. Within seven (7) days of its receipt of such notice, the Respondent shall provide written response to the Claimant that shall acknowledge receipt of such notice and state the Respondent's intentions with respect to how the Respondent shall respond to such notice. The Respondent shall further have thirty (30) days (the "cure period") from its receipt of such notice to:

15.1.1 Respond to the Claimant, contesting the Claimant's assertion(s) as to the dispute or any alleged default and requesting a meeting in accordance with Section 15.2, or:

15.1.2. Resolve the dispute or cure the default, or,

15.1.3. Notify the Claimant that the Respondent cannot resolve the dispute or cure the

default within thirty (30) days, due to the nature of the dispute or alleged default.

15.1.4 Notwithstanding such notice, the Respondent shall promptly take all reasonable steps to begin to resolve the dispute or cure the default and notify the Claimant in writing and in detail as to the actions that will be taken by the Respondent and the projected completion date. In such case, the Claimant may set a meeting in accordance with Section 15.2.

15.2 If any dispute is not resolved or any alleged default is not cured or a meeting is requested or set in accordance with Section 15.1., then the Claimant shall promptly schedule a meeting with the Respondent to discuss the dispute or any alleged default. The Claimant shall notify Respondent of the meeting in writing and such meeting shall take place not less than ten (10) days after the Respondent's receipt of notice of the meeting. Each Party shall appoint a representative who shall attend the meeting and be responsible for representing the Party's interests. The representatives shall exercise good faith efforts to resolve the dispute or reach agreement on any alleged default and/or any corrective action to be taken. Any dispute (including any dispute concerning the existence of or any corrective action to be taken to cure any alleged default) that is not resolved within ten (10) days following the conclusion of the meeting shall be referred by the Parties' representatives in writing to the senior management of the Parties for resolution. In the event senior management is unable to resolve the dispute within twenty (20) days of such referral (or such other period as the Parties may agree upon), each Party may pursue resolution of the dispute or any alleged default through other legal means. All negotiations pursuant to these procedures for the resolution of disputes shall be confidential and shall be treated as compromise and settlement negotiations for purposes of the state and federal rules of evidence.

15.3 If, at the conclusion of the steps provided for in Section 16.1 and 16.2 above, the Parties are unable to settle the dispute or agree upon the existence of a default or the corrective action to be taken to cure any alleged default, the Claimant or the Respondent (as each Party may have authority to do so) may:

15.3.1. Take any enforcement or corrective action provided for in CITY code, as from time to time amended; provided such action is not otherwise in conflict with the provisions of this Franchise, and/or;

15.3.2. By ordinance, declare an immediate forfeiture of this Franchise for a breach of any material obligations under this Franchise and/or;

15.3.3 Take such other action to which it is entitled under this Franchise or any applicable law or

15.3.4 In the case of the DISTRICT withholding payment or take any applicable interim legal action until the alleged default is resolved.

15.4 Unless otherwise agreed by the CITY and the DISTRICT in writing, the CITY and the DISTRICT shall, as may reasonably be practicable, continue to perform their respective obligations under this Franchise during the pendency of any dispute.

15.5 Neither the DISTRICT's acceptance of this Franchise, the DISTRICT's appearance before the CITY Council at any public proceeding concerning the proposed termination of this

Franchise, nor any action taken by the CITY Council as a result of any such public proceeding, including a declaration of termination or a finding of grounds to terminate, shall be construed to waive or otherwise affect the DISTRICT's right to seek dispute resolution of the rights and responsibilities of the parties under this Franchise.

15.6 This Franchise may be amended only by written instrument, signed by both parties, which specifically states that it is an amendment to this Franchise and is approved and executed in accordance with the laws of the State of Washington. Without limiting the generality of the foregoing, this Franchise shall govern and supersede and shall not be changed, modified, deleted, added to, supplemented or otherwise amended by any permit, approval, license, agreement, or other document required by or obtained from the CITY in conjunction with the exercise (or failure to exercise) by the DISTRICT of any and all rights, benefits, privileges, obligations, or duties in and under this Franchise, unless such permit, approval, license, agreement or other document specifically references this Franchise and states that it supersedes this Franchise to the extent it contains terms and conditions that change, modify, delete, add to, supplement or otherwise amend the terms and conditions of this Franchise.

15.7 Except for interim legal relief such as seeking an injunctive order, the dispute resolution provided in this Agreement is a pre-requisite to the filing of any lawsuit.

SECTION 16 RESERVATION OF RIGHTS

In the event the CITY should vacate, close, or abandon any portion of any public street, avenue, alley, road, highway, right-of-way or other CITY property which is subject to rights granted by said Franchise, or which contains any portion of the DISTRICT's Facilities the CITY shall, after granting an alternate route in its vacation procedure, reserve and grant an easement to the DISTRICT for the DISTRICT's existing Facilities unless the DISTRICT determines the easement is unnecessary. Any conveyance of land contained in such closed, abandoned public streets, alley, or right-of-way shall be subject to the rights herein granted.

In cases where the CITY determines that reserving and granting an easement to the DISTRICT is impracticable, the CITY will notify the DISTRICT thirty (30) business days prior to any final vacation action. In these cases, if the vacation, closure, or abandonment was developer initiated, all costs for the relocation of the DISTRICT's Facilities is borne by the developer. If the vacation, closure, or abandonment was CITY initiated, all costs for the relocation of the DISTRICT's Facilities is borne by the CITY. If the vacation, closure, or abandonment was DISTRICT initiated, all costs for the relocation of the DISTRICT's Facilities is borne by the DISTRICT.

SECTION 17 ANNEXATION

Annexation of unincorporated areas within the CITY's Planning Area Boundary, including CITY consideration of acquisition of DISTRICT electric transmission and distribution facilities, shall comply with RCW 35A 14 (Annexation by Code Cities) and this Franchise between the CITY and the DISTRICT.

SECTION 18 SEVERABILITY

18.1 Except as provided below, if any section, subsection, sentence, clause, phrase, term, provision, condition, covenant or portion of this Franchise is for any reason held invalid or unenforceable by any court of competent jurisdiction, or supersede by state or federal legislation, rules, regulations or decision, the remainder of this Franchise shall not be affected thereby but shall be deemed as a separate, distinct and independent provision, and such holding shall not affect the validity of the remaining portions hereof, and each remaining section, subsection, sentence, clause, phrase, provision, condition, covenant and portion of this Franchise shall be valid and enforceable to the fullest extent permitted by law. The headings of sections and paragraphs of this Franchise are for convenience of reference only and are not intended to restrict, affect or be of any weight in the interpretation or construction of the provisions of such sections or paragraphs.

18.2 If any material provision of this Franchise is for any reason held invalid or unenforceable by any court of competent jurisdiction, or superseded by state or federal law, rules, regulations or decision so that the intent of these provisions is frustrated, the parties agree to immediately negotiate a replacement provision to fulfill the purpose and intent of the superseded provisions consistent with applicable law.

SECTION 19 NOTICES

All notices from the DISTRICT to the CITY pursuant to this Franchise shall be directed to the City Manager at P. O. Box 128, Longview, Washington 98632, or to such person as designated by the CITY Manager. All notices from the CITY to the DISTRICT pursuant to this Franchise shall be directed to the General Manager at P. O. Box 3007, Longview, Washington 98632, or to such person as designated by the General Manager. The DISTRICT shall maintain within the Cowlitz County area throughout the term of this Franchise an address for service of notices by mail. The DISTRICT shall also maintain within the Cowlitz County area a local telephone number operational during normal business hours for the conduct of matters related to this Franchise. Any change in address or telephone number shall be furnished to the CITY ten (10) days prior to the change. Any change to CITY ordinances that affect the DISTRICT's compliance with this Franchise shall be furnished to the DISTRICT ninety (90) days prior to such change.

SECTION 20 EFFECTIVE DATE

20.1 This Franchise shall be in full force and effect five (5) days after publication by the CITY, subject to approval by the DISTRICT Board of Commissioners in accordance with the provisions of this Franchise. This Franchise is and shall remain in full force and effect for a period of Five (5) years from and after the effective date of the ordinance, plus any extensions, or as terminated, as provided herein.

20.2 This Franchise represents the entire understanding and agreement between the parties hereto with respect to the subject matter hereof and supersedes all prior oral negotiations between the parties.

WITNESS my hand and official seal of the City of Longview, this _____ day of _____, 2024.

_____, City Clerk

City of Longview, State of Washington

**HONORABLE MAYOR AND CITY COUNCIL
CITY OF LONGVIEW, WASHINGTON**

In the matter of the application	:	
of Public Utility District No. 1 of	:	
Cowlitz County, Washington, for	:	Franchise Ordinance No. 3544
a franchise to construct, operate	:	
and maintain facilities in, upon,	:	
over, under, along, across and	:	
through the franchise area of the	:	ACCEPTANCE
City of Longview, Washington	:	
	:	

WHEREAS, the City Council of the City of Longview, Washington, has granted a franchise to Public Utility District No. 1 of Cowlitz County, Washington, its successors and assigns, by enacting Ordinance No. 3544, bearing the date of _____, 2024; and

WHEREAS, a copy of said Ordinance granting said franchise was received by the Public Utility District No. 1 of Cowlitz County, Washington on _____, 2024, from said City of Longview and Cowlitz County, Washington.

NOW, THEREFORE, Public Utility District No. 1 of Cowlitz County, Washington, for itself, its successors and assigns, hereby accepts said Ordinance and all the terms and conditions thereof, and files this, its written acceptance, with the City of Longview and Cowlitz County,

Washington.

IN TESTIMONY WHEREOF said Public Utility District No. 1 of Cowlitz County, Washington has caused this written Acceptance to be executed in its name by its undersigned _____ thereunto duly authorized on this _____ day of _____, 2024.

PUBLIC UTILITY DISTRICT NO. 1 OF

COWLITZ COUNTY, WASHINGTON

By: Gary Huhta, General Manager

Approved as to form:

Richard L. Hughes, General Counsel

Copy received for City of Longview
on _____, 2024

By: _____
City Clerk



City of Longview

Agenda Summary

BUDGET WORKSHOP RESULTS / COUNCIL DIRECTION

RECOMMENDED ACTION:

MOTION TO APPROVE THE FINDINGS OF THE SEPTEMBER 19TH 2024 BUDGET WORKSHOP AND INCORPORATE THE RESULTS INTO THE 2025 AND 2026 BUDGET GENERAL FUND BUDGET.

COUNCIL INITIATIVE ADDRESSED:

Continue effective financial management,

CITY ATTORNEY REVIEW: N/A

SUMMARY STATEMENT

Presentation summarizing the findings of the September 19th 2024 workshop and direction to staff.

STAFF CONTACT:

Chris Collins, Public Works Director/ Assistant City Manager

Attachments:

1. Balancing the Budget Workshop Results

Balancing Budget Workshop Results

Budget Projections

2024 Ending Fund Balance

General Fund Summary	2024 Budget	2024 Projected
Revenue	\$45,832,300	\$49,760,870
Expenditures	(\$48,298,54)	(\$53,056,980)
Beginning Cash Required to Balance	(\$2,466,240)	(\$3,296,110)
Fund Balance Calculation		
Beginning Fund Balance	\$18,545,000	\$22,908,270
Beginning Cash Required to Balance	(\$2,466,240)	(\$3,296,110)
Ending Fund Balance	\$16,078,760	\$19,612,160
% of Ending Fund Balance	33.29%	36.96%

Budget Projections

2025-2026 Preliminary Budget

General Fund Summary	2025 Budget	2026 Budget
Revenue	\$48,557,560	\$48,395,410
Expenditures	(\$50,405,060)	(\$53,603,740)
Beginning Cash Required to Balance	(\$1,847,500)	(\$5,208,330)
Fund Balance Calculation		
Beginning Fund Balance	\$19,612,160	\$17,764,660
Beginning Cash Required to Balance	(\$1,847,500)	(\$5,208,330)
Ending Fund Balance	\$17,764,660	\$12,556,330
% of Ending Fund Balance	35.24%	23.42%

Increased Revenue

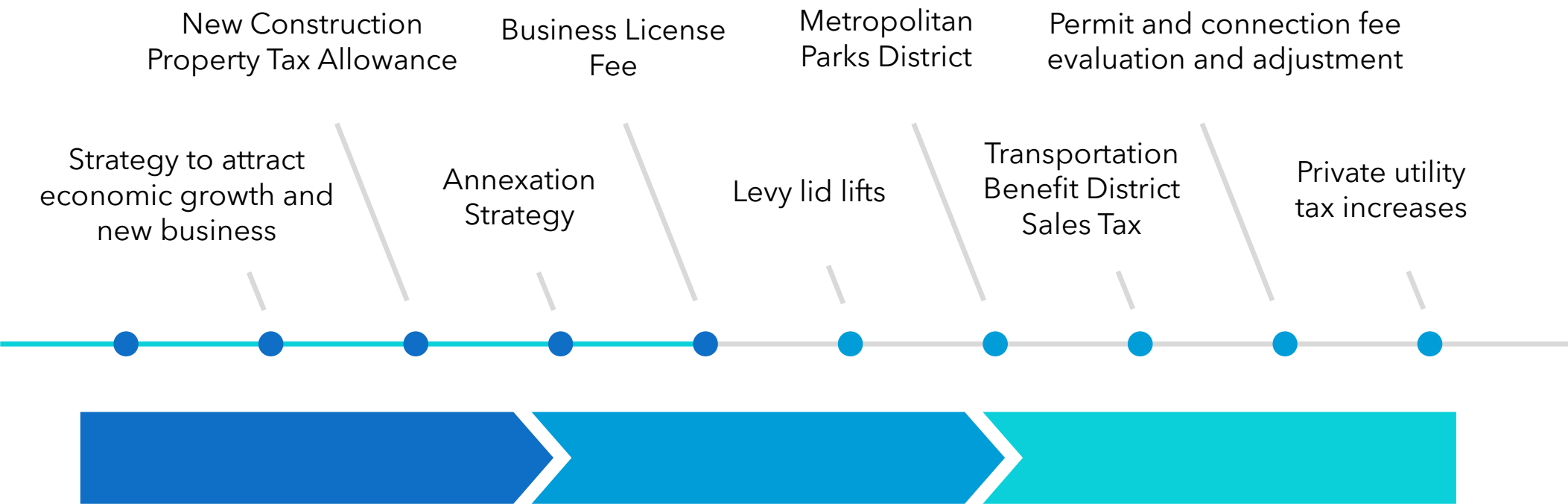
Business & Operating Tax Analysis	Category	Income Tax Rate .001 to .002			All Categories Total Adjusted Revenue Increase
		MFG	Retail	Wholesale	
	Increase in Revenue based on average revenue 2021-2023	\$197,000	\$1,355,000	\$590,000	\$2,142,000
	(Lost Revenue at \$50K Threshold)	(\$150)	(\$6,300)	(\$2,000)	
	Adjusted Increase in Revenue	\$196,850	\$1,348,700	\$588,000	\$2,123,850
	(Lost Revenue at \$100K Threshold)	(\$500)	(\$16,000)	(\$5,000)	
	Adjusted Increase in Revenue	\$196,500	\$1,339,000	\$585,000	\$2,100,500

In 2023, there were 1,360 filers with gross income above the \$20k threshold. There were 751 filers below the \$20k threshold, not including \$0.00 filers.

Increase Filing Threshold to \$100,000	Category	Revenue Dropoff	# of Filers	% of Total	Adjusted Revenue Increase
	All Categories	(\$21,500)	663	48.75%	
	Manufacturing & Wholesale	(\$5,500)	123	9.04%	
	Manufacturing & Retail	(\$16,500)	354	26.03%	
	Retail & Wholesale	(\$21,000)	451	33.16%	\$2,100,500

Long Term Revenue Plan

Establish a plan within the first quarter of 2025



Workshop Results

Council Direction:

- ☐ Increase B&O to \$100k threshold
- ☐ Increase B&O rate to .002 for all sections
- ☐ Add Finance Director
- ☐ Move ARPA and lessen Police reductions/reduce deficit in general fund
- ☐ Establish Long Term Revenue Plan early 2025
- ☐ Seek additional funding sources based on established plan
- ☐ Recover Credit Card fees

	2025	2026
Funding Deficit	\$8,039,060	\$11,399,892
Total Reductions	\$4,411,169	\$4,411,169
Total Additional Revenue	\$2,500,500	\$2,500,500
Deficit with reductions	\$3,627,891	\$6,988,723
Deficit with reductions/revenues	\$1,127,391	\$4,488,223

Budget Projections with reductions in services and additional revenue

2025-2026 Budget

General Fund Summary	2025 Budget	2026 Budget
Revenue	\$48,557,560	\$48,395,410
Expenditures	(\$50,405,060)	(\$53,603,740)
Beginning Cash Required to Balance	(\$1,847,500)	(\$5,208,330)
Fund Balance Calculation		
Beginning Fund Balance	\$19,612,160	\$17,764,660
Beginning Cash Required to Balance	(\$1,847,500)	(\$5,208,330)
Ending Fund Balance	\$17,764,660	\$12,556,330
% of Ending Fund Balance	35.24%	23.42%

Questions & Discussion
