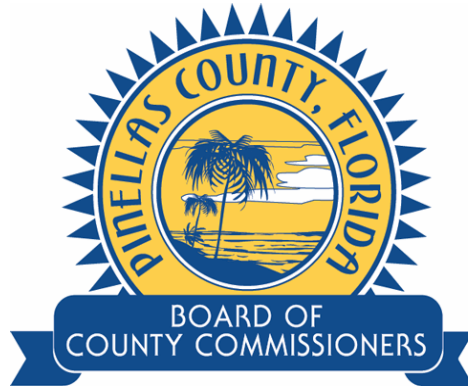


Pinellas County



Minutes - Final

Tuesday, January 9, 2018

11:30 AM

BCC Assembly Room

Board of County Commissioners - Work Session

Kenneth T. Welch, Chairman
Karen Williams Seel, Vice-Chairman
Dave Eggers
Pat Gerard
Charlie Justice
Janet C. Long
John Morroni

Roll Call - 1:03 P.M.

Members Present: Kenneth T. Welch, Chairman; Karen Williams Seel, Vice-Chairman; Dave Eggers; Pat Gerard; Charlie Justice; Janet C. Long; and John Morroni.

Also Present: Jewel White, County Attorney; Mark S. Woodard, County Administrator; other interested individuals; and Lynn Abbott, Board Reporter, Deputy Clerk.

1. County Administrator Recruitment

Timeline

Chairman Welch related that the purpose of the item is to lay out a plan for a new County Administrator search and get Board consensus regarding the recruitment strategy, timeline, and other issues, noting that Mr. Woodard is in the Deferred Retirement Option Program; and that his last day of employment is scheduled for December 31, 2018; whereupon, he indicated that he and Mr. Woodard discussed an exit plan and recommended that a new Administrator be hired by October 1 to allow a transition period following completion of the County budget cycle.

In response to queries by the members, Chairman Welch related that Mr. Woodard has offered to be available during a three-month transition period; that an earlier leave date is possible; and that there would be a double encumbrance issue, noting that he is unsure whether the status would be *employee* or *contractor*.

Following discussion regarding the transition process and Mr. Woodard's expected duties, Chairman Welch indicated that there is consensus of the members that October 1, 2018, will be the targeted hire date for the new Administrator; whereupon, he stated that he would like to schedule a work session to work out the details and requested that the ideas brought forward today be included in the discussion.

Selection Method

Chairman Welch, referring to his January 7 memorandum, related that he spoke with Mr. Woodard and Human Resources (HR) Director Holly Schoenherr to discuss the selection method for the recruitment process and recommended that the Board utilize a search firm, adding that a consultant would have better access to candidates; whereupon, in response to his query, Commissioners Long, Gerard, and Seel indicated that they did not agree with the recommendation. Commissioner Seel stated that the HR department has proven that it is capable of conducting a wide search, commenting that she does not like executive search firms; and that they recruit from within their own stable of candidates.

Noting that she enjoyed working with the Board in its search for a County Attorney and she has great confidence that her team would serve the Board well in its search for an

Administrator, Ms. Schoenherr expressed her belief that the best candidates would likely be individuals that are not actively seeking to leave their current positions and suggested that a search firm would have unlimited access to a network of qualified individuals who are currently employed. She referred to her positive experiences with search firms and discussed the importance of sufficiently vetting contractors; whereupon, in response to query by Chairman Welch, she described the duties that would be expected of the Commission if HR was utilized to conduct the search and offered to provide assistance with the search criteria and candidate qualifications.

Commissioner Long related that she had positive experiences with HR in the recruitment of Mr. Woodard, the Tampa Bay Regional Planning Council Executive Director, and the County Attorney, and described the department's processes as thorough and professional; whereupon, Chairman Welch clarified that Ms. Schoenherr had recommended that the Board engage a search firm because of its national reach, and the members provided input regarding recruiting methods and processes used in three recent County searches.

Commissioner Seel discussed the possibility of utilizing a hybrid approach by combining the services of a consultant and HR, and Commissioner Morroni expressed concerns relating to perceived Board favoritism if the search was performed in-house and an internal candidate was selected, and limited Board participation when using a vendor; whereupon, Ms. Schoenherr commented that using an outside firm may not mitigate constituent criticism and reiterated that while the Board would have a greater role in the recruitment process in working with HR, the members could still submit the names of qualified individuals to an outside firm.

In response to queries by the members and acknowledging that procurement is not her area of expertise, Ms. Schoenherr related that the firm that conducted her recruitment had an existing contract, and a Request For Proposal (RFP) process was not used; that consultants usually charge a fee of about 30 percent of the position's annual salary; that advertising or travel expenses are not included in the fee; and that the fee for this recruitment would likely be between \$40,000 and \$70,000; whereupon, Mr. Woodard related that the cost of recent executive search firm recruitments was in the \$30,000 to \$35,000 range and not based on the salary.

Commissioner Eggers discussed the benefits of hiring a consultant and related that he is leaning toward the engagement of an outside firm; that paying a reasonable recruitment fee is well worth the expense; and that HR can provide knowledge and hands-on assistance; whereupon, Chairman Welch distributed a document titled *County Administrator 2018 Search & Selection, Detailed Approach and Timeline*, and discussion ensued.

Mr. Woodard related that all documentation related to HR's search would be considered public record; and that documentation relating to a private firm's search would become a public record once it is transmitted to the Commission. Referring to Ms. Schoenherr's opinion that the best-qualified candidates would not be actively looking for a job, he agreed

that candidates would likely prefer that their interest in the position be kept confidential. Attorney White indicated that when a government entity engages a vendor to perform a job function that it would otherwise do itself, all documentation may immediately become a public record; and that she will research the matter; whereupon, discussion ensued pertaining to Sunshine law, consultant screening of the candidates, and additional recruitment tools.

Commissioner Seel described a hybrid model where a vendor could be hired to solicit candidates, and then HR could vet the applications and complete the selection process, and, referring to a negative recruitment experience with a vendor, commented that the HR team knows the Commissioners and might have a better chance of matching their criteria. Chairman Welch concurred with Commissioner Seel's suggestion, noting that the firm would provide a national reach.

In response to query by Chairman Welch, Ms. Schoenherr related that the hybrid could be a good model and described a *limited service recruitment*, and Mr. Woodard discussed the typical role of an executive search firm to recruit candidates, cull applications, and assist with the selection process. He pointed out that HR provides services to the various Appointing Authorities and independent agencies; that bifurcating the duties between HR and the consultant could create confusion regarding responsibilities; that hiring an outside vendor to conduct the search would avoid concern regarding HR's independence; and that effective management of the recruitment contract would assure a positive outcome.

Mr. Woodard referred to Ms. Schoenherr's short tenure with the County and the recent turnover of long-term HR employees, and Commissioner Long related that Ms. Schoenherr has gotten to know the Board and the Constitutional Officers during the last year and how they interact, and opined that a qualified candidate would not be dissuaded by the fact that the County operates in the Sunshine.

Discussion ensued regarding public record rules and candidate privacy; search and selection approaches, duties, details, and costs; and various recruitment experiences, and Attorney White commented that the County Administrator recruitment is a national search, and the County Attorney search required Florida licensure.

Chairman Welch called for a show of hands in support of hiring a search firm and indicated that he and Commissioners Morroni, Long, Gerard, and Justice support the recommendation to hire a search firm, and Commissioners Seel and Eggers do not.

In response to a request by Chairman Welch regarding costs, Mr. Woodard referred to the timeline document and related that the Board can (1) issue an RFP or (2) directly procure a firm through an approved General Services Administration (GSA) contract or a competitively bid contract from another governmental jurisdiction. He indicated that Deloitte Consulting is on the GSA list; and that Waters and Company, which conducted three recent searches for the County, has a competitively bid contract with a Virginia county that allows for piggybacking.

Mr. Woodard indicated that Waters is a large national firm that specializes in government position recruitment and, in response to query by Chairman Welch, agreed to provide information on the two firms and costs; whereupon, Attorney White quoted a 1992 Attorney General opinion indicating that documents made or received by a private company would be considered public records, and reminded the Board that there is a heightened burden to ensure that its vendors comply with the public record rule.

Selection of Executive Search Firm

Chairman Welch related that the Board needs to make a decision on whether to issue an RFP or make a direct selection, and following discussion, indicated that the item would be included on the January 23 regular BCC meeting agenda.

Deviating from the agenda, Chairman Welch announced that Agenda Item No. 3C would be addressed at this time.

Receptionist Position

Referring to his January 7 memorandum, Chairman Welch proposed that the receptionist position be reclassified and realigned to support all of the Commission offices, noting that the position has been filled on a temporary basis for three years; that it is a permanent function of the fifth floor operations; that additional duties would be added; and that it would be a classified position and would include benefits. He discussed the current reporting hierarchy and funding allocation, and related that the Chairman would conduct an annual evaluation with input from all of the Commissioners; that the cost of benefits would be nominal; and that the BCC would fund the position.

Mr. Woodard related that there would be an increase of approximately \$16,000 to convert the temporary post to a full-time County classified position and, in response to query by the Chairman, indicated that the Marketing and Communications' budget allocates \$35,000 toward the temporary position; and that the pay range minimum with full benefits would total \$51,400; whereupon, Commissioner Seel clarified that Randstad is paid \$35,000 to fill the position; and that the Commission's total would be \$51,400.

Chairman Welch expressed concern regarding the position's lack of benefits and related that he thought that the current employee could simply be hired full-time. Ms. Schoenherr explained the hiring process for a classified position, noting that it must be posted and applications accepted, and rules pertaining to veteran preference and equal opportunity must be followed. She indicated that she would need more information regarding the duties and responsibilities in order to recommend an appropriate class specification, and discussion ensued regarding the position's hourly rate, base salary and benefits, job duties, employee qualifications, and the reporting hierarchy and evaluation process.

Chairman Welch asked for member consensus that the temporary position become permanent and, in response to query and concern by Commissioner Morroni, related that the proposal was not discussed with the employee; that he believes the experience gained

by serving in the capacity may provide an advantage over other applicants; and that it is possible that a more qualified person may apply.

Following discussion regarding current job duties and expectations for additional responsibilities if the position is reassigned from the County Administrator to the Board Chairman, Chairman Welch referred to a document titled *Receptionist Tasks* and discussed potential functions that may be assigned, and Commissioner Gerard conveyed her support for reviewing the job description, advertising the opening, and expanding duties, and reported some performance deficits, relating that it is the Board's responsibility to find the most qualified candidate to provide skilled support, and Commissioner Seel concurred. Commissioner Long commented that there has been no opportunity to address the situation, and Chairman Welch discussed the importance of providing the employee an opportunity to improve.

Responding to query by Chairman Welch, Mr. Woodard described the chain of command for a Randstad employee and the process for addressing performance-related issues, adding that the process could be changed to include an evaluation. Chairman Welch invited member input on areas needing improvement and agreed to speak with the current employee regarding the proposed reclassification and necessary tasks. Following discussion, the members expressed their support for changing the position from temporary to regular classified and agreed that the rules pertaining to the application process would apply; and that the Chair would have the responsibility to hire, fire, and evaluate the employee, with input by the Commissioners.

2. BCC Meeting
 - a. Proclamation/Presentations (limit per meeting)
 - b. Pre-meeting Reception
 - c. Electronic Voting/Speaking Queue System
 - d. County Commission New Business Item

Proclamations/Presentations

Chairman Welch related that proclamations and presentations would be shortened in the case of a long meeting. Commissioner Eggers indicated that he would like certain proclamations to remain on the schedule; whereupon, Mr. Woodard noted that there is a master calendar that includes all proclamations and recognitions on a month-by-month layout.

Pre-meeting Reception

Chairman Welch discussed early-morning traffic issues and indicated that he would like to make member attendance optional at the reception.

Electronic Voting/Speaking Queue System

Indicating that the Board Records Department is asking for iLegislate consistency, Chairman Welch requested that members make verbal motions and seconds, and use the iPad button to record their votes, noting that he will repeat their names for the record. He related that the speaker queue function will not be used; and that the County is working to improve the network.

County Commission New Business Items

Chairman Welch indicated that he would like to add *New Business Items* under the County Commission section of the agenda for items that potentially require a vote, relating that the Commissioners would send a memorandum to Mr. Woodard's office so that the information can be entered into the Legistar system.

During discussion and in response to queries by the members, Mr. Woodard stated that a two-week deadline would be ideal, and Chairman Welch clarified that discussion-only items would be brought up under *Miscellaneous*.

In response to query by Commissioner Long, Chairman Welch indicated that citizens will be given three minutes for commentary at the end of the meeting as long as there are no personal attacks. Commissioner Long cited an example of how public comments were handled during her term in the Legislature, noting that only remarks that were pertinent to the agenda were allowed. Discussion ensued, and Commissioner Welch referred to feedback that he received after cutting off a speaker, and reiterated that a person will be allowed to speak for the full three minutes as long as there is no racism or obscenity, and the members concurred.

3. Fifth Floor Operations
 - a. Assignment of 5th Floor responsibilities to BCC Staff
 - b. Board Appointments
 - c. Receptionist Position

Assignment of 5th Floor Responsibilities to BCC Staff

Chairman Welch distributed documents titled *Board of County Commissioners 2018 BCC Executive Aide Responsibilities* and related that one is a summary and the other provides duty details.

Board Appointments

Chairman Welch related that Mses. Simmons and Creech will be handling Board, Council, and Committee appointments and working with the administration on all related issues; whereupon, Commissioner Seel suggested that one other person learn the process so that person can provide assistance next year when she is Chairman, and Chairman Welch indicated that Ms. Herring will work with the aides to identify who will be assigned.

Miscellaneous

Commissioner Eggers presented the idea of reviving the community events calendar discussion, and in response to query by Chairman Welch, Mr. Woodard indicated that Business Technology Services staff built the calendar and provided training to the assistants last year; and that staff is waiting for the aides to populate it with their current data; whereupon, Chairman Welch asked that an update be given when the step is complete. Discussion ensued, and Commissioner Eggers related that the purpose of the calendar is to provide citizens access to their elected officials, noting that the official controls what information is provided to the public.

Adjournment - 2:42 P.M.