



Escambia County, Florida

(Pensacola)
invites results oriented driven and proven managers to apply for

COUNTY ADMINISTRATOR

Escambia County “Western Gateway to the Sunshine State”

Escambia County, located in the northwestern part of the state, was established July 21, 1821, as a non-charter government when the Provisional Governor Andrew Jackson signed an ordinance making the County one of the first two counties in Florida, the other being St. John's County. Escambia County covers approximately 661 square miles of land and an additional 64,000 acres of water area. The County serves a population of almost 300,000. Northwest Florida has not seen the rapid growth that southern and central Florida



New County Administration Building

have experienced. However, Escambia County has grown significantly during the past two decades. There are two

municipalities within the County, the City of Pensacola, the County seat, and the Town of Century.

Recruitment Profile
 October 2007

Mission Statement

To provide efficient responsive services that enhance our quality of life, meet common needs, and promote a healthy community.

County Government

Escambia County is committed to providing high levels of service to its residents, at the lowest possible cost, in order to minimize taxpayer burden. The Board of County Commissioners (BOCC) is responsible for adopting an annual

budget for all of the Board Departments and for some functions of the Constitutional Officers. The Board's annual budget process determines the amount of taxes and other revenues that must be raised in order to pay for the ser-

vices and programs provided to the residents, citizens and visitors of Escambia County. The annual budget serves as the foundation for Escambia County's financial planning and control.

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County Government (Continued)

In compliance with Florida state statutes, the County's legislative and policy-making powers are vested with the five-member BOCC. Its members are elected by district to four-year overlapping terms. The Chairman presides over the Board and is elected by the members annually. Separate powers for operation of specific functions of County government are vested by the Florida Constitution in the five independent Constitutional Officers: Clerk & Comptroller, Property Appraiser, Sheriff, Supervisor of Elections, and Tax Collector. These independent officials are elected county-wide as public trustees with direct responsibility to every citizen for the delivery of services in a manner defined by Florida Law.

The BOCC's responsibilities include: passing ordinances and resolutions, creating and adopting the annual budget, levying a property tax on real and personal property, appointing boards and committees and hiring the County Administrator

and County Attorney. The Clerk & Comptroller serves as the Chief Financial Officer for the Board of County Commissioners, acting as Accountant, Auditor, Recorder, the Custodian of all County funds and Ex-officio Clerk to the Board.

Except for the County Attorney, the County Administrator appoints and oversees all non-elected County employees. Functional responsibilities include Public Information and Communications, Administrative Services, Facilities Management, Human Resources, Parks and Recreation, Public Safety, Roads, Community Corrections, Community Services, Extension Services, Fire Rescue, Purchasing, Building Inspection, Engineering, Information Resources, Neighborhood and Environmental Services, Planning and Zoning, Environmental Enforcement and GIS.

The County has approximately 2,500 em-

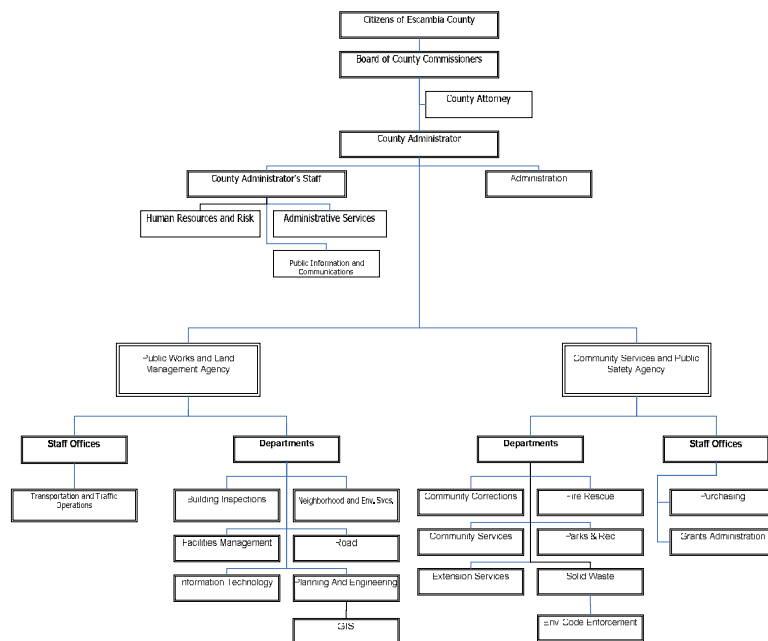


Board of County Commissioners
 Top Row: Kevin White, Mike Whitehead and Gene Valentino
 Bottom Row: Marie Young and Grover Robinson

ployees. Of these about 1,100 fall under the County Administrator's leadership. The County's total budget for FY 2007 is more than \$624 million of which \$218.5 million comprises the General Fund.

Escambia County provides a full range of services, including the construction and maintenance of highways, streets, and other infrastructure, sheriff and fire protection, health and social services, emergency medical services, landfill operations, mass transportation services, and cultural and recreational programs.

Organizational Chart



Issues, Problems and Opportunities (no priority ranking intended)

- Growth . . . need to keep up with the County’s infrastructure requirements in response to growth - roads, transportation, fire stations, jails, utilities, recreational facilities, traffic lights, storm water drainage, etc.; need to protect the County’s rural areas and open space; need to maintain high quality and responsive services in response to growth; need to examine development standards and permitting processing
- Actively seek revenue sources (preferably dedicated and continuing) to fund County programs such as transportation
- Economic development . . . the County is well located for business growth but needs to foster development of

new industrial and office parks and to aggressively recruit businesses that will add positive capital investment and higher paying jobs to the County

- A variety of internal issues were cited by the BOCC members including: the need to evaluate the County’s organizational structure, service delivery and internal control systems and make improvements as warranted
- Need for the government to become less bureaucratic and more “customer” focused
- Need to establish performance stan-



dards and measurements and hold staff accountable to meet those standards

- Establish and maintain better working relationships with the cities in the County including looking for appropriate opportunities to combine services



USS Oriskany sunken as a reef



Quiet Residential Street

Job Requirements

Experience, Knowledge and Education: Ideally, Escambia County’s next County Administrator will have the equivalent of a Master’s degree in Public Administration combined with sufficient chief executive or deputy chief executive local government management experience gained at a jurisdiction with a population and level of complexity comparable to Escambia County.

Particular interest will be paid to knowledge and experience in the following areas:

- Economic Development,
- Finance

- Budget preparation and administration,
- Organizational analysis,
- Revenue enhancement,
- Roads and other infrastructure building, rehabilitation and financing,
- Environmental issues
- Experience in a location with a dominant urban/rural mix,
- Experience in a growth community, facing revenue demands increasing faster than funding sources,
- Florida experience is an advantage.

Desired Management Style, Abilities and Personal Traits

With the BOCC, the County Administrator:

- is viewed by the BOCC as a trusted partner who is expected to generate policy options and make recommendations. He or she will participate in BOCC discussions but follow BOCC policy direction fully and enthusiastically after decisions are made.
- should be a person with a solid understanding and respect for the form of government, and the difference between administering policy and establishing policy.
- should be an apolitical person who avoids any political alignment; not a vote counter nor a "yes" person.
- should provide each BOCC member with complete and timely information, keep each member equally informed, have no hidden agendas and prevent avoidable surprises.
- is expected to be candid and forthcoming with the BOCC and, when circumstances require, is expected to take strong and even unpopular positions.

With staff and employees, the County Administrator:

- should establish a strategic management plan and set high performance standards and be skilled in maximizing staff potential.
- should understand and utilize performance measurements and best practices.
- should be skillful in staff selection, development, empowerment, morale building, performance assessment and succession planning.
- should treat all employees evenhandedly, fairly and consistently and provide them with effective feedback and support.
- must effectively delegate responsibility and authority and then hold employees accountable to meet established goals and performance standards.
- should get out of his/her office and be accessible to employees.
- should have a strong personal commitment to the County and ensure that all employees share this commitment, i.e. the public should be treated professionally and with a helpful and respectful attitude by all County employees.
- should be a visionary and proactive manager who motivates staff to develop and implement creative ideas and programs.

With the Community, the County Administrator:

- is expected to be visible in the community on behalf of the BOCC and communicate with the public in a manner that generates respect and understanding for the BOCC, the government and its projects.
- is expected to listen to the community and be responsive and sensitive to community needs.
- should build and maintain cooperative working relationships with Escambia County's cities.
- must be aware of political implications and careful to serve as a policy implementer rather than a policy maker.



Overall Personality Traits and Miscellaneous Skills, the Administrator:

- must be a person of impeccable personal and professional honesty and integrity.
- must be visionary and creative and not wedded to the status quo.
- must treat all people with dignity and respect without regard to race, color, creed, sex, or status in life.
- should be mature and self-confident and accept responsibility and respond positively to constructive criticism.
- should be a realist in determining how to spend County resources.
- should be action and achievement oriented and motivated by positive challenges.
- should understand and be sensitive to how the actions of local government officials affect the organization's image with private industry and citizens.



Compensation

The BOCC expects to pay a competitive salary to the person hired depending on his/her qualifications. A total compensation package which compares favorably with that provided by other urban Florida counties is envisioned. Reasonable relocation expenses will be paid by the County.

To Apply:

Please mail, fax or e-mail your resume **by November 19, 2007** to: Robert E. Slavin, President; **SLAVIN MANAGEMENT CONSULTANTS**; 3040 Holcomb Bridge Road, Suite A-1; Norcross, Georgia 30071; Phone: (770) 449-4656; Fax: (770) 416-0848; E-mail: slavin@bellsouth.net; www.slavinweb.com



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