



*The Seminole County Board of County Commissioners cordially invites you to apply to become the County's next*

# County Manager

## ABOUT SEMINOLE COUNTY

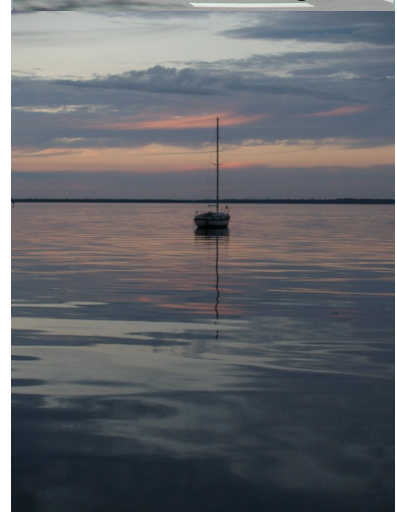
Seminole County, seated in Sanford, is located just 15 minutes north of the downtown Orlando area and right in the heart of Central Florida. The County offers a collection of diverse communities, including seven separately incorporated municipalities, each offering something special from historical charm to sophisticated style.

Since the 1950s, Seminole has been one of the fastest-growing communities in Florida. Currently with about 420,100 residents, by the County's centennial celebration in 2013 Seminole is projected to have 441,155 residents (*Florida Bureau of Economic and Business research*). With a business climate that has fostered quality development, Seminole is recognized as a hotbed for high-tech and other industry growth.

In addition to its fortuitous location Seminole offers robust infrastructure, available land and a myriad of highly-regarded educational offerings. Quality of life is further enhanced by a broad selection of entertainment, cultural arts, dining, shopping and recreational activities highlighted by an extensive recreational trail system. Seminole is truly a progressive Florida county where some of the highest wages and best quality-of-life opportunities can be found.



Colonial Center Building



### SEMINOLE COUNTY SELECTED FACTS, DISTINCTIONS AND AWARDS

- The County has Double "A" bond ratings from both Moody's and Standards and Poors.
- The County has the third highest household income in Florida.
- The County has an average age of about 45.
- The County has the third most active international airport in Florida.
- The County has model parks and trail systems.
- MONEY magazine identified Seminole County Schools as among the top 100 districts in the nation offering high quality education in a moderately-priced community.
- NEWSWEEK recognized Seminole County high schools as among the top 3% in the nation.



***Seminole County —  
where innovation,  
business and a  
creative workforce  
come together***

## THE COUNTY GOVERNMENT

The Florida Constitution provides for "home rule" county charter government when approved by the voters by referendum. Seminole County voters approved a charter form of county government which was effective January 1, 1989. The charter provides for enhanced citizen participation and control of the governmental process through petition and referendum amendments to the "home rule" constitution, the repeal or initiation of new ordinances, and recall of County officials. An administrative code detailing the County's regulations, policies and procedures in a single document is also a requirement of the charter.

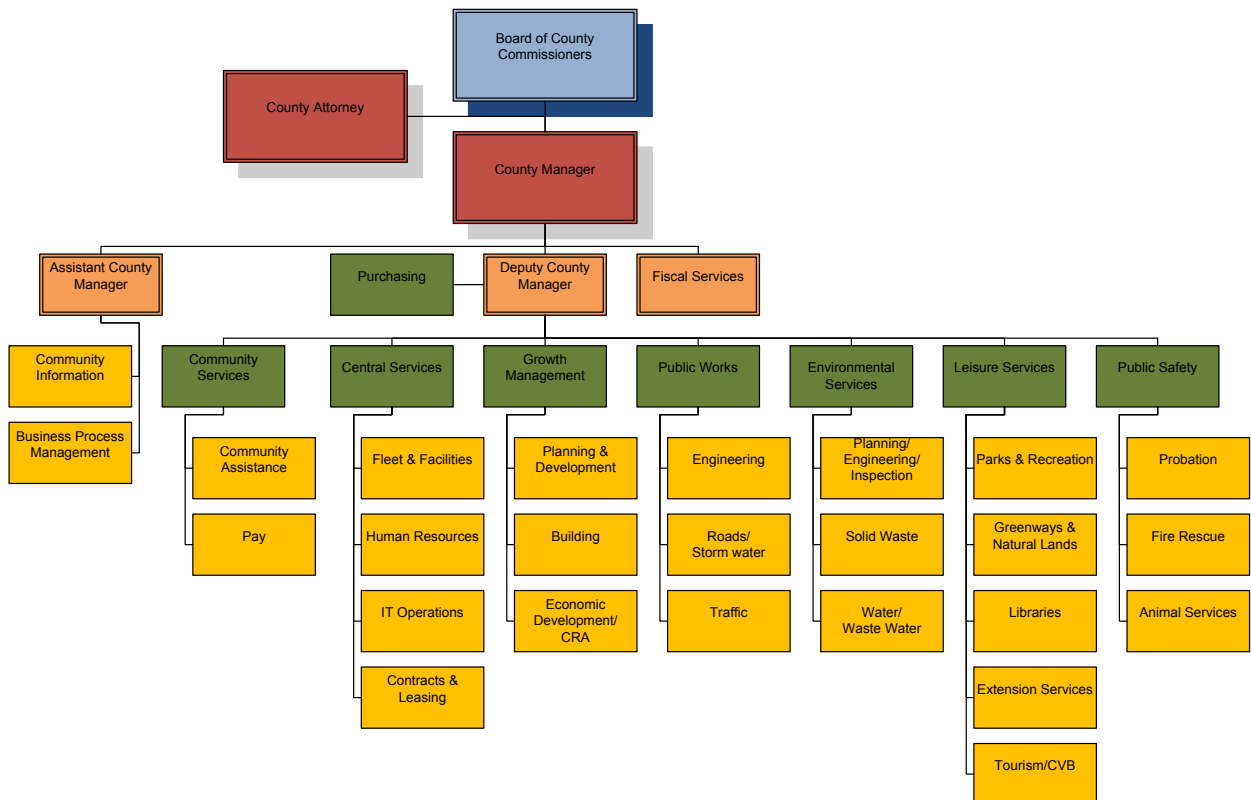
The County is served by a Board of Commissioners with five members, each representing one of the County's five districts. Elected by the County at large, each serves a four-year term and the terms are staggered. Other elected County offices are: Clerk of the Circuit Court, Supervisor of Elections, Property Appraiser, Tax Collector, Sheriff and five County Court and nine Circuit

Court Judges.

Annually, the Board elects one of their members as Chairman. The Chairman presides over all meetings, signs all legal documents, and appoints Commissioners to various committees. The Chairman is the official representative of the Board and retains a vote on all items and issues.

A County Manager appointed by the Board of County Commissioners as the Chief Executive Officer of the County is responsible for the administration of County Commission policies. Administrative departments and divisions under the direction of the County Manager provide many services of the Board of County Commissioners. The FY 2010/11 total County budget is \$774.9 million of which the Operating and Capital budgets comprise \$482.5 million. There are 1,293 full time equivalent employees under the Board of County Commissioners.

## SEMINOLE COUNTY ORGANIZATIONAL CHART





*Economic development programs and partnerships will continue to carry out objectives which further enhance Seminole County as a great place to live that will attract economic prosperity; build a strong business environment and communicate the extraordinary Seminole County opportunity to families, businesses and visitors.*

## ISSUES AND OPPORTUNITIES (NOT PRIORITIZED)

### **County government, finances and revenue stream issues**

- The County is now in excellent financial condition with excellent reserves and bond ratings among the highest in Florida. However, Seminole is facing the same recessionary challenges as the rest of the nation and is facing a \$3B reduction in assessed value in the next fiscal year. In order to maintain its strong financial position, it needs to strengthen its already careful and prudent fiscal management policies.
- The County needs to continue to apply pressure to the state to ensure that the state does not mandate programs without providing funding mechanisms.
- The County needs a systemic, ongoing approach for identifying, analyzing and, when proven effective, implementing cost saving programs such as privatization, contracting out, applying new technology, regionalization of services, and other productivity enhancing techniques.
- County management must adopt a continuous improvement mind-set through which the organization continually reviews and analyzes its current work programming in terms of cost effectiveness, efficiency and right-sizing.
- Several long-tenured senior staff members will retire in the near future.

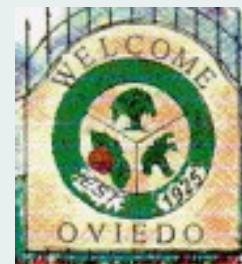
### **Developmental and Environmental issues.**

- The County's policies need to continue to encourage revenue enhancing growth so as to preserve Seminole County's quality characteristics without increasing residents' taxes.
- Large tract development in Seminole County has slowed and the future development focus is on infill, development and redevelopment. The County is expected to continue to grow well into the future but a slower rate than in the past.
- The County needs to ensure that codes and ordinances are fairly, consistently and effectively enforced.
- *Commuter Rail* will begin service through and within Seminole County in 2013.
- The County needs to properly manage environmental issues particularly relating to rivers, streams, potable water and solid waste.
- When completed and properly marketed, the County's Yankee Lake surface water treatment plant will provide both abundant regional water and an additional revenue source for the County.

### **Facilitating economic development, communication and cooperation between community components and the County.**

- The County needs to work to better solidify the various diverse components of the community without destroying the unique value of these.
- County government needs to continue to build greater confidence among the communities within its operations.
- *Envision Seminole* and the *Seminole Way Initiative* each represent aggressive and cooperative regional efforts to entice new business to the County.





## THE COUNTY MANAGER

The County Manager leads an organization of approximately 1,325 employees and an annual budget totaling over \$885 million. The County Manager is appointed by and serves at the pleasure of the County Board of County Commissioners and is responsible for the professional management and oversight of all programs and activities under the Board. The County Manager executes appropriate policies and

procedures concerning matters applicable to the Board of County Commissioners. Coordinates and conducts long-range management and financial planning analysis.



## MINIMUM JOB REQUIREMENTS

The successful candidate should be a self-starter who is committed to sustaining the County's excellent financial condition; will have a master's degree or commensurate experience in business, public administration or a related field; and will have five years of experience as the manager or assistant in a comparable operation.

## CHARACTERISTICS OF THE IDEAL CANDIDATE

### **Interaction with the Board of County Commissioners**

The County Manager should be a person with a solid understanding and respect for the Commission/Manager form of government, and the difference between administering policy and establishing policy.

The Manager should be an apolitical person with the capability to sense and avoid any political alignment; not a vote counter or a "yes" person.

The Manager should keep all members of the County Commission fully informed, avoiding surprises in the media.

The Manager is viewed by the members of the Commission as a team member and is expected to generate policy options and make recommendations. He or she should participate in Commission discussions but follow Commission policy direction fully and enthusiastically after decisions are made.

The Manager should be supportive of the elected officials by providing them necessary, complete and timely information enabling them to make sound policy decisions.

### **Interaction with staff and employees**

The Manager should be committed 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.

(Continued from page 4)

The Manager should be a strong and effective leader who uses a stabilizing, team-oriented style - solicits ideas from staff and does not micro manage.

The Manager should be skillful in staff selection, development, empowerment, morale building and performance assessment.

The Manager should be a pro-active and decisive manager who will make “tough” decisions as needed.

The Manager should treat employees with fairness and consistency and provide clear direction and effective feedback to staff.

The Manager must continually and accurately assess organizational strengths and weaknesses.

The Manager through his/her own conduct and ability should be able to command staff and employee respect and challenge staff toward excellence.

The Manager should be a visionary who regularly communicates with staff and motivates staff to develop and implement innovative ideas and programs.

### **External Relations**

The Commissioners themselves serve as spokespersons for the County. However, the County Manager needs to be visible in the community on behalf of the Commission and capable of communicating in a manner that generates respect and understanding for the office, County government and projects.

The Manager should establish and maintain cooperative working relationships with other jurisdictions and organizations.

The Manager must be apolitical in his/her community dealing, always and vigilantly aware of political implications and careful to serve as a policy implementer rather than a policy maker.

### **Personality Traits and Skills**

The Manager should have excellent verbal and written communication skills.

The Manager should be flexible, visionary and innovative relative to new ideas or approaches in County government while being a realist in determining how to best deploy County resources.

The Manager must be strongly committed to following policy direction as set by the County Board of Commissioners and well as to accomplishing goals set by the Commission—he or she should not “take it personally” when the Commission does not take the Manager’s advice.

The Manager should be technically proficient particularly in public finance, budget, land use planning, organizational assessment and strategic planning.

The Manager must have a strong commitment to customer service .

The Manager should be energetic and dynamic - be action and achievement oriented with a strong record of professional achievement.

The Manager should be intelligent, wise and use good judgment.

The Manager should be perceptive and understand how the actions of local government affect private businesses and citizens.

The Manager should have a comprehensive understanding of private sector business workings.

The Manager should be a fiscal conservative.

The Manager should be a quick study; able to be effective within a short time.





Visit Seminole County on  
the web at:

[http://  
www.seminolecountyfl.  
gov](http://www.seminolecountyfl.gov)

## COMPENSATION

Salary and Benefits are negotiable and are anticipated to be highly competitive.

## TO APPLY

Please mail, fax or e-mail your resume by ***Monday, January 31, 2011*** to:

### SLAVIN MANAGEMENT CONSULTANTS

THE NATION'S PREMIER GOVERNMENTAL  
CONSULTING FIRM

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Robert E. Slavin, President

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**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.

**Seminole County is an Equal Opportunity Employer**