



MEETING AGENDA

Please be advised that the River to Sea Transportation Planning Organization (R2CTPO) **EXECUTIVE DIRECTOR SEARCH COMMITTEE** will be meeting on:

DATE: Wednesday, October 1, 2021
TIME: 9:00 a.m.
PLACE: River to Sea TPO Conference Room
 2570 W. International Speedway Blvd.,
 Suite 100 Daytona Beach, Florida 32114

NOTE:
 Microsoft Teams meeting has been established for remote participation.

Masks are requested to be worn by those physically present according to CDC guidelines

Executive Director Search Committee Meeting
 October 1, 2021 9:00 a.m. EDT

Join the EDSC Meeting on your computer or mobile app
[Click here to join the meeting](#)

Or call in (audio only)
[+1 561-484-5911](tel:+15614845911),279403154# United States, West Palm Beach
 Phone Conference ID: 279 403 154#
[Find a local number](#) | [Reset PIN](#)

Volusia County Council Vice Chair Billie Wheeler, Chairperson Presiding

AGENDA

- I. CALL TO ORDER/ROLL CALL/DETERMINATION OF A QUORUM
- II. PUBLIC COMMENT/PARTICIPATION
- III. BUSINESS ITEMS
 - A. Review and Approval of August 4, 2021 Executive Director Search Committee Meeting Minutes
 (Enclosure, pages 3-6)

III. BUSINESS ITEMS *(Continued)*

B. Review and Approval of September 1, 2021 Executive Director Search Committee Meeting Minutes
(Enclosure, pages 7-10)

C. Discussion with Strategic Government Resources (SGR) Regarding Executive Director Profile
(Enclosure, page 11)

D. Discussion of Next Steps

IV. STAFF COMMENTS

V. EXECUTIVE DIRECTOR SEARCH COMMITTEE MEMBER COMMENTS

VI. ADJOURNMENT

Executive Director Search Committee Members:

Volusia County Council Vice Chair Billie Wheeler
New Smyrna Beach Commissioner Jason McGuirk
Volusia County Council Member Barbara Girtman
DeLand Commissioner Chris Cloudman
Edgewater Councilwoman Christine Power
Deltona Commissioner Victor Ramos
Ormond Beach Mayor Bill Partington

Note: If any person decides to appeal a decision made by this board with respect to any matter considered at such meeting or hearing, he/she will need a record of the proceedings including all testimony and evidence upon which the appeal is to be based. To that end, such person will want to ensure that a verbatim record of the proceedings is made.

Note: Individuals covered by the Americans with Disabilities Act of 1990 in need of accommodations for this public meeting should contact the River to Sea TPO office, 2570 W. International Speedway Blvd., Suite 100, Daytona Beach, Florida 32114-8145; (386) 226-0422, extension 20416, at least five (5) working days prior to the meeting date.

The River to Sea TPO does not discriminate in any of its programs or services. To learn more about our commitment to nondiscrimination and diversity, visit our Title VI page at www.r2ctpo.org or contact our Title VI/Nondiscrimination Coordinator, Pamela Blankenship, at 386-226-0422, extension 20416, or pblankenship@r2ctpo.org. Persons who require translation services, which are provided at no cost, should contact the River to Sea TPO at (386) 226-0422 or by email at PBlankenship@r2ctpo.org at least five (5) business days prior to the event

**Executive Director Search Committee
Meeting Minutes
August 4, 2021**

Members Physically Present:

Commissioner Chris Cloudman
Commissioner Victor Ramos
Councilwoman Christine Power
Mayor Bill Partington
County Council Vice Chair Billie Wheeler, Chairperson
Council Member Barbara Girtman

Representing:

DeLand
Deltona
Edgewater
Ormond Beach
Volusia County
Volusia County

Members Absent:

Commissioner Jason McGuirk (excused)

Representing:

New Smyrna Beach

Others Present:

Debbie Stewart, Recording Secretary
Colleen Nicoulin

Representing:

TPO Staff
TPO Staff

Others Virtually Present:

Pam Blankenship
Stephan Harris
Anna Taylor
Paul Gougelman

Representing:

TPO Staff
TPO Staff
FDOT
WSH Law

I. Call to Order / Roll Call / Determination of Quorum / Pledge of Allegiance

The meeting of the River to Sea Transportation Planning Organization (TPO) Executive Director Search Committee was called to order at 9:00 a.m. by Chairperson Billie Wheeler. The roll was called and it was determined that a quorum was physically present. Due to the COVID-19 virus, the meeting was held in a hybrid format with six voting members physically present.

II. Public Comment/Participation

There were no public comments.

III. Business Items

A. Review and Selection of a Recruitment Firm to Conduct the Executive Director Search

Chairperson Wheeler stated three proposals were received from recruitment firms for the Executive Director search.

Ms. Nicoulin stated following the July 23, 2021 special meeting of the TPO Board, staff requested proposals from four recruitment firms; three submitted proposals and one declined. The proposals were provided to Executive Committee members via a link last Friday. All three proposals received are within the established budget for this service and have a not-to-exceed amount of \$25,000. Some firms have supplemental services that can be added for additional costs. The timeline and schedule range from 8 weeks to 15 weeks but can be adjusted based on our organizational needs. In previous discussions, it was identified that a recommendation of a candidate by the November TPO Board meeting would be ideal in order for it to occur in advance of the holidays and have a new Executive Director begin work around the first of the year. She noted the November board meeting is 16 weeks from today.

Chairperson Wheeler asked if members had any firsthand knowledge of any of the firms that submitted a proposal; the city of Daytona Beach used Slavin Management Consultants in their search for a new City

Manager. The city also had problems with follow up and reports throughout the process. Unless there are objections, she suggested eliminating Slavin.

Commissioner Cloudman commented the city of DeLand has used all three firms at different times; most recently Strategic Government Resources (SGR). He noted that SGR was the firm that recruited former TPO Executive Director, Ms. Lois Bollenback, to the Spokane Regional Transportation Council.

Mayor Partington referred to the proposal from the Mercer Group; they recruited the Bellevue, Washington Transportation Director in 2019; Charleston, South Carolina Director of Transportation in 2016; and Collier County – Naples, Florida Transit Manager in 2017. He likes that they are local and from Daytona Beach Shores.

Councilwoman Power stated her concern is the Mercer Group only listed three transportation positions although they had recruited many city managers.

Council Member Girtman asked if both firms could come in to present to the committee. If travel is an issue it could be done virtually.

Chairperson Wheeler stated it is important that we move forward with action today.

Commissioner Cloudman stated it seems like all three firms meet the criteria and asked if there was a policy that the committee should look at the ranking of the proposed fees and if we have to accept the lowest bid.

Ms. Nicoulin replied no; the TPO's Procurement Manual states we can accept proposals from three firms and make a selection under the \$25,000 threshold. The selection does not have to be the lowest bidder.

Mr. Gougelman added that this is not an activity covered by the State Competitive Association Act.

Discussion continued regarding the Mercer Group's and SGR's proposals and members agreed to select SGR.

MOTION: *A motion was made by Council Member Girtman to select Strategic Government Resources (SGR) as the recruitment firm to conduct the Executive Director Search. The motion was seconded by Councilwoman Power and carried unanimously.*

Ms. Nicoulin stated she will contact SGR and work with the TPO's legal counsel to develop a contract to execute with SGR.

B. Review Elements of Executive Director Search Committee Action Plan

- Executive Director Job Description
- Executive Director Salary Range
- Schedule of Activities and Timeframes

Chairperson Wheeler noted that the last time the Executive Director job description was updated was in 2011. This does not need to be resolved today but she would like a firm standing on where this is headed so the information can be given to SGR.

Mr. Gougelman recommended that the job description be reviewed by his labor attorneys to ensure it covers all Equal Employment Opportunity Act, Americans with Disabilities Act and other requirements.

Chairperson Wheeler agreed. She asked if members had any questions or comments regarding the job description.

Mayor Partington commented he is fine with the job description but asked if the salary range should be included from \$120,000 annually to \$160,000 or if it should be left negotiable. Regarding the schedule of activities and timeframes, we do not want to rush but have some expediency to fill the position.

Chairperson Wheeler replied that if we want to hire a high caliber candidate we are going to have to increase the salary; we need to have a range but have some room for negotiation.

Discussion ensued regarding the salary range and how it compares to other MPOs of similar size. Mr. Gougelman suggested reaching a tentative conclusion but revisit it with the recruitment consultant for input; members agreed. . Based on discussion and Mr. Gougelman's suggestion, a consensus was reached to develop a salary range and work with the recruitment firm to refine it. Additional information will be brought back at the next EDSC meeting. According to the Action Plan, the recommended salary range will be presented to the full TPO Board for approval.

Ms. Nicoulin stated that will also give staff an opportunity to compare the salary range with the budget to ensure we have the budgeted amount for the considered salary.

Commissioner Cloudman referred to the job description and noted that the TPO has had to make policy changes at FDOT's request in the past such as the TPO Chairperson approving the Executive Director's timesheets; he asked if there are any FDOT changes that need to be incorporated into the job description.

Ms. Nicoulin replied she will contact FDOT for information; the job description will be fleshed out as the recruitment firm develops the position profile.

C. Set Meeting Date(s) for upcoming Executive Director Search Committee Meetings

Ms. Nicoulin stated it was identified within the Action Plan that a more detailed schedule of activities would be brought to the TPO Board for approval; identifying that schedule and what those activities are will be worked out once we begin working with SGR. SGR has a general timeline of a 15-week process and will identify which activities will need to go back to the full board; those details will be fleshed out further. She does not have that information or schedule yet.

Chairperson Wheeler replied that unless we receive vital information from SGR, her suggestion is to hold the next EDSC meeting before the next Executive Committee meeting.

Chairperson Wheeler stated the job description will also be discussed at the next meeting after Mr. Gougelman reviews it.

Councilwoman Power asked if the job description had to be approved by the full TPO Board.

Ms. Nicoulin replied no; however, the salary range will be presented to the board for approval. TPO staff will reach out to SGR and work with Mr. Gougelman on the contract.

Chairperson Wheeler asked if the contract would need to be approved by the EDSC.

Mr. Gougelman replied yes, authority was delegated to the EDSC by the TPO Board.

Ms. Nicoulin stated that as SGR develops a position profile, they will ask EDSC members what attributes they would like to see in an Executive Director.

Chairperson Wheeler asked if members would be contacted individually.

Ms. Nicoulin replied possibly or it will be at an EDSC meeting.

Council Member Girtman stated the candidate should be a demonstrated collaborator.

Mr. Gougelman suggested that if SGR contacts members individually that the cumulative discussions had should be brought to the EDSC to be discussed and confirmed to be consistent with the Sunshine Law. This will also

give members the chance to vet those attributes and reach a stronger consensus of the type of person we are looking for.

IV. Staff Comments

There were no staff comments.

V. Executive Director Search Committee Member Comments

There were no member comments.

VI. Adjournment

The EDSC meeting adjourned at 9:43 a.m.

River to Sea Transportation Planning Organization

**VOLUSIA COUNTY COUNCIL VICE CHAIRPERSON BILLIE WHEELER
CHAIRPERSON, RIVER TO SEA TPO**

CERTIFICATE:

The undersigned duly qualified and acting Recording Secretary of the River to Sea TPO certifies that the foregoing is a true and correct copy of the minutes of the August 4, 2021 regular meeting of the Executive Director Search Committee (EDSC), approved and duly signed this 1st day of October 2021.

**Debbie Stewart, Recording Secretary
River to Sea Transportation Planning Organization**

**Executive Director Search Committee
Meeting Minutes
September 1, 2021**

Members Physically Present:

Commissioner Chris Cloudman
Commissioner Victor Ramos
Councilwoman Christine Power
Commissioner Jason McGuirk
Mayor Bill Partington
County Council Vice Chair Billie Wheeler, Chairperson
Council Member Barbara Girtman

Representing:

DeLand
Deltona
Edgewater
New Smyrna Beach
Ormond Beach
Volusia County
Volusia County

Members Absent:

Others Present:

Debbie Stewart, Recording Secretary
Colleen Nicoulin
Big John

Representing:

Representing:

TPO Staff
TPO Staff
Press

Others Virtually Present:

Pam Blankenship
Stephan Harris
Joel Graeff
Kelvin Miller
Paul Gougelman

Representing:

TPO Staff
TPO Staff
Citizen
Votran
WSH Law

I. Call to Order / Roll Call / Determination of Quorum / Pledge of Allegiance

The meeting of the River to Sea Transportation Planning Organization (TPO) Executive Director Search Committee was called to order at 9:00 a.m. by Chairperson Billie Wheeler. The roll was called and it was determined that a quorum was physically present. Due to the COVID-19 virus, the meeting was held in a hybrid format with seven voting members physically present.

II. Public Comment/Participation

There were no public comments.

III. Business Items

A. Review and Approval of Draft Contract for Recruitment Services with Strategic Government Resources (SGR)

Ms. Nicoulin explained that since the last Executive Director Search Committee (EDSC) meeting, TPO staff has worked with the TPO's legal counsel, Mr. Paul Gougelman, to develop a contract with SGR. Much of the language in the contract is standard language specific to TPO contracts with Exhibits A and B specific to this contract were taken directly from SGR's proposal. Exhibit A is the Scope of Services and Exhibit B is the recruitment cost and service guarantee. She reviewed other aspects of the contract and that the services shall not exceed \$24,900 which is within the budget that was established for this search. The only additional expense that has been identified is advertising expenses; the EDSC Action Plan does have a budget for advertising outside of the \$24,900. Section 7 discusses the terms of the agreement which begins today, September 1, 2021 with the expectation that services will be completed by January 31, 2022. There is a provision that allows that date to be extended with approval by both parties.

Commissioner McGuirk asked what the cost of an extension would be.

Ms. Nicoulin replied an extension would not necessarily fall within additional services but once we start working through the schedule of activities with SGR it may be identified that the schedule may go beyond that date. She noted there are supplemental services and costs in the contract that are identified in Exhibit B that are not part of the \$24,900 if they are authorized.

Discussion occurred regarding the full services covered in the not-to-exceed sum of \$24,900 and what the supplemental services included. Also discussed were the reasons why the contract may need to be extended.

Mayor Partington referred to page 29, Deliberations, and asked if the word "recommendation" should be added since this committee is recommending a candidate to the board.

Mr. Gougelman replied yes, that can be added.

Discussion occurred regarding the budget, the Action Plan and that the contract is clear with the exception of advertising expenses, the full service is not to extend past the sum of \$24,900.

MOTION: *A motion was made by Commissioner McGuirk to approve the draft contract for recruitment services with Strategic Government Resources (SGR) as amended adding the word "recommendation" to the Deliberations paragraph. The motion was seconded by Mayor Partington and carried unanimously.*

B. Review and Approval of Executive Director Job Description

Chairperson Wheeler stated the job description was provided in the agenda; the highlighted areas are the suggested changes from Mr. Gougelman.

Mr. Gougelman added that the job description was also reviewed by labor counsel to ensure it is in sync with any general labor requirements.

Ms. Nicoulin explained the previous job description was ten years old and updates were needed. A preliminary discussion occurred at last month's meeting and since then staff has worked with legal counsel to provide the recommended updates.

Chairperson Wheeler stated she reviewed the job description thoroughly and in her opinion it is inclusive of all things and the recommended changes are good.

Council Member Girtman stated she would like to have the word "collaboration" added somewhere; she wants to be assured that it is understood the role is to be collaborative with all local agencies.

Mr. Gougelman replied that change could be made in the General Summary of the job description.

Ms. Nicoulin noted there is one change to the bottom of page two where it references the Chief Financial Officer (CFO) of the TPO; the TPO has an Accounting Manager not a CFO so that will be changed to reflect the correct position.

MOTION: *A motion was made by Mayor Partington to approve the Executive Director job description as amended adding the word "collaboration" to the General Summary and changing the Chief Financial Officer to Accounting Manager. The motion was seconded by Council Member Girtman and carried unanimously.*

C. Review Elements of Executive Director Search Committee Action Plan

- Interview Hiring Questions for Executive Director Candidates

Chairperson Wheeler asked if Mr. Gougelman had provided the interview hiring questions.

Mr. Gougelman replied yes; he did some research on this and it was also reviewed by labor counsel.

Chairperson Wheeler asked if this needs to be decided on today.

Mr. Gougelman replied no; it was provided in advance for members to review and to provide some background. The TPO is not required to use it but it provides responses to potential questions that may arise for today's environment; questions that cannot or should not be asked or that should be asked in an alternative way to be in keeping with legal standards.

Commissioner McGuirk noted he recently went through this in hiring a new city attorney; they had individual interviews and questions had to be submitted to Human Resources prior to the interviews. The individual interviews were where he was able to separate the candidates and make a decision. The individual interviews allowed him to get to know the personalities of the candidates; it was very helpful.

Chairperson Wheeler agreed.

Councilwoman Power asked if it would be Zoom calls between each EDSC member and each potential candidate.

Ms. Nicoulin replied that once SGR begins work, they will work with the EDSC members to identify the structure of those interviews. They have done in person interviews and online interviews in the past; there a number of different structures they can follow. All of that will be fleshed out once the contract is signed and they begin the search.

Commissioner McGuirk commented that he would prefer in-person interviews.

Mayor Partington agreed and he asked Commissioner McGuirk if by individual interviews if he meant one-on-one interviews.

Commissioner McGuirk replied yes; each commissioner met with each candidate individually like a "round robin"; it worked well for his city in deciding on a new city attorney.

Potential interview possibilities were discussed.

- Executive Director Salary Range
(handout)

Ms. Nicoulin stated the Executive Director salary range was briefly discussed last month. Once SGR begins work, they will develop a position profile to market the position; they can include the salary range in the profile or not include it. The profile will include the TPO's background and demographics of the area; an example of the profile brochures they create was included in their proposal and others are available on their website. It needs to be decided whether to include the salary range in the profile or leave it open to negotiations. The salary range was identified in the Action Plan be presented to the TPO Board for approval. It would be appropriate to do this in September so if it is decided that is should be included in the profile, it will have been approved by the board.

Mayor Partington stated he would be inclined to take a range to the TPO Board for approval but indicate in the package going to applicants that the salary is negotiable. His range may be higher than other members but in order to get someone good it may need to be higher. He suggested a range of \$115,000 to \$160,000.

Commissioner McGuirk and Chairperson Wheeler agreed with setting a salary range.

Discussion of what the salary range should be ensued and salary ranges from other MPOs were reviewed for comparison. A range from \$120,000 to \$160,000 annually was recommended by consensus. The qualifications and experience preferred of candidates was also discussed.

- Schedule of Activities and Timeframes

Ms. Nicoulin stated she spoke with Mr. Doug Thomas, the recruiter from SGR who will be working with the EDSC, about the next steps once the contract is executed. Once the contract is fully executed by all parties, SGR will send a welcome email to the TPO to identify information they need to build the position profile such as pictures, demographic information, etc. They will also reach out to the EDSC members individually or collectively at a meeting to discuss the qualities and attributes we are looking for in an Executive Director.

Chairperson Wheeler commented she thinks a group meeting would be better in order to share thoughts.

Council Member Girtman agreed.

Mayor Partington noted that it could turn into a Sunshine meeting if they met collectively with SGR.

Ms. Nicoulin replied if it is an organized meeting it would be a Sunshine meeting; it will likely occur within the next month prior to the next regularly scheduled EDSC meeting to be able to develop the position profile and advertise it.

Chairperson Wheeler stated she would prefer to have the meeting prior to the September 29, 2021 TPO Board meeting in case there is anything that needs to go before the board.

Ms. Nicoulin replied she will coordinate with EDSC members once the information is received from the recruiter to identify a date.

D. Set Meeting Date(s) for upcoming Executive Director Search Committee Meetings

Ms. Nicoulin asked if the committee wanted to still hold the October 6, 2021 EDSC meeting.

Chairperson Wheeler replied yes.

IV. Staff Comments

There were no staff comments.

V. Executive Director Search Committee Member Comments

There were no member comments.

VI. Adjournment

The EDSC meeting adjourned at 9:54 a.m.

River to Sea Transportation Planning Organization

**VOLUSIA COUNTY COUNCIL VICE CHAIRPERSON BILLIE WHEELER
CHAIRPERSON, RIVER TO SEA TPO**

CERTIFICATE:

The undersigned duly qualified and acting Recording Secretary of the River to Sea TPO certifies that the foregoing is a true and correct copy of the minutes of the September 1, 2021 regular meeting of the Executive Director Search Committee (EDSC), approved and duly signed this 1st day of October 2021.

**Debbie Stewart, Recording Secretary
River to Sea Transportation Planning Organization**

**SUMMARY SHEET
EDSC
OCTOBER 1, 2021**

III. BUSINESS ITEMS

C. DISCUSSION WITH STRATEGIC GOVERNMENT RESOURCES (SGR) REGARDING EXECUTIVE DIRECTOR PROFILE

BACKGROUND INFORMATION:

In conjunction with the River to Sea TPO Executive Director search, Strategic Government Resource's (SGR) Senior Vice President Doug Thomas will be meeting with the Executive Director Search Committee to secure a comprehensive understanding of the unique culture, needs and desires of the organization and represented communities to assist in the marketing and recruitment of the Executive Director position. The information gathered will be used to develop a Position Profile Brochure for which SGR will market the opportunity as well as to assist the firm in evaluating applicants and best identify individuals who most closely match the desired background and experience of the final candidates for consideration for the position.

Information typically includes the following questions regarding the organization, community, and issues that the Executive Director will likely face. The format of the interview sessions is designed to be a free-flowing discussion to provide individuals the opportunity to suggest other information that may be pertinent to the search processes:

- What should be the full range of qualifications and abilities of the preferred candidates?
- What should be the minimum and preferred educational attainment level for potential candidates?
- What should be the minimum and preferred planning or local government experience for potential candidates?
- Should a candidate with little to no municipal or local government experience be considered? Will the organization accept and consider candidates with solely private sector (i.e., Planning Consultant) experience?
- What are the greatest selling points about living, working, and raising a family in the TPO's region?
- What type of experience is most important for the position?
- Are there any special requirements, certifications, education, or experience that would be very beneficial or considered a benefit for potential candidates?
- What are the current and/or upcoming major projects that the next Executive Director will likely oversee?
- What are the current issues and challenges facing the River to Sea TPO organization and/or member local governments that would be helpful to know vis-a-vis the recruitment process?
- What are the specific goals and objectives that you would want the position to have studied, considered, addressed, and hopefully accomplished in the next one to two years, three to four years, and five to seven years down the road?
- Are there any other issues or concerns about the organization, represented partners, and/or member local governments, or the search process which should be noted?