

SELECTING

THE FIRST

LUZERNE COUNTY MANAGER

JULY 2011

HOME RULE TRANSITION COMMITTEE

- ROB BAKEWELL
- JIM BOBECK
- VERONICA CIARUFFOLI
- THOMAS COONEY
- JIM HAGGERTY
- RICK HEFFRON
- CJ KERSEY
- RICK MORELLI
- MARYANNE PETRILLA
- SUSAN SHOVAL
- STEPHEN A. URBAN
- ATTY. JEFF MALAK, SOLICITOR
- KEN MOHR, CONSULTANT

➤ DESIRABLE MANAGER TRAITS

- Professional
- Proven
- Proactive
- Results-oriented
- Energetic

QUALIFICATIONS

- ▣ Minimum Qualifications:
 - Bachelor's Degree
 - At least 5 years relevant experience

- ▣ Preferred Qualifications
 - Master's Degree or equivalent
 - Public Administration Degree preferred
 - Prior executive-level position
 - Prior experience as County Manager or its equivalent
 - Prior experience in start-ups / turnarounds

AUGUST-SEPTEMBER 2011

NATIONAL RECRUITMENT

➤ PRINT MEDIA

- Citizens Voice
- Times Leader /Monster.com
- Standard-Speaker

➤ PROFESSIONAL ORGANIZATIONS

- NACO
- CCAP
- ICMA

➤ INTERNET

- GovtJobs.com
- CareerLink - PA
- PLCM - PA League of Cities & Municipalities
- NFBPA-National Forum for Black Public Administrators

➤ NETWORKING CONTACTS

- All PA Home Rule County Managers / Administrators

SEPTEMBER 30, 2011

- ▣ DEADLINE FOR APPLICATIONS
 - 69 APPLICATIONS RECEIVED
 - 3 RECEIVED IN EARLY OCTOBER

- ▣ APPLICATION MATERIALS ORGANIZED
 - LUZERNE COUNTY HR DEPARTMENT
 - KEN MOHR, CONSULTANT

- ▣ ROUGH SORTING
 - BASED ON QUALIFICATIONS ADVERTISED
 - 27 BELOW MINIMUM QUALIFICATIONS

NOVEMBER 2011

COUNTY COUNCIL MEMBERS ELECTED, 8 JOIN TRANSITION COMMITTEE

- JIM BOBECK
- EDWARD BROMINSKI
- ELAINE MADDON CURRY
- HARRY HAAS
- LINDA MCCLOSKEY HOUCK
- EUGENE KELLEHER
- TIMOTHY MCGINLEY
- RICK MORELLI
- STEPHEN A. URBAN
- STEPHEN J. URBAN
- RICK WILLIAMS

REVIEW OF APPLICANTS

- ▣ 72 APPLICANTS
 - 8 WOMEN
 - 64 MEN
 - NATIONAL APPLICANTS
 - ▣ 38 PENNSYLVANIA RESIDENTS
 - 28 FROM NORTHEAST PENNSYLVANIA

- ▣ INDEPENDENT REVIEWS BY 15 PEOPLE
 - RANKED HIGH, MEDIUM, LOW
 - RATINGS COLLATED TWO WAYS
 - ▣ COUNCIL-ELECT
 - ▣ FULL TRANSITION COMMITTEE

PRE-INTERVIEW RANKINGS

PRE-INTERVIEW RANKING		Name: _____					
	Education	Leadership / Mgmt Experience	County / Local Govt. Experience	Productive Outcomes	Other	Total Score	Weighted Score
Weighted Value	10%	35%	35%	15%	5%	100%	
CANDIDATE A	8	10	8	8	8	42	
Weighted Score	0.8	3.5	2.8	1.2	0.4		8.7
CANDIDATE B	10	10	8	7	5	40	
Weighted Score	1	3.5	2.8	1.05	0.25		8.6
CANDIDATE C	10	8	8	5	1	32	
Weighted Score	1	2.8	2.8	0.75	0.05		7.4
CANDIDATE D	9	9	3	10	8	39	
Weighted Score	0.9	3.15	1.05	1.5	0.4		7
CANDIDATE E	9	10	9	9	9	46	
Weighted Score	0.9	3.5	3.15	1.35	0.45		9.35

NOVEMBER 25, 2010

INDIVIDUAL RATINGS COMPLETE

- COLLATED 2 WAYS
 - COUNCIL-ELECT
 - FULL TRANSITION COMMITTEE
- SHARED BY COMMITTEE MEMBERS
- DISCUSSION OF RESULTS

DECEMBER 2011

- ▣ TOP 15 FINALISTS IDENTIFIED
 - 15 MEN
 - NATIONAL CANDIDATES
 - 2 LOCAL CANDIDATES
 - CONTACTED FOR PHONE INTERVIEWS
 - 5 WITHDREW VOLUNTARILY

- ▣ PHONE INTERVIEWS OF 10 CANDIDATES
 - INCLUDED 1 LOCAL CANDIDATE
 - HOUR-LONG INTERVIEWS
 - DISCUSSION

PHONE INTERVIEW

▣ EXAMPLES OF QUESTIONS ASKED:

- Tell us what you know about Luzerne County and its transition to Home Rule.
- What ideas do you have about transitioning Luzerne County into its new Home Rule?
- Tell us about your current position or most recent position and how you helped the organization accomplish its goals and mission.

- Tell us about your fiscal management experience: budgeting, reporting, cutting costs, building and maintaining reserves.
- If you were chosen as County Manager, what would be your long term vision of Luzerne County be? How would Luzerne County's organization be different 5 years from now?

POST-INTERVIEW RATING

1st INTERVIEW RANKING		Name:					
	Education	Leadership / Mgmt Experience	County / Local Govt. Experience	Productive Outcomes	Other	Total Score	Weighted Score
Weighted Value	10%	35%	35%	15%	5%	100%	
1st SHORT LIST INTERVIEWS							
CANDIDATE A	9	10	8	10	10	47	
Weighted Score	0.9	3.5	2.8	1.5	0.5		9.2
CANDIDATE B	10	8	8	10	8	44	
Weighted Score	1	2.8	2.8	1.5	0.4		8.5
CANDIDATE C	9	8	8	9	9	43	
Weighted Score	0.9	2.8	2.8	1.35	0.45		8.3
CANDIDATE D	10	5	5	5	1	26	
Weighted Score	1	1.75	1.75	0.75	0.05		5.3
CANDIDATE E	9	7	7	7	1	31	
Weighted Score	0.9	2.45	2.45	1.05	0.05		6.9

DECEMBER 12

- ▣ 5 FINALISTS IDENTIFIED
- ▣ INVITED TO PERSONAL INTERVIEWS/TOUR
- ▣ FIRST 12 MONTHS PLAN REQUESTED

WEEK OF DECEMBER 19

- ▣ 2-HOUR PERSONAL INTERVIEWS
 - BY ALL PARTICIPATING COMMITTEE MEMBERS

- ▣ TOUR OF COUNTY FACILITIES

- ▣ REFERENCE CHECKS

THE FINALISTS

PATRICK BECHER

RELEVANT PROFESSIONAL EXPERIENCE

- ▣ Executive Director – 9/23/97 to present
 - Mohawk Valley Water Authority (MVWA)
 - Utica, New York

- ▣ Director of Program Evaluation – 7/96 to 9/97
- ▣ Director of Management & Budget – 1/94 to 7/96
- ▣ Manager of Water Operations and Administration – 1989 to 1994
- ▣ Administrative Analyst – 1985 to 1989 (Syracuse Engineering Department)
 - City of Syracuse, New York (population 160,000)

PATRICK BECHER

EDUCATION

- ▣ **State University of New York – Oswego Campus**
 - Bachelor of Science, Business Administration with Management concentration.
- ▣ **Graduate work**
 - State University of New York – Utica/Rome Campus
 - Syracuse University – Syracuse, New York

PROFESSIONAL AFFILIATIONS

- ▣- Mohawk Valley EDGE (Economic Development Growth Enterprise)
- ▣- Mohawk Valley Chamber of Commerce
- ▣- The GENESIS Group – 2002 to present
- ▣- Public Employer Risk Management Association (PERMA)
- ▣- American Water Works Association
- ▣- Association of Metropolitan Water Agencies (AMWA)

DAVID BENDA

RELEVANT PROFESSIONAL EXPERIENCE

▣ COUNTY ADMINISTRATOR/CONTROLLER

- **Midland County, MI.** 1999-2009
- Chief administrative and financial officer
- \$27M General Fund Budget; 350 employees

▣ COUNTY ADMINISTRATOR

- **Clinton County, MI.** 1993-1999
- Chief administrative and financial officer
- \$17M General Fund Budget; 150 employees

▣ BUDGET DIRECTOR

- **Ingham County Budget Office, Ingham County, MI.** 1987-1993
- \$123M budget; 850 employees

▣ FINANCIAL ANALYSIS COORDINATOR

- **Ingham County Financial Services, Ingham County, MI.** 1983-1984

DAVID BENDA

EDUCATION

▣ MASTER OF PUBLIC ADMINISTRATION

- Michigan State University
- Emphasis in Urban Administration

▣ BACHELOR OF SCIENCE IN EDUCATION

- Central Michigan University
- Major: Political Science
- Minors in English, Secondary Education, and Reading in the Secondary Schools

PROFESSIONAL AFFILIATIONS

- ▣ International City/County Management Association (ICMA)
- ▣ National Association of County Administrators

MICHAEL FREILINGER

RELEVANT PROFESSIONAL EXPERIENCE

- ▣ County Manager 04/07-04/10
 - Osceola County, Kissimmee, FL
 - Population 250,000
- ▣ County Administrator 02/06-04/07
 - Polk County -Des Moines, IA.
- ▣ Chief of Staff 04/04-02/06
 - Polk County -Des Moines, IA.
- ▣ Assistant to the Board of Supervisors 01/03-04/04
 - Polk County - Des Moines, IA.

MICHAEL FREILINGER

EDUCATION

- ▣ 1991 MBA, Drake University, Des Moines, IA.
- ▣ 1984 BS: political science & economics, University of Iowa, Iowa City, IA.

PROFESSIONAL ASSOCIATIONS

- ▣ International City/County Managers Association (ICMA)
- ▣ National Association of County Administrators (NACA)
- ▣ Government Finance Officers Association (GFOA)

ROBERT LAWTON

RELEVANT PROFESSIONAL EXPERIENCE

▣County of Solano, California

- Principal Management Analyst; January 2010 to Present

▣County of Calaveras, California

- County Administrative Officer; January 2008 to December 2009

▣County of Solano, California

- Deputy County Administrator; January 2005 to January, 2008:

▣County of Schenectady, New York

- Clerk of the County Legislature; July 2003 to January 2005

▣The Senate, State of New York

- Associate Analyst; January 2000 to January 2003

▣County of Marinette, Wisconsin County Administrator; August 1998 to November 1999

ROBERT LAWTON

EDUCATION

- ▣ California State Association of Counties Institute; Credentialed County Senior Executive, 2010
- ▣ University of Iowa: M.A., Political Science; 1994
- ▣ State University of New York at New Paltz: B.A., Political Science; 1992

PROFESSIONAL AFFILIATIONS

- ▣ International City/County Management Association (ICMA)
- ▣ National Association of County Administrators
- ▣ Government Finance Officers Association
- ▣ American Society for Public Administration

JEFFREY NAFTAL

RELEVANT PROFESSIONAL EXPERIENCE

- ▣ **DEPUTY COUNTY ADMINISTRATOR - LANCASTER COUNTY, SOUTH CAROLINA • 2010 - 2011**
- ▣ **SPECIAL ASSIGNMENTS (BUDGET/OPERATIONS)**
 - City of Lake Worth, Florida - 2009 to 2010
 - Town of Hillsboro Beach, Florida - 2009
- ▣ **TOWN MANAGER - TOWN OF JUNO BEACH, FLORIDA • 2005-2008**
- ▣ **CITY OF HALLANDALE BEACH, FLORIDA • 1996-2005**
 - Assistant City Manager (1998-2005)
 - Assistant Personnel Director (1996-1998)
- ▣ **ASSISTANT TOWN MANAGER/TOWN CLERK - TOWN OF SURFSIDE, FLORIDA • 1987-1996**

JEFFREY NAFTAL

EDUCATION

- ▣ **Master of Science in Public and Human Resource Management**
St. Thomas University, Miami, Florida
- ▣ **Bachelor of Arts in Political Science**
George Washington University, Washington, D.C.

PROFESSIONAL AFFILIATIONS

- ▣ ICMA Credentialed Manager
- ▣ International City/County Management Association
- ▣ South Carolina City/County Management Association
- ▣ Florida City and County Management Association
- ▣ International Public Management Association for Human Resources

INTERVIEWS

▣ EXAMPLES OF QUESTIONS:

- Explain your 12-month Implementation Plan.
- How would you approach the 2012 Luzerne County Budget to maintain balance?
- What hesitation or reluctance would you have in accepting this job or moving to Luzerne County?

- How does this position fit into your overall career goals?
- What did you do for your recent employer(s) that made a difference and for which you believe you will be remembered?
- Have you ever faced a significant ethical problem at work? How did you handle it?

POST-INTERVIEW RATING

INTERVIEW RANKING

Name: _____

Weighted Value	Education 10%	Leadership / Mgmt Experience 35%	County / Local Govt. Experience 35%	Productive Outcomes 15%	Other 5%	Total Score 100%	Weighted Score
<u>2nd SHORT LIST INTERVIEWS</u>							
CANDIDATE A	10	10	10	10	7	47	
Weighted Score	1	3.5	3.5	1.5	0.35		9.85
CANDIDATE B	10	8	9	10	8	45	
Weighted Score	1	2.8	3.15	1.5	0.4		8.85
CANDIDATE C	9	10	8	10	8	43	
Weighted Score	0.9	3.5	2.8	1.5	0.3		9
CANDIDATE D	10	7	10	10	7	44	
Weighted Score	1	2.45	3.5	1.5	0.35		8.8
CANDIDATE E	10	10	10	10	5	45	
Weighted Score	1	3.5	3.5	1.5	0.25		9.75

DECEMBER 21

▣ TOP 3 FINALISTS IDENTIFIED

▪ BOB LAWTON

▪ PATRICK BECHER

▪ JEFF NAFTAL

▣ TOP-RANKED

- DISCUSSION AND COMPARISON
- CONTACTED FOR “BOTTOM LINE” TERMS OF EMPLOYMENT

▣ DUE DILIGENCE CONTINUES

- BACKGROUND CHECKS
- FINANCIAL/CREDIT CHECKS

FINAL STEPS

- ▣ NEGOTIATING TERMS OF EMPLOYMENT WITH FINALISTS
- ▣ DISCUSSION OF FINALISTS & TERMS
- ▣ CONSENSUS
- ▣ LETTER OF INTENT/CONTRACT
- ▣ APPOINTMENT BY COUNCIL