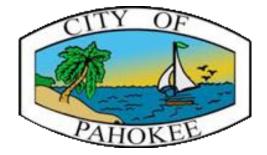
Executive Placement

Interim Finance Director and Interim Human Resources Director



Proposal for Interim Finance Director and Interim Human Resources Director

Prepared for: Rodney Lucas, Interim City Manager

Date: April 18, 2022





April 18, 2022

Interim City Manager City of Pahokee 207 Begonia Drive Pahokee, FL 33476

Subject: Proposal for Interim Finance Director and Interim Human Resources Director

Mr. Lucas,

First, I would like to congratulate you for once again being appointed the Interim City Manager for City of Pahokee on April 12, 2022.

As you know, transitioning into the Interim City Manager position from the outside is a complex undertaking. As you navigate the opportunities and obstacles, we would like to offer our support and services.

Imagine That Performance has provided transition services to local governments in Florida, including the City of Temple Terrace and the Town of Kenneth City. In both local governments we leveraged our experienced staff for both project level work as well as full time executive positions. Additionally, we have assisted City and County Governments in Florida with a wide range of consulting services including professional facilitation, continuous improvement program identification and leadership as well as owners' representative services.

Based on our previous discussion, here is a proposal to address a specific need you have identified – an executive that can handle the combined role of Finance Director and Human Resources Director.

If you have questions on this proposal, feel free to contact me at your convenience by email at rob@imaginethatperformance.com or by phone at (813) 699-9614.

Thank you for your consideration,

Robert Duncan Managing Director



Understanding the Current Challenge

The City of Pahokee has lacked stability in the City Manager role since the departure of Chandler Williamson. This creates significant uncertainty within the organization, particularly in the executive ranks, with the appointment of yet another Interim City Manager. There could be some resistance from staff which will need to be understood, managed and dealt with.

The newly appointed Interim City Manager will need partners within the organization. Staff that will have the professional knowledge and experience to help address any challenges, perceived or real, in order to help move the city forward. Significant short- and long-term benefits can be achieved with the Interim City Manager cultivating a cohesive leadership team, with the right people and the right dialog between them.

Bringing in professional resources does have a cost, so finding opportunities to receive maximum value to the City of Pahokee is needed in order to ensure proper financial stewardship.

Proposed Solution

Imagine That Performance is proposing to provide the city with a single resource to function in the dual role of Interim Finance Director and Interim Human Resources Director. This role will report directly to the Interim City Manager.

An Interim Department Head is most successful when having characteristics that embody flexibility, understanding and trustworthiness. This leader will need to earn trust and respect for both internal and external stakeholders. Along with these characteristics, there must be a professional skill set that exists for a leader to be dropped into any management situation and thrive. This describes Lynne Ladner, who has significant budget and human resources experience leading organizations.

Lynne will serve as the Interim Finance Director with responsibilities defined in the City Charter as well as in a written job description and oral/written communication with the City Manager / Interim City Manager. In cases of conflict, the Interim Finance Director will discuss directly with the City Manager / Interim City Manager but in no case will she ever violate the City Charter. Lynne will also serve as the Interim Human Resources Director with responsibilities defined in the job description and oral/written communication with the City Manager / Interim City Manager.

For these services, Imagine That Performance will serve as an Independent Contractor, with Lynne serving as the contractually assigned resource, so the city will not need to hire her as an employee. During this assignment, the city will have NO OBLIGATION for payroll taxes, retirement contributions, life & health insurance, car allowance, professional development/certification costs, or association dues, etc.

Pricing

The city will only be obligated to pay for the Interim Finance Director and Human Resources Director as the subcontractor rate of \$4,760 every two (2) weeks. There will be no additional costs to the city.



Additional Offerings

The following includes a few additional items that will be available to the City of Pahokee if the need arises. The city is not required to utilize any of these services.

Individual Executive Assessments:

Evaluation of the individual leaders and their respective teams. Identify the role each plays within the organization, their trust level of the organization, their self-evaluations as well as their supervisor and direct report evaluations. Where possible, a full 360-degree view shall be provided to the leader in an effort to enhance and/or change behaviors to better serve the mission and vision of the City. Insights may be gained which also assist individuals with growth within their personal lives as well as their professional lives.

- a. Self-evaluations occur using a proprietary Imagine That Performance questionnaire to offer individuals insight to their performance outcomes.
- b. Compare and contrast the outcomes of self-evaluations vs 360-degree feedback; conversations with each individual occur with this information, providing the opportunity for self-awareness to build.
- c. Consultant to inquire and promote the "Why's" each individual owns.
- d. Considerations on the collective performance of the leadership team offered during Executive Coaching sessions, with an emphasis on creating interdependence and a high-performance team.

Executive Coaching:

One to one dialog with executives designed to maximize their professional potential. The executive coach provides a safe, structured, and trustworthy environment in which to offer support for the individual.

- a. Help the executive understand their current competencies using *CliftonStrengths for Managers* as a tool/resource (<u>https://store.gallup.com/c/en-us/assessments</u>).
- b. Help the executive understand how they are perceived by others.
- c. Identify and clarify goals as well as the appropriate action steps needed to reach those goals.





Leadership Team Evaluation:

Evaluation of the leadership team as a unit. The focus will be on the current health of the leadership team and the opportunities to strengthen the team.

- a. City will participate in establishing a roster of the Leadership Team.
- b. All team members will take *Online Team Assessment* from The Table Group (<u>https://www.tablegroup.com/product/online-team-assessment/</u>).
- c. Facilitation of executive session(s) to review Key Takeaways from assessment and chart a path forward for improved team performance.
- d. Review of implemented steps to check progress.

Additional Consulting:

Consulting Services are available for an hourly rate for any ongoing need the city deems appropriate.

Pricing

The services are offered a la cart based on the pricing established below.

Service Offering	Cost					
Individual Executive Assessment(s) – for each executive Self-evaluation 						
 Manager evaluation Subordinate evaluations (\$75 each - 5 included) Compare / Contrast & Report 						
Coaching – for each executive CliftonStrengths for Managers Assessment One-to-one coaching sessions (1-hour sessions – 4 included) Documented Action Steps 	\$ 750					
 Leadership Team Evaluation – based on 8-member team Online Team Assessment from The Table Group (8 included) Facilitation of executive session to review Key Takeaways from assessment and chart a path forward for improved team performance 	\$ 3,250					

Hourly Rate Schedule

Managing Director	\$ 175.00 per hour
Senior Consultant	\$ 150.00 per hour
Staff Consultant / Leadership Relations	\$ 95.00 per hour
Support Staff / Organizational Development Coordinator	\$ 60.00 per hour
Out of Pocket Expenses	As Accumulated





About Imagine That Performance:

Imagine That Performance champions a higher purpose in local government. Our mission is to assist local government leaders implement evolving leadership techniques so that they can best serve their employees and citizens. As a service provider for municipalities, we offer various local government consulting services. We also host professionally facilitated Virtual Think Tanks for City Managers and County Administrators – giving the Chief Administrative Officers a platform to continue to "Sharpen the Saw" (borrowed from Steven Covey's 7 Habits of Highly Effective People).

A new company for a new time, Imagine That Performance, LLC was formed in July of 2020 and has already conducted over 50 Think Tank sessions, currently consisting of 5 groups that meet once a month. We have also provided direct executive level consulting services to Florida municipalities including Pinellas County, City of Clearwater and City of Deerfield Beach.

Imagine That Performance, LLC provides executive level consulting services to local governments and professionally facilitated Think Tanks to City Managers and County Administrators. Our experts leverage best practices and have a continuous improvement leadership mindset, always looking for new ideas to increase performance. Established in July 2020 during the beginning of the pandemic, the company already counts the following municipalities among it's more than 50 customers:



References

Interim Town Management Services – Town of Kenneth City

- Mayor Robert J. Howell howellr@kennethcityfl.org (727) 498-8948
- Town Manager Pete Cavalli cavallip@kennethcityfl.org (813) 420-5891

Consulting Clients

- City of Deerfield Beach City Manager David Santucci (954) 480-4261
- City of Clearwater Assistant City Manager Micah Maxwell (727) 562-4040
- Pinellas County Joseph Lauro Director, Department of Administrative Services (727) 464-4710



LYNNE LADNER

Senior Consultant

With more than 15 years of local government experience, Lynne has dedicated her career to serving the public as an appointed local government official. Most recently serving as the Interim Town Manager for Kenneth City, Florida, she has municipal management experience in three states (Kansas, Michigan, and Florida) including small, suburban, and coastal/lakefront tourism destinations.

Lynne's public sector expertise includes obtaining private, state and federal grant awards to support community projects for economic development, water/wastewater infrastructure, new parks and recreation facility, and the construction of community facilities including childcare. Her human capital management expertise includes collective bargaining and labor relations with police, fire, public works and clerical unions, conflict management, personnel recruitment and hiring, performance management and succession planning. Lynne has prepared and implemented annual and capital improvement budgets in excess of \$32 Million while increasing reserves, reducing taxes and enhancing customer engagement through online and alternative customer access locations.

Lynne supervised the implementation of various IT projects including complete website redevelopment, the implementation of new finance, building, human resources and utility billing software and the development and rollout of remote work capabilities related to the COVID pandemic for all employees.

While serving in these communities she has also served as a member of the Merit Network Broadband Advisory Board, the Michigan Public Power Authority Board of Directors, and Chair of the Michigan Municipal Risk Management State Pool Committee. Lynne is also actively involved in her professional organizations including International City/County Managers Association (ICMA), Michigan Municipal Executives (MME) and the Society for Human Resources Management (SHRM).

Lynne has a Master's in Public Administration and Bachelors of Science in Political Science both from Grand Valley State University. She is a Credentialed Manager through ICMA and a Senior Certified Professional through the Society for Human Resources Management. Lynne graduated from the ICMA Leadership program in 2014 and the University of Virginia Senior Executive Institute in 2013



Education

Master of Public Administration Grand Valley State University Allendale, MI | 2005

Bachelor of Science Political Science Grand Valley State University Allendale, MI | 1999

Professional Training

Credentialed Manager – ICMA Senior Certified Professional – SHRM ICMA Leadership | 2014 UVA Senior Executive Institute | 2013

Awards and Affiliations

Michigan Municipal Executives 2014 – Present ICMA 2006 – Present



ROBERT DUNCAN

Managing Director

In his current role, Mr. Duncan is leading Imagine That Performance, facilitating Think Tanks and providing local government consulting services. The professionally facilitated Think Tanks are an avenue to dig deeper into current challenges by tapping into the group mind and gain valuable insights. County Administrators and City Managers have an opportunity to make better decisions and improve performance before best practices have been established.

In addition to facilitating Think Tanks, Mr. Duncan has been providing direct consulting services to municipal clients including Pinellas County, City of Temple Terrace, City of Deerfield Beach and Town of Kenneth City.

Mr. Duncan began serving Florida Municipalities in 2013 as an Account Executive for ABM. In this role, he assisted local governments with mounting fiscal and infrastructure challenges as cost of services continued to rise faster than their ability to raise revenue. The consultative approach leading to Guaranteed Energy Savings Performance Contracts required budget and expense analysis, coordination of assessments, root cause analysis of inefficiency along with development and implementation of both technical and funding solutions.

Prior to joining ABM, Mr. Duncan was General Manager and Executive Vice President of Wholesale Energy, with full P&L and management responsibility for the small business of nearly 50 employees. He was hired to be a change agent and implemented necessary changes to re-position business for growth, including building high performance teams, formal business process creation/implementation, institution of hiring best practices and adoption of necessary technology. His direct reports included the department heads of Finance, Operations/Project Management, Engineering and Sales/Marketing.

Mr. Duncan began his engineering career at Applied Materials. His initial role as a customer service engineer was the foundation for a career dedicated to customer service and continuous improvement programs. In a very fast paced and highly technical environment, he demonstrated problem solving skills while serving clients such as Intel, IBM and Samsung, traveling throughout the US and internationally to address critical customer challenges. He was awarded multiple patents for designing solutions to complex challenges. He managed the product development process for new product releases and the subsequent continuous improvement program.



Education

Bachelor of Science Electrical Engineering Fairleigh Dickinson University Teaneck, New Jersey | 1993

Graduate Courses in Business Administration *Marist College* Poughkeepsie, NY | 1996 – 1997 *Santa Clara University* Santa Clara, CA | 1999 – 2000

Professional Training

Certified Peer Group Facilitator Certified Executive Coach Jacksonville Beach, FL | 2013

Awards and Affiliations

Awarded 4 Patents for Applied Materials FCCMA | 2014 – Present



State of Florida Department of State

I certify from the records of this office that IMAGINE THAT PERFORMANCE, LLC is a limited liability company organized under the laws of the State of Florida, filed on June 25, 2020, effective July 1, 2020.

The document number of this limited liability company is L20000178704.

I further certify that said limited liability company has paid all fees due this office through December 31, 2022, that its most recent annual report was filed on March 9, 2022, and that its status is active.

Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Ninth day of March, 2022



Secretary of State

Tracking Number: 2497299642CC

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication



IRS DEPARTMENT OF THE TREASURY INTERNAL REVENUE SERVICE CINCINNATI OH 45999-0023

> IMAGINE THAT PERFORMANCE LLC ROBERT DUNCAN SOLE MBR 18133 PORTSIDE ST

TAMPA, FL 33647

Date of this notice: 06-26-2020

Employer Identification Number: 85-1624930

Form: SS-4

Number of this notice: CP 575 G

For assistance you may call us at: 1-800-829-4933

IF YOU WRITE, ATTACH THE STUB AT THE END OF THIS NOTICE.

WE ASSIGNED YOU AN EMPLOYER IDENTIFICATION NUMBER

Thank you for applying for an Employer Identification Number (EIN). We assigned you EIN 85-1624930. This EIN will identify you, your business accounts, tax returns, and documents, even if you have no employees. Please keep this notice in your permanent records.

When filing tax documents, payments, and related correspondence, it is very important that you use your EIN and complete name and address exactly as shown above. Any variation may cause a delay in processing, result in incorrect information in your account, or even cause you to be assigned more than one EIN. If the information is not correct as shown above, please make the correction using the attached tear off stub and return it to us.

A limited liability company (LLC) may file Form 8832, Entity Classification Election, and elect to be classified as an association taxable as a corporation. If the LLC is eligible to be treated as a corporation that meets certain tests and it will be electing S corporation status, it must timely file Form 2553, Election by a Small Business Corporation. The LLC will be treated as a corporation as of the effective date of the S corporation and does not need to file Form 8832.

To obtain tax forms and publications, including those referenced in this notice, visit our Web site at www.irs.gov. If you do not have access to the Internet, call 1-800-829-3676 (TTY/TDD 1-800-829-4059) or visit your local IRS office.

IMPORTANT REMINDERS :

- * Keep a copy of this notice in your permanent records. This notice is issued only one time and the IRS will not be able to generate a duplicate copy for you. You may give a copy of this document to anyone asking for proof of your EIN.
- * Use this EIN and your name exactly as they appear at the top of this notice on all your federal tax forms.
- * Refer to this EIN on your tax-related correspondence and documents.

If you have questions about your EIN, you can call us at the phone number or write to us at the address shown at the top of this notice. If you write, please tear off the stub at the bottom of this notice and send it along with your letter. If you do not need to write us, do not complete and return the stub.

Your name control associated with this EIN is IMAG. You will need to provide this information, along with your EIN, if you file your returns electronically.

Thank you for your cooperation.



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ACORD	

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)	
04/08/2021	

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.											
IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).											
	DUCE					CONTA NAME:		/-			
	Hi	iscox Inc.				PHONE	(888)	202-3007	FAX (A/C, No):		
		20 Madison Avenue				(A/C, N E-MAIL ADDRE	<u>, Lxtj.</u> , ,	ct@hiscox.co			
		2nd Floor				ADDICE					NAIC #
	New York, NY 10022 INSURER(S) AFFORDING COVERAGE NAIC # INSURER A : Hiscox Insurance Company Inc 10200										
INS	URED					INSURE					
		nagine That Performance, LLC				INSURE					
		3133 Portside Street ampa FL 33647				INSURE					
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INSF LTR	2	TYPE OF INSURANCE	INSD	SUBR WVD	POLICY NUMBER		POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMIT	S	
	X	CLAIMS-MADE X OCCUR							EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 2,00 \$ 100	
										\$ 5,00	0
A					UDC-4797912-CGL-2	1	04/08/2021	04/08/2022	PERSONAL & ADV INJURY	\$ 2,00	0,000
	GEI	N'L AGGREGATE LIMIT APPLIES PER:							GENERAL AGGREGATE	\$ 2,00	0,000
	Х	POLICY PRO- JECT LOC							PRODUCTS - COMP/OP AGG	\$ S/T	Gen. Agg.
		OTHER:								\$	
	AU	TOMOBILE LIABILITY							COMBINED SINGLE LIMIT (Ea accident)	\$	
		ANY AUTO							BODILY INJURY (Per person)	\$	
		OWNED SCHEDULED AUTOS							BODILY INJURY (Per accident)	\$	
		HIRED NON-OWNED AUTOS ONLY							PROPERTY DAMAGE (Per accident)	\$	
										\$	
		UMBRELLA LIAB OCCUR							EACH OCCURRENCE	\$	
		EXCESS LIAB CLAIMS-MADE							AGGREGATE	\$	
		DED RETENTION \$								\$	
		RKERS COMPENSATION DEMPLOYERS' LIABILITY V / N							PER OTH- STATUTE ER		
	ANY	/PROPRIETOR/PARTNER/EXECUTIVE	N / A						E.L. EACH ACCIDENT	\$	
	(Mai	ndatory in NH)							E.L. DISEASE - EA EMPLOYEE	\$	
	DES	is, describe under SCRIPTION OF OPERATIONS below							E.L. DISEASE - POLICY LIMIT	\$	
DES	DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)										
CE	RTIF	FICATE HOLDER				CAN	CELLATION				
						THE	EXPIRATION	N DATE THE	ESCRIBED POLICIES BE CA EREOF, NOTICE WILL E Y PROVISIONS.		
						AUTHO	RIZED REPRESE		aut		
							© 19	88-2015 AC	ORD CORPORATION.	All rial	nts reserved.

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CERTIFICATE OF LIABILITY INSURANCE

DATE	(MM/I	DD/\	(YYY)	
04/0	8/2	021		

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.										
IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on										
t	this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).									
PRC	DUCER Hiscox Inc.				CONTA NAME:			FAX		
	520 Madison Avenue			PHONE (A/C, No E-MAIL	o, Ext): (888)	202-3007	FAX (A/C, No): 		
	32nd Floor				ADDRE	ss: conta	ct@hiscox.co	m		
	New York, NY 10022									NAIC #
	1959				INSURE	RA: HISCO	x Insurance C	Company Inc		10200
INSU	JRED Imagine That Performance, LLC				INSURE					
	18133 Portside Street				INSURE					
	Tampa FL 33647				INSURE					
					INSURE					
<u> </u>	VERAGES CER	TIFI		NUMBER:	INSURE	KF:		REVISION NUMBER:		
	HIS IS TO CERTIFY THAT THE POLICIES				VE BEE	N ISSUED TO			THE POI	ICY PERIOD
C	NDICATED. NOTWITHSTANDING ANY RE ERTIFICATE MAY BE ISSUED OR MAY XCLUSIONS AND CONDITIONS OF SUCH	PERT	AIN,	THE INSURANCE AFFORD	ED BY	THE POLICIE	S DESCRIBED			
INSR LTR	TYPE OF INSURANCE		SUBR WVD	POLICY NUMBER		POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIN	NITS	
	COMMERCIAL GENERAL LIABILITY							EACH OCCURRENCE	\$	
	CLAIMS-MADE OCCUR							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$	
								MED EXP (Any one person)	\$	
								PERSONAL & ADV INJURY	\$	
	GEN'L AGGREGATE LIMIT APPLIES PER:							GENERAL AGGREGATE	\$	
	POLICY PRO- JECT LOC							PRODUCTS - COMP/OP AG		
	OTHER:							COMBINED SINGLE LIMIT	\$	
								(Ea accident)	\$	
	ANY AUTO OWNED SCHEDULED							BODILY INJURY (Per person		
	AUTOS ONLY AUTOS HIRED NON-OWNED							BODILY INJURY (Per accider PROPERTY DAMAGE		
	AUTOS ONLY AUTOS ONLY							(Per accident)	\$ \$	
-	UMBRELLA LIAB OCCUP								-	
								EACH OCCURRENCE	\$ \$	
	DED RETENTION \$							AGGREGATE	\$	
	WORKERS COMPENSATION							PER OTH- STATUTE ER		
	AND EMPLOYERS' LIABILITY Y / N ANYPROPRIETOR/PARTNER/EXECUTIVE							E.L. EACH ACCIDENT	\$	
	OFFICER/MEMBEREXCLUDED? (Mandatory in NH)	N/A						E.L. DISEASE - EA EMPLOY		
	If yes, describe under DESCRIPTION OF OPERATIONS below							E.L. DISEASE - POLICY LIMI		
Α	Professional Liability			UDC-4797912-EO-2	1	04/08/2021	04/08/2022	Each Claim: Aggregate:	\$ 250 \$ 250	
	DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) CERTIFICATE HOLDER CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.									
1						RIZED REPRESE	NIAIIVE			

ACORD 25 (2016/03)

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