



Welcome to Collier County, Florida

Procurement Services Director Position - Apply by July 8, 2016



Approximate Population: 357,305

Welcome to Collier County! If you are a dynamic, well qualified procurement management professional who is looking for a challenging, fast paced work environment and a great place to live and work, this job is for you.

Collier County is located on Florida's southwest coast approximately 150 miles south of Tampa. It is a diverse mix of urban and rural areas, and coastlines and inlands. One of the largest geographical counties east of the Mississippi River, the County encompasses over 2,000 square miles and has something for everyone.

The area is known as Florida's Paradise Coast and famous for its pristine beaches and magnificent sunsets. The County's largest city and county seat is Naples. With a population of 21,000, it is known as the winter home for many from the Midwest and for its unique restaurants and shopping. Marco Island, the second largest city (population 17,000), is known as a tourist destination and for its wide, white sand beaches. The only other city in the County is Everglades City (population 400) and is the western gateway to the world

famous Everglades National Park as well as Big Cypress National Preserve. These two areas cover more than two-thirds of the County's total land mass and are a nature lover's paradise.

Once considered a sleepy retirement community, the area is now home to a growing number of permanent residents and young families looking for a premier lifestyle and new opportunities.

The area answers that demand with a nationally recognized parks system that includes a water park, an expansive library system, theater, music, museums, a recently expanded zoo, and (as commonly reported) the most golf courses per capita in the world. Local shops and boutiques abound as well as nationally recognized chain stores. Exclusive shopping includes Saks and Nordstrom's. Restaurants and eating establishments are available for every palate and every pocketbook.

The schools are excellent and housing prices are relatively reasonable but starting to climb again now that the Great Recession is over. A three bedroom, two bath home in a nice neighborhood can be purchased for between \$250,000 and \$300,000. Plus crime is low and the people are friendly. Young or old, resident or tourist, Collier County has something for everyone.

HISTORY

Collier County is rich in history. Although it was home to the Calusa Indians long before the arrival of Juan Ponce de Leon in early 1513, the area remained virtually uninhabited until after the Civil War when handfuls of farmers and squatters began making their way south. Early pioneers fished and hunted for a living, raised crops



Table 1: Principal Employers in Collier County

Employer	Employees
Collier County School District	5,280
NCH Healthcare System	4,000
Collier County Government (including Sherrif)	3,534
Publix Supermarkets	2,805
Arthex, Inc. (surgical supplies)	1,709
Ritz Carlton Hotel	1,110
Country Club of Naples	1,050
Seminole Casino - Immokalee	875
Marriot Corporation	775

Source: Collier County 2015 CAFR

of cabbage, peppers, tomatoes and pineapples, dug clams, made charcoal, sold bird plumes, and trapped otters and alligators for their pelts and hides. Trading posts on Chokoloskee Island and at Everglades City became important gathering places for the few isolated settlers and Indians.

The first modern settlers followed William Thomas Collier, who started visiting what is now Marco Island in 1870. By the early 1900s, Collier County was a tourist destination known for its sunshine, great weather, and fun. At the same time, ranchers were grazing herds of scrub cattle on the open prairies around Immokalee. Railroads improved access to the markets in the 1920's and helped raise the County's beef cattle industry to national importance.

The County's population centers took root in the 1920s when land tycoon Barron Giff Collier purchased over 1.3 million acres in Southwest Florida and convinced the state to create a county in his name. When the Collier County Commissioners held their first meeting in July 1923 in Everglades City, the County's population was less than 1,200. Barron Collier not only introduced paved roads, but also brought electric power, telegraphs and countless new businesses and homeowners to Florida's last frontier. The completion

of the Tamiami Trail (a major north/south road) in 1928 unlocked the region's enormous agricultural and resort potential.

World War II introduced hundreds of aircraft servicemen to Naples and Collier County when the U.S. Army Air Field (now Naples Airport) was activated in 1943 to train combat pilots. Many veterans returned after the war as prospective home buyers and businessmen. Over the next thirty years, the number of County residents swelled from 6,488 in 1950, to 85,000 in 1980. The County seat was transferred from Everglades City to Naples in 1962, and signaled a new era of sustained growth in agriculture,

tourism, and real estate. Collier County was soon one of the fastest developing areas in the nation. Today's population tops 330,000.

COMMERCE

Commerce in Collier County revolves around tourism, retirees and agriculture. The economy is largely service driven and the County is still seeking to diversify its commercial base. There is no income tax in the state of Florida or Collier County. The County's principal employers are listed in Table I.

In recent years the County has seen a growth in the professional services sector in particular. Many business owners with second homes in the County are recognizing the high quality of life and relocating some or all of their operations to the area.

DEMOGRAPHICS

See Table 2 on page 4 for information on Collier County Demographics.

THE GOVERNMENT

The State Constitution gives Board of County

Table 2: Collier County Demographics

2015 Estimated Population: 357,305			
Distribution by Race		Distribution by Age	
Caucasian	87.1%	0 to 15	15.5%
African American	6.7%	15 to 25	10.3%
Asian	1.3%	25 to 45	20.5%
Native Amer. / Pac. Isl.	0.3%	45 to 65	25.6%
Two or More Races	4.6%	65 to 85	24.7%
Hispanic (all races)	26.3%	85 and Older	3.4%
Total	100%		

Other Statistics	
Median Age - Collier County	48.0
Median Age - U.S.	37.4
Poverty Rate	14.3%

Educational Achievement (over age 25)	
High School or Higher	78.2%
Bachelor's Degree or Higher	32.3%

Source: U.S. Census Bureau

Commissioners (BOCC) the power to adopt ordinances, approve the County budget, set millage rates, and establish the requirements for the departments under its control. It serves as the legislative branch and provides policy guidance but it also oversees much of the government. The Board is comprised of five commissioners. Each represents a district and all are elected to four-year terms. Terms are staggered and elections are held in even numbered years in November. The composition of the BOCC will be considerably different after this year's election. Two Commissioners are retiring and one is running to be the Clerk of the Circuit Court. In a fourth seat, an incumbent is being challenged.

The BOCC appoints a County Manager to oversee the County's day-to-day operations. These include services, among others, Water, Wastewater, and Solid Waste Management; Parks, Libraries and Museums; Transportation and Regulatory Services (land use, zoning, code enforcement); as well as Emergency Management and Emergency Medical Services (EMS). The County Manager has responsibility for approximately 1,800 employees in over 40 divisions. Historically, the BOCC has respected the manager and let the manager do his job.

The net FY 2015 total budget (that is, before internal transfers) for the portions of the County under the supervision of the BOCC is \$1,455,352,200. The operating budget is \$822,333,800. These figures include a number of functions the County Manager does not oversee: namely, the Sheriff, Clerk of Circuit Court, Supervisor of Elections, Tax Collector and Property Appraiser. The largest number of employees supervised by others are those the Sheriff's Office (41% of all County employees).

As with much of Florida, the County's total taxable property value peaked in FY 2008 at \$82,554,891,000 and declined to \$58,202,570,000 in FY 2012. Needless to say, the reduction has placed a strain on the County's ability to fund services at previous levels. In the last two years, however, the total taxable property value has begun to recover as home prices have started to increase and new construction has added to the total. The FY 2015 total appraised value was \$69,441,825,000.

THE PROCUREMENT SERVICES DIVISION

The Procurement Services Division falls organizationally within the Administrative Services Department and centrally serves all divisions and departments in the County Manager's Agency.

The FY 2016 Procurement Services adopted budget is approximately \$1.7 million and has nineteen (19) full time staff members. Last fiscal year, they processed

over 8,000 purchase orders; advertised 250 formal solicitations; and negotiated 100 new contracts/agreements with vendors. At the same time, they maintain an additional 800 contracts and the total amount of dollars managed annually through the Procurement Services Division is approximately \$300,000,000. Each year the negotiation cost savings is estimated to be approximately \$5,000,000.

In 2015 the NIGP named the Division among the top 2 percent of public procurement agencies and received a 3-year accreditation for outstanding leadership. The County uses SAP as its financial system of record. Procurement Services staff serve as subject matter experts for the Materials Management module and provide county-wide training on the use of the system for the generation of requisitions.

THE CHALLENGES

The largest challenge facing the county is it is still recovering from the recent economic downturn. The appraised property values are still only about 75% of what they were at their peak in 2008. As a result, the County does not have the resources it once had. The impact that has on Procurement is it must operate as efficiently and effectively as possible. Processes, as well as internal controls, must constantly be reviewed to see if they can be improved. A second challenge will be the implementation of an asset management system. While it is expected to significantly improve recordkeeping, transitions to new systems are not always smooth. The third challenge is the Clerk of Court and the BOCC staff have not always agreed on the interpretation of the County's Procurement Ordinance and governing rules. The result has been delays in paying vendor bills.

Now that growth and construction are returning to the County, vendors are gravitating towards private sector clients where they believe they will see more timely payment of their bills. Reinvigorating vendor interest and encouraging greater participation during this economic expansion while concurrently improving processes will be challenging. It does provide a keen

opportunity for the right person to showcase their management and communication skills.

THE IDEAL CANDIDATE

Collier County, Florida is seeking a collaborative, proven leader to head its Procurement Services Division. The individual will be someone who is dynamic, energetic, of highest integrity and with a passion for excellence. He/she will be enthusiastic, personable and likeable with outstanding people skills. Living the County's guiding principles of honesty and integrity; service; accountability; quality; respect; knowledge; stewardship; collaboration; and self-initiating, self-correcting will be essential to success. This is a great job where the individual has a high degree of independence. Consequently, he/she will be a self-starter with a sense of urgency.

The best candidate will be an excellent communicator – both orally and in writing – and have excellent people skills. Presentational skills are important as the Director will appear regularly before the BOCC discussing procurements, both large and small. The individual will be someone who is open-minded without preconceived ideas. He/she will realize Procurement Services is a support function to the County's 40 divisions and work diligently to assist them in achieving their goals. Customer service both within and outside the organization will be a top priority for the ideal candidate. He/she will show utmost respect for everyone including high-level officials, staff and citizens.

The best candidate will understand the importance of listening carefully, understanding exactly what is needed and getting to yes. The individual will follow the law at all times but will also be someone who does not use it as an excuse for saying no. The emphasis is on being facilitative rather than prescriptive – on working with people to meet their needs and on finding solutions. The individual will be proactive and tell people how to get things done, not that they cannot be done. For example, if a staff member wants to do something, the answer will not be, "Sorry but

that won't work." Rather it will be, "Well, we really can't do X but if we do Y, we can get you to where you want to go." Simply stated, it will be important for the candidate to aggressively seek solutions—to be someone who is a problem solver and a doer. At the same time, he/she will be very comfortable speaking truth to power. That may mean telling high level officials that they need to step back and rethink what they want to do, when and how fast. County officials understand the importance of policies, procedures and following the law. They also expect the Procurement Services Director to have a large stop sign and to use it when appropriate.

The ideal candidate will be an excellent day-to-day manager who can keep the operations running smoothly while also taking time to consider the future. He/she will be respectful of others, delegate, and encourage an environment where creativity within the law will flourish.

The individual will be able to bring out the best in people, recognize talent, mentor that talent and possess the confidence to then step back and let the team member do his/her job. The ideal candidate will give assignments and set broad performance parameters but will also expect results and hold employees firmly accountable. Internal customers will also be expected to comport to procurement guidelines. The candidate must be able to work with his/her peers to understand their needs and also hold them accountable for providing timely and accurate information. Staff development will be a priority. The individual will grow a culture of trust, enthusiasm, and commitment. A sense of humor is a plus. Collier County is a great place to work and while it expects the job to be done with excellence, it wants the workplace to



be enjoyable. The ability to learn from the outcome of one event and translate it to the next event will be important.

The Director will be very analytical and always looking for ways to improve operations and internal controls while reducing costs. "We have always done it this way," will not be an acceptable answer to any question he/ she asks. The individual will be detail oriented and expect his/her staff to cross all the "T"s and dot all the "I"s and maintain staff accountability. The individual will understand technology and how to use it to deliver services more efficiently and effectively. He/she must have experience with an ERP system.

The individual must be open and approachable and believe in transparency. Other important characteristics are the ability to anticipate/resolve issues before they become problems. Great negotiation and mediation skills are highly desirable and good judgment and common sense are essential. The ability to work with the media is a plus.

The successful candidate will possess a good understanding of Florida County organizational structure and procurement laws, contract management, and have a demonstrated knowledge of grant and general compliance requirements. The minimum requirements are a Bachelor's degree in public administration or closely related field; supplemented by five years of progressively responsible managerial experience in public procurement; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. Fingerprinting is required. Certification by NIGP or other equally recognized organization and a strong background in procurement and contract law is highly desirable.

COMPENSATION

The salary will be between \$92,597 and \$136,427 annually. The County offers a broad benefits package and participates in the Florida State Retirement System.

THE CURRENT DIRECTOR

The current Director is retiring after 10 years of service (four in her current position).

RESIDENCY

Residency inside the County is preferred.

CONFIDENTIALITY

Under Florida's public records act, once an application is submitted, it is deemed a public record. We do not, however, expect this recruitment to attract media attention.

HOW TO APPLY

E-mail your resume to Recruit35@cb-asso.com by July 8th. Faxed and mailed resumes will not be considered. Questions should be directed to David Collier, Senior Vice President at (772) 220-4320, or Colin Baenziger at (561) 707-3537.

RECRUITMENT SCHEDULE

Applications will be screened between July 9th and August 15th. Interviews are anticipated to be conducted on August 23rd and a selection made shortly thereafter.

OTHER IMPORTANT INFORMATION

Collier County is an Equal Opportunity Employer and encourages women and minorities to apply. More information can be found at the county's website: <http://www.colliergov.net/>

COLIN BAENZIGER  ASSOCIATES
EXECUTIVE RECRUITING