


MEMORANDUM

TO: Honorable Mayor and City Council Members

FROM: Chester Murray, Interim City Manager 

DATE: October 13, 2009

SUBJECT: Recruitment of a New City Manager

Purpose:

The purpose of this memo is to seek direction for the recruitment and hiring process of the new City Manager.

Background:

The City Council has several options when proceeding with the selection of the next City Manager. The Council may choose to lead the recruitment process themselves by placing ads, combing through the applications, interviewing and choosing the ideal candidate. You may choose to utilize the services of the Range Riders –a free service – which is comprised of a group of Retired County and/or City leaders that serves to coordinate the selection process or you may choose to utilize a professional recruiting service. If the Council decides to retain a professional recruiting service, they will need to consider the purchasing code requirement. Based on the knowledge that the professional recruiter's fee will be over \$10,000, the City would need to consider issuing a RFP or RFQ or the Council may choose to utilize City Code Section 12.3.33, Unique Circumstances, and retain the services of a professional recruiting service.

Recommendation:

It is staff's recommendation to the City Council to utilize Section 12.3.33 of the City's Code and directly engage Colin Baenzinger and Associates for a nationwide executive recruitment for the City Manager position.

STATEMENT OF QUALIFICATIONS AND PROPOSAL

FROM

COLIN BAENZIGER & ASSOCIATES

TO



ORANGE CITY, FL

Colin Baenziger & Associates

Contact Person: **Colin Baenziger**
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...Visit Our We site at: www.cb-asso.com

EXECUTIVE RECRUITMENT SERVICES

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September 9, 2009

The Honorable Mayor Harley Strickland, Vice Mayor Jeff H. Allebach and Council Members
Tom Abraham, Tom Laputka, Jim Mahoney, Paul Rasch and Donald C. Sherrill
c/o Chester Murray, Interim City Manager
City of Orange City
229 East Graves Avenue
Orange City, FL 32763

Dear Mayor Strickland, Vice Mayor Allebach and Council Members Abraham, Laputka,
Mahoney, Rasch and Sherrill:

Colin Baenziger & Associates (CB&A) appreciates the opportunity to submit our Statement of Qualifications to you so that we might assist in finding your next City Manager.

We at CB&A pride ourselves on providing not just high quality results, but equally important, we pay personal attention to each of our local government clients. To conduct a proper recruitment, we feel the project manager must do more than just drop by occasionally. He/she must get to know the appropriate government officials personally and the community firsthand. That takes time and effort, but it is the only way to ensure the candidates we recommend are well qualified and a good fit for your community. As a result, we only take a few clients at a time and focus on getting the job done properly. It should also be noted that recruiting for the public sector is very different from the private sector. The process and results are much more public and mistakes cannot be hidden. Consequently, we have developed a virtually foolproof approach that assures our client of the highest caliber individual.

While selecting key personnel is never easy, CB&A has developed a process that has been tested nationwide and found to be extremely effective. Not only do we offer unparalleled service at a reasonable price, we focus on finding just the right people for your organization. We say people, and not person, because our goal is to bring you five finalists who are so good that you will have a difficult time choosing among them. The proof is in the fact that five of our local government clients (including St. Johns County, FL) have passed resolutions thanking us for our outstanding efforts in finding their managers. We do not know how often you have passed a resolution thanking a consulting firm for its efforts, but we have rarely seen it happen. Our goal, in fact, would be for the City to be our next client to pass such a resolution. We might add that two of our placements were selected as Florida's City Manager of the Year (in 2006 and in 2008).

Here in Florida, our success has been stunning. Since May of 2005, we have been selected to perform 48 of the 66 searches for city and county managers where a recruiting firm was retained. Some of our many successful searches include Coral Gables, Destin, Fernandina Beach, Mount Dora, New Smyrna Beach, Ocala, Palm Bay, Palm Beach Gardens, Palm Coast, Stuart and West Melbourne. We have also conducted county manager searches for Baker, Brevard, Clay, Flagler, Martin, Osceola, Seminole and St. Johns Counties. Our current searches include the city managers for Roanoke, VA, and a Health and Human Services Director for St. Johns County.

We look forward to formally presenting our credentials and working with you in the near future. If you have any questions, please feel free to contact me at (561) 707-3537.

Sincerely,

Colin Baenziger
Principal

... Serving Our Clients with a Personal Touch

I. Profile of Colin Baenziger & Associates

The Firm, Its Philosophy & Its Experience

Established in 1996, Colin Baenziger & Associates (CB&A) is a strategic partnership of independent consultants that combines the expertise necessary to satisfy a client's needs. Although our primary focus is executive search, we are also often involved in operational reviews of governmental operations. We are headquartered in Palm Beach County, Florida, but many of our consultants live and work in other areas of the state and the country, converging on the location where the client's needs exist. We develop an operational plan prior to arrival, and our team of experts quickly studies the issues, identifies problems and opportunities, performs the necessary analysis, prepares reports and action plans, and completes the assignment swiftly. The client receives prompt, professional service, and its needs are effectively addressed. We are available for follow-up work, but our goal is to perform the assignment in such a way that existing staff can implement the action plans without additional outside assistance.

Colin Baenziger & Associates has an outstanding reputation which is derived from our commitment to quality. Our work is not done until you are satisfied. That means we go the extra mile and, at times, expend more effort and energy than originally anticipated in our fee or in our action plan. We accept these situations as part of our business because we firmly believe that when a contract is signed, we have an obligation to fulfill its requirements with excellence and within the budgeted amount.

Since 2002, we have focused on executive search for local governments. During that period we have conducted searches and/or related work for clients in nine states. In our home state, we dominate the market performing a little over 70% of the City and County Manager searches where the government uses a recruiting firm to find its next manager. Since 2004, CB&A has performed over fifty City and County Manager searches, primarily in the Southeastern United States.

Our Services:

Human Resources

Executive Search
Background Checks
Position Descriptions/Classification Studies
Compensation Studies
Personnel Policies/Procedures Reviews
Employee Handbooks

Additional Services

Preparing Grant Applications
Grant Monitoring Systems and Controls
Start-up Assistance to New Cities

Operational Reviews

Performance Improvement
Contract Compliance Reviews
Project Management
Performance Measurement Systems
Standard Operating Procedures Manuals
Staffing Assessments

Planning

Strategic Planning
Operational Planning
Project Planning

I. Profile of Colin Baenziger & Associates (continued)

Litigation

Colin Baenziger & Associates has never been involved in any litigation, except to testify as an expert witness on behalf of one of the parties. Its performance has never been questioned.

Drug-Free Workplace Certification

Colin Baenziger & Associates complies with the provisions of Drug-Free Workplace laws and informs all its employees and subcontractors that it is a drug-free workplace. These individuals are made aware of the dangers of drug abuse, the firm's policies concerning drug abuse, available counseling, and the sanctions CB&A may impose if the employees use drugs in the workplace. As a condition of employment, either as an employee or as a subcontractor, our personnel must abide by our policy and must notify us of any conviction or pleas of nolo contendere to drug charges.

Insurance

To protect our clients, Colin Baenziger & Associates maintains the following insurance coverages: (1) general liability insurance of \$1 million combined single limit per occurrence for bodily injury, personal injury and property damages, (2) automobile liability insurance of \$1 million per accident, and (3) professional liability insurance of \$1 million per occurrence. As a small firm, with less than five employees, we are not normally subject to the requirements for workers compensation and employer liability insurance. If required by the client, and if it is available to us, we will obtain these two coverages prior to contract execution.

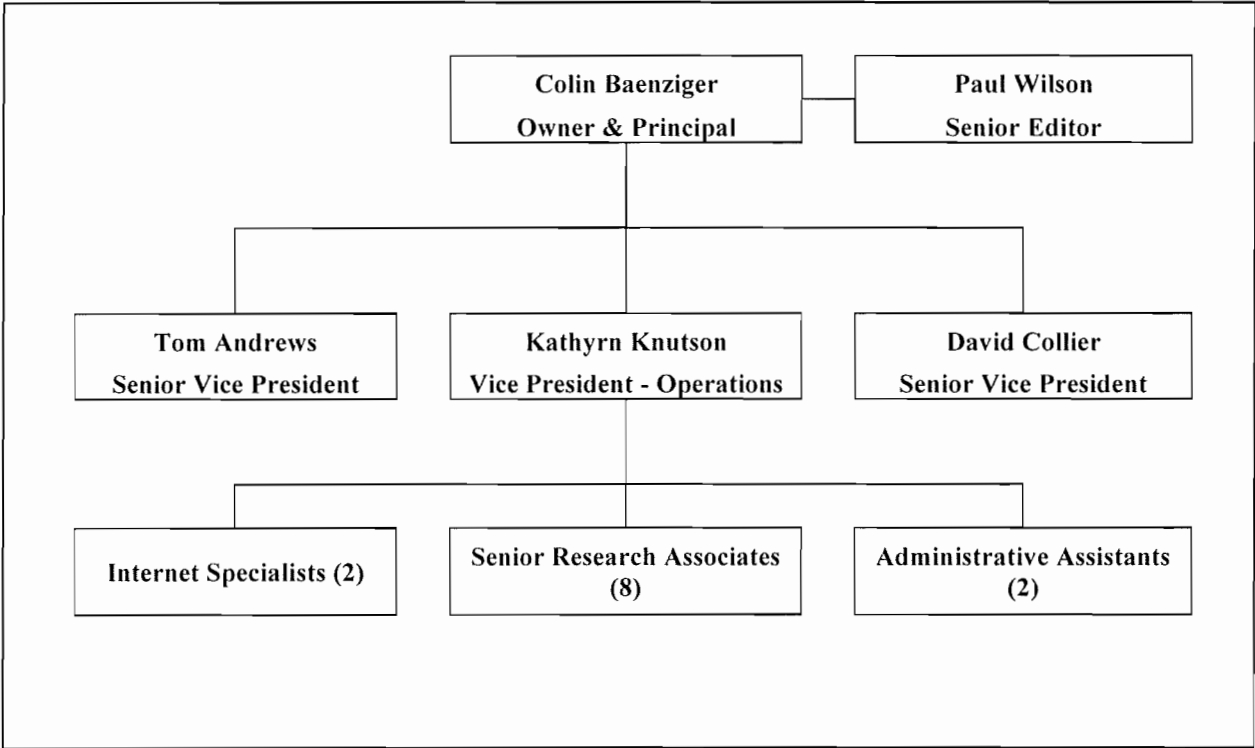
Completion of Projects within Budget

Colin Baenziger & Associates is proud of its record of completing searches within budget. When we quote a price to the client, that price is what the client will pay, no matter how difficult the search is or what unforeseen circumstances may develop. We have never asked a search client for additional fees, even when we were probably entitled to do so.

Completion of Project on Schedule

Since Colin Baenziger & Associates has been performing recruitments, it has a remarkable record of achievement in meeting our project schedules. In fact we have never missed a project milestone or benchmark. However, the executive search business involves people, and people are not always predictable. For example, when Monroe County and its first choice for county manager could not reach agreement on contract terms, we repeated the search. We did not miss a project milestone, but the search took five months instead of three.

Organizational Structure



Some of CB&A's Clients...



City of Chandler, AZ

Public Works Director



Polk County, IA

County Administrator



City of Greensboro, NC

City Manager



Town of Sewall's Point, FL

*Town Manager,
Building Official,
Chief of Police*

II. What Sets Colin Baenziger & Associates Apart

II. What Sets Colin Baenziger & Associates Apart

Since 1996, Colin Baenziger & Associates (CB&A) has developed an extensive municipal practice, the key element of which is executive search. Our first search was conducted for the City of Lauderdale Lakes, FL in 1997. Briefly stated, we believe that the City would be wise to select us because:

Experience and Approach

- We recruit nationally, but we have each of our recruiters focus on a specific area of the country. As a result, we are extremely knowledgeable in conducting recruitments in specific regions, and it shows in our success. For example, since May 2005, we have been selected to conduct 48 of the 66 city and county manager recruitments where Florida local governments have used a recruiter.
- Our lead recruiter is Colin Baenziger. He has served as a city manager and an elected official for a community of 22,000. He can thus relate to both appointed and elected officials and speaks their language. Dave Collier (associate project manager) has served as a city and county manager in Florida, Kansas and Michigan. Tom Andrews (recruitment manager) is the former county manager for Fulton County, GA, and Ann Arundel County, MD.
- CB&A knows many of the country's professional managers personally. We have an extraordinary talent for determining who fits well in which situation and who does not.
- We tailor our approach to the needs of the community. Once we fully understand the elected body, the community and the issues, we aggressively seek the candidates who are right for the County.
- We can move quickly. Utilizing a true executive search approach, as we did in Manalapan, we can have a short list of candidates within two to four weeks. Advertising nationally normally adds four weeks to the process.
- The caliber of our work is better. Because we have not conducted hundreds of searches and we depend on word of mouth advertising, our reputation is critical to us.
- We continue to work with you after the position is filled. If issues arise six or twelve months later between the employee and employer, we will assist the parties in working through them at no additional charge.
- We are less costly, and not because we do less. In fact, we do much more than our competitors. We have focused our efforts on minimizing our overhead. We simply do not have the expenses other firms do, and we can pass the savings on to you.
- Finally, although we move quickly, we do not rush the process. We carefully evaluate every potential candidate, scrutinize background information, and make sound recommendations to the client

II. What Sets Colin Baenziger & Associates Apart (continued)

Results:

On the preceding page, we outlined what sets us apart. The proof, however, is in the results we have achieved. Specifically:

- Our clients are extremely satisfied with our work. In fact five of them have passed resolutions thanking us for our extraordinary efforts recruiting their managers.
- No matter how complicated the search became or what unforeseen circumstances arose, we have never asked a client for additional monies beyond the fee we initially quoted.
- We have become recognized as a leader in municipal recruiting, and we are frequently called upon to speak at the conferences of the League of Cities, the local city and county management associations and the other professional bodies.

Warranty:

Colin Baenziger & Associates offers the best warranty in the industry. We can offer it because we have confidence in our work. Specifically, provided the City selects from among the candidates we recommend, we warrant the following:

- 1) We will not approach the selected candidate for any other position as long as the individual is employed by the City as its City Manager.
- 2) If the manager leaves for any reason other than an act of God within the first year, CB&A will repeat the search at no charge. If the City Manager leaves during the second year – again, for any reason other than an act of God - we will repeat the search for the cost of our expenses only.
- 3) If the City is not satisfied with any of the candidates presented, CB&A will repeat the search until you are satisfied.
- 4) Our price is guaranteed and will not be exceeded for any reason, even if the conditions under which this contract is issued changes.

Summary:

Colin Baenziger & Associates is the firm you should select to conduct your search because we are knowledgeable and effective while also being less costly. We are extremely adept at determining who is a good fit for your city and will find the best person to serve as your next manager for the long term. Further, we complete our work on time and on budget.

Additional CB&A Clients...



*Tampa Bay Water Authority (serving
2,400,000 people)*

General Manager



City of Cottonwood Heights, UT

City Manager



Town of Jupiter Island, FL

*Town Manager,
Building Official,
Assistant Utility Director*



City of Sunny Isles Beach, FL

*City Manager,
City Engineer,
Assistant Director, Public Works*

III. Search Methodology – The Outline

III. Search Methodology – The Outline

The following outlines briefly the approach Colin Baenziger & Associates utilizes doing an executive search for a City Manager. Additional detail can be provided if requested. What is presented is the strategy we have found to be most effective during our years of recruiting.

Phase I: Recruiting

- Colin Baenziger begins interviewing elected officials to understand the job and its challenges. Specifically, the purposes of these interviews will be: 1) get to know the elected officials, 2) understand the issues the next manager will face, 3) understand the elements of the job and the work environment, 4) develop a description of the ideal candidate, 5) determine the desired compensation, and 6) finalize the project schedule (see Section IV for a typical schedule).

It is important for CB&A to understand the community, its government officials and the job when we recruit candidates. We need to be able to sell the candidate on the job and the environment, but we also must provide an accurate picture of the opportunity. We do not want to have the candidate surprised and then leave.

We will then develop the recruitment profile and forward it to you for review. Once we have incorporated your comments, we will submit the recruitment profile to appropriate publications and Web sites. We will contact members of professional organizations such as the International City/County Management Association (ICMA), Florida League of Cities, Ken Small's CM's and so on. We will also post it on our Web site, www.cb-asso.com.

- We will review our databases for not just qualified, but outstanding applicants for the position.
- We will e-mail the recruitment profile to the almost 8,000 local government professionals in our recruiting database.
- We will actively search for, identify, and recruit outstanding candidates who are best suited for the position. To do so, we will use our network and consult our database of quality managers and administrators.

Phase II: Screening

- We will receive resumes by a specified closing date. We request that candidates submit resumes in digital form, and if requested, we can forward copies to you easily.

III. Search Methodology – The Outline (continued)

- Based on our most recent recruiting efforts, we anticipate receiving resumes from 40 to 60 applicants. We will analyze the resumes and interview the most qualified candidates. From these, we will select the best eight (8) to ten (10).

The next step will be to conduct a thorough assessment of the leading candidates' abilities, experience, and credentials. This process will include in-depth in-person interviews and thorough reference and background investigations. It should be noted when we conduct investigations we do not simply accept and speak with references the candidates suggest. We tell the candidates to whom we want to speak. These include the their current and former elected officials, the municipal attorney, the external auditor, staff members, news media representatives, the director of the local chamber of commerce, and others who know the candidate. We also conduct criminal, civil, driver license, Internet/newspaper archive, and credit checks, and we verify employment history and education.

We believe these checks should be completed early in the process so that the client knows the individuals to be interviewed are top performers and do not have anything embarrassing in their pasts that might come to light after selection.

- In our final report, we will recommend the five (5) to eight (8) best candidates for the City to review. This report will come in a semifinalist background notebook which will include the following for each candidate: his/her resume, a written summary of CB&A's interviews with the candidate, the results of our investigations into each candidate's background, reference checks, and our Internet/newspaper archives results. The background notebook will also include a section providing advice on interviewing candidates and possible questions. Topics to avoid will also be discussed. Typically, 30 to 40 percent of our semifinalists are females and/or minorities.
- While we could select the individuals for the county to interview, we prefer you, as the City's elected officials, select the finalists from the semifinalist group. You know your organization and your community better than we ever will and may find things in the final report, which would be important to the county that a recruiter might miss. Once you have had the opportunity review the materials, we will meet with you and answer any questions you might have. Finally, the elected officials will select the candidates to be brought to the county for a personal interview.

Phase III: Interview Process Coordination and Manager Selection

- We will attend, coordinate, and guide the interview process. We recommend that the elected officials see the candidates in three settings. The first would be informal, such as a reception on a Thursday or Friday evening, and would equate to a typical social function where the county manager might represent the community. The second would be one-on-one interviews with the elected officials the next day.

III. Search Methodology – The Outline (continued)

Finally, formal interviews in a public meeting would be conducted that afternoon. We also recommend that the candidates' spouses be invited to attend the reception, and that local Realtors provide the spouses with a tour of the community.

- Several days after the interviews are conducted, and after the elected officials have had the opportunity to consider what they have seen and heard, we will coordinate and guide the vote to select the successful candidate. We provide simple, easy-to-understand ballots, and the voting process avoids convoluted ranking systems.

Phase IV: Negotiation, Warranty and Continuing Assistance

- If requested, we will work with designated officials on an advisory basis to assure the negotiation of a fair and reasonable contract. We recommend these negotiations proceed quickly and deliberately so that both parties can become comfortable with the contract and its terms. We have a standard contract we developed over the years, and at your request, we can offer assistance.
- We will notify those candidates not selected for the position. We typically contact everyone by telephone to inform them of their status. We also use e-mail, and frequently offer suggestions to the candidates to improve their resumes.
- We will remain in contact with you and provide any necessary assistance to ensure a strong relationship between the selected individual and the City.

Communications We will provide biweekly reports about the status of the search, in writing or by phone, depending upon your preference.

Samples of Promotional Materials:

Most of our clients rely on a simple, well written recruitment profile such as the one we did for Greensboro which can be found on our firm's website at: http://www.cb-asso.com/a_r/news/news_item.asp?NewsID=273. Samples of our more elaborate promotional materials can also be found on our firms' website at: http://www.cb-asso.com/s_r.html.

More CB&A Clients...



Baker County, FL

County Manager



City of Stuart, FL

City Manager



City of Fernandina Beach, FL

City Manager



City of Oviedo, FL

City Manager

IV. Proposed Project Schedule

The following outlines a possible schedule for the search if we were to be awarded the contract at the City Council meeting on September 22, 2009. We recognize that the schedule may need to be adjusted depending on the availability of the elected officials. We can also shorten or lengthen the schedule, if the City desires.

Phase I: Recruiting

September 29th: Colin Baenziger begins interviewing elected officials and other suggested stake holders to understand the job and its challenges. Specifically, the purposes of these interviews will be to: 1) get to know the elected officials, 2) understand the issues the next manager will face, 3) understand the elements of the job, 4) develop a description of the ideal candidate, 5) determine the desired compensation, 6) develop selection criteria and 7) finalize the project schedule.

Colin Baenziger begins drafting the recruitment profile for publications and prospective candidates.

October 5th: CB&A submits the draft of the full recruitment profile to the City for its review. Comments will be due back by October 9th.

October 10th: CB&A posts the full recruitment profile on its website and submits it to the appropriate publications. It is also e-mailed to approximately 8,000 local government professionals.

November 6th: Closing date for submission of applications.

Phase II: Screening

December 7th: CB&A forwards the semifinalist materials to the City. These will include the candidates' resumes, a summary of our interviews with the candidates, the results of our background and reference checks, and Internet/newspaper archives results. Materials arrive on December 8, 2009.

December 15th: CB&A meets with City's elected officials individually to review the semifinalists

At a brief special meeting, the City Council selects five finalists.

Proposed Project Schedule (continued)

Phase III: Interview Process Coordination and Manager Selection

- January 8th: City holds reception for candidates and spouses
- January 9th: Elected officials interview candidates.
- January 12th: City selects its next City Manager at its regular meeting.

Phase IV: Negotiation, Warranty & Continuing Assistance

Post Selection: If requested, CB&A works with city officials on an employment agreement. Typically this process takes a week to two weeks before a new contract is ratified.

C&BA also will stay in touch to ensure the council-manager relationship is a strong one.

V. The City's Obligations

City will be responsible for providing the facilities for the interview process, coordinating lodging for candidates from outside the area, and making arrangements for the evening reception. The City will also be responsible for reimbursing the candidates for all expenses associated with their travel, meals and incidentals for the interview weekend.

CB&A also expects the city staff to provide the following information to each of the finalists: the current year budget, an organizational chart, the latest completed audit and management letter, any current strategic and long range plans, a copy of the City Charter, any job descriptions and other materials defining the role and duties of the City Manager, and any evaluations of the organization completed in the last year. Once the finalists have been selected, your staff will mail this material to them. We may jointly determine that other relevant materials should also be provided.

CB&A would like to attend every meeting of the elected officials during our assignment, but regular attendance is probably not possible. Consequently, we would appreciate staff forwarding copies of any videos or audiotapes of meetings we cannot attend. Finally, we recommend that your law enforcement agency should run an NCIC¹ check on the candidates as backup to our criminal records checks. We simply do not have access to the NCIC database, and it is the most comprehensive such database available.

¹ Since we are not a law enforcement agency, we do not have access to the NCIC database. We believe our investigations are complete, but an NCIC review serves as a cross-check to our work.

VI. Fee & Warranty

Fee

Colin Baenziger & Associates proposes to conduct the work outlined in this proposal for a firm fixed fee of \$21,500, ***including all our expenses and costs***, except those associated with the personality / emotional / work style assessment and the interview weekend. All our travel costs and the costs of the background checks are included in the firm, fixed fee as well and hence not quoted separately. The cost of the testing can be as low as \$200 per candidate and as high as \$600 depending on which of the tools the City selects.

We will bill the fee as the phases are completed and according to the following schedule:

Phase I: Recruiting	\$ 9,000
Phase II: Screening	9,000
Phase III: Interview Process Coordination and Manager Selection	2,225
Phase IV: Negotiation, Warranty & Continuing Assistance	1,250

The above fees are not scientifically calculated but are based on our experience and what we have determined we need to charge to remain profitable. They are divided according to our approximate cost outlay. If you ask us to perform work that is clearly beyond the scope of the RFP, it will be billed at a rate of \$125 per hour. No such work will be performed without your written authorization. Please note that we have never billed - nor requested - additional funds beyond our originally quoted fee for a city or county manager search, even when we were probably entitled to it.

Warranty

Colin Baenziger & Associates offers the best warranty in the industry. We can offer it because we have confidence in our work. Provided the elected officials select from among the candidates we recommend, we warrant the following:

- 1) We will not approach the selected candidate for any other position as long as the individual is employed as your City Manager.
- 2) If the selected individual leaves for any reason other than total incapacitation or death within the first year, CB&A will repeat the search at no charge. If he/she departs during the second year for any reason other than incapacitation or death, we will repeat the search for the reimbursement of our expenses only.
- 3) If you are not satisfied with any of the candidates we present, CB&A will repeat the search until you are satisfied.
- 4) Our price is guaranteed and will not be exceeded for any reason, even if conditions change after the contract is executed.

VII. Project Team Qualifications and Staffing

A. Project Team and Involvement (Resumes for key staff follow)

CB&A is an experienced recruiting firm and strongly believes that the majority of the search work should be conducted by one knowledgeable person. Colin Baenziger will be that person, and he will serve as project manager. He will conduct the interviews with the elected officials, search for strong candidates, discuss the position with those candidates, recruit them, conduct the interviews with the candidates, conduct the background investigations, oversee the interview process, and assist with the contract negotiations. Mr. Baenziger holds a bachelor's degree from Carleton College and a master's degree with distinction from Cornell University's Graduate School of Management. In addition to 15 years as a consultant, Mr. Baenziger spent 10 years in government as a senior manager.

Tom Andrews, senior vice president, will serve as associate project manager and support for Mr. Baenziger. He will assist in the search for strong candidates and candidate evaluation. He will also serve as back-up to Mr. Baenziger. Before joining the firm, Mr. Andrews served as County Administrator for Fulton County, Georgia, and in a number of high level county and state positions in Maryland. Mr. Andrews has recently assisted with our searches for the Deputy City Manager for Durham, NC, the county administrator for Polk County, IA, the budget director search for St. Petersburg and the finance director for Tamarac.

David Collier, senior vice president, will serve as recruitment manager. Mr. Collier will oversee the recruitment of candidates for the position and assist in their screening. Mr. Collier has over 30 years experience as a local government manager. He earned his bachelor of arts degree in economics and his master's degree in public administration from the American University in Washington, D.C. He has also served as president of the Maryland City Managers Association and the Florida Association of County Administrators.

Kathryn Knutson, vice president for operations will be responsible for coordinating the advertising and production of the materials we will present to the county as described in the Recruitment Approach.

Colin Baenziger, M.P.A.

Principal

Colin Baenziger is a student of local government and responsible for the executive recruitment functions at Colin Baenziger & Associates. Over the years, he has worked with a number of cities on recruitments, and on management, operational, and organizational issues. As a former manager and someone who actively consults with governments in South and Central Florida, he understands what it takes to do the manager's job, and to do it effectively. Furthermore, because he is active in the Florida City/County Managers' Association and in the Broward and Palm Beach County's Leagues of Cities, he knows many of the state's managers on a first name basis.

Some of Mr. Baenziger's searches for local governments include:

- Executive Director, Onslow [County, NC] Water and Sewer Authority (serving a population of 160,000) in 2009
- City Manager, Cottonwood Heights, UT (population 34,000) in 2004,
- City Manager, Miami Gardens, FL (population 101,000) in 2004
- City Manager, Ocala, FL (population 52,000) in 2008,
- County Manager, Polk County, IA (population 400,000) in 2007,
- City Manager, Palm Coast, FL (population 51,000) in 2006,
- General Manager, Tampa Bay Water Authority (serving a population of 2.4 million), and
- Public Works Director, Chandler, AZ (population 250,000) in 2007

Other recent efforts include a strategic planning session for the Florida Association of Special Districts, an operational review of Tamarac's water utility, a business practices review for a division of Martin County government, an operational reconciliation for Palm Beach County, and a review of financial procedures for a division of the Marriott Corporation.

Mr. Baenziger has a Master's Degree with Distinction in Public Administration from Cornell University's Graduate School of Management, and a Bachelor of Arts degree from Carleton College. He is also active in the International City Management Association and Leadership Palm Beach County, the Palm Beach and Broward County Leagues of Cities. He has also been called upon frequently to speak at conferences of the Florida League of Cities, the Utah and Florida City/County Managers' Associations, and the Florida Public Personnel Association.

The Project Team

Tom Andrews, M.S.

Senior Vice President

Tom Andrews is CB&A's management guru. With over 30 years management experience spanning federal, state and local governments, he has been there, done that. With his no-nonsense approach to problem solving and his keen ability to recognize management talent and leadership potential, he is an asset to any client. His talent for mentoring has resulted in former employees occupying senior positions in local government from Maryland to Florida.

In addition to his comprehensive and successful experience as a generalist, Tom possesses technical expertise in water resources management, environmental regulation, and public health programming.

Some of the top leadership positions that Tom has held include:

- County Manager of Fulton County, the largest and most populous local jurisdiction in Georgia.
- Chief Administrative Officer for Anne Arundel County, Maryland.
- County Health Director for Anne Arundel County, Maryland.
- Deputy Secretary, Maryland Department of the Environment.
- Assistant Secretary, Maryland Department of Natural Resources.
- Director, Maryland Water Resources Administration.
- Chief of Staff for Maryland Acting Governor Blair Lee III.
- Program Director, National Marine Fisheries Service.

In addition, Tom has conducted numerous leadership seminars for state and local government mid-level managers. This fall he will top it off by teaching graduate level public administration courses.

Mr. Andrews earned his Bachelor of Science degree in Biology from Miami University in Oxford, Ohio, and his Masters degree in Natural Resources Administration from the Institute of Public Administration of the University of Michigan. He has been a member of the Georgia County-City Managers Association, the Association County Commissioners of Georgia, and the National Association of Counties. Mr. Andrews has also served as President of the Maryland Association of County Health Officers, Member of the Anne Arundel County YMCA Board of Directors and President of the Providence Center Board of Directors, a private non-profit agency serving the developmentally disabled in Maryland.

The Project Team

Dave Collier, M.P.A.

Senior Vice President

Dave Collier brings to the client over 30 years of management experience in county and city government. Since there is not much that he has not seen previously, Dave quickly produces efficient and effective solutions to problems for his clients.

One of Dave's specialties is executive search. With his many years experience, he can quickly separate the wheat from the chaff and find the right person to join your senior staff or be your department head. He also has successfully conducted organizational reviews, sessions in team building and strategic planning workshops. Just as importantly in this day and age of the pressure to lower taxes, he has developed strategies and action plans for coping with the tough financial problems that local government often experience.

Dave has overseen the recruitment and selection of:

- Public Works Director, Recreation Director, and Police Chief for a Florida coastal city;
- Environmental Resources Director for St. Lucie County, FL,
- Finance Director for a mid-sized Florida city;
- Library Director for a progressive Florida county;
- Airport Director and Human Resources Director of a large Michigan county;
- Utilities Director for a Florida County; and
- Police Chief in a large Maryland county.

While serving as City Manager of Stuart, Florida for 14 years, he:

- Improved the professionalism of City Department Heads and staff through an emphasis on professional development and team building.
- Used his hands-on management style to emphasize the need for effective project management and maintaining tight timelines in order to show citizens that the city government was effectively managed and had a strong commitment to its customers.

Prior serving in Stuart, Dave was a County Manager in Florida, Kansas and Michigan. He also has extensive experience in local government consulting.

Mr. Collier earned his Bachelor of Arts degree in Economics and his Masters degree in Public Administration from the American University in Washington, D.C. He was a member of the International City/ County Management for over thirty years, served as President of the Maryland City Managers Association and the Florida Association of County Administrators. Mr. Collier is involved in his community as a member of the City of Stuart's CRA Advisory Board and as a Director of Stuart's Main Street Association.

The Project Team

Kathryn Knutson

Vice President for Operations

Ms. Knutson is a skilled professional with a wealth of public and private sector experience. Her particular expertise is in special projects, compensation surveys and background checks for our executive search candidates. She feels that each client must be properly served, and that can only be done by devoting her utmost attention to their particular concerns, and by finding creative ways to solve their problems. In her book, the client comes first.

Since beginning her working relationship as a subcontractor with Colin Baenziger & Associates, Ms. Knutson has been involved in virtually every executive search the firm has conducted. Some of the more notable ones include:

- City Manager, City of Marathon,
- County Manager, Polk County, IA
- Deputy City Manager, Durham, NC
- City Manager, Cottonwood Heights, UT
- City Manager, City of Miami Gardens,
- City Manager, City of Lauderdale Lakes,
- City Manager, Town of Bay Harbor Islands,
- Executive Director, Northern Palm Beach County Improvement District, and
- Village Manager, Village of Palmetto Bay.

As noted, a major part of Ms. Knutson's work has been on special projects. Two of the more significant ones that she has been involved in are:

- The firm's annual City Manager compensation survey for South and Central Florida managers. Our goal is to develop and maintain a database that will be the standard for City Manager contract comparisons. We have already been successful in South Florida and will be expanding it as we widen our search efforts.
- A review of the billing database for Palm Beach County Water Utilities. The utility's concern was possible under-billing, and we were retained to conduct an analysis of the situation. This work involved a review of billing records for reasonableness and consistency, as well as extensive work in the field. The project is still in its early stages, and it is far too early to determine the ultimate results, but our team has already found enough to pay its fee several times over.

Ms. Knutson's prior employment includes stints with Palm Beach County's Department of Building, Planning, and Zoning, and with the County Health and Rehabilitative Services. She has also worked with the State of Florida's Department of Corrections and with the State's Department of Employment Services. She has also been involved with a number of private and non-profit concerns, such as the Visiting Nurses Association and Oakwood Mental Health Center of the Palm Beaches. Ms. Knutson has an Associates Degree in Business Education from West Georgia College in Carrollton, Georgia.

More CB&A Clients...



Osceola County, FL

County Manager



City of West Palm Beach, FL

***Parks & Recreation Director,
Fire Chief,
Employee Relations Manager,
Utility Director***



City of Destin, FL

City Manager



Village of North Palm Beach

Village Manager

VIII. References

Colin Baenziger & Associates has completed approximately 70 City and County Manager searches in the past five years and more than 100 senior level local government management searches overall. Six are briefly discussed here. Additional references can be provided. In each case, we followed the same process as we outlined in this proposal.

1. City of Destin, FL (population 11,200)

Contact: Mayor Craig Barker at (850) 376-1400,
City Manager Greg Kisela at (850) 837-4242, or
Human Resources Director Chuck Garcia at (850) 837-4242.

Destin is located in the Florida Panhandle on the Gulf of Mexico near Eglin Air Force Base. Colin Baenziger & Associates' contract to find the City of Destin's **City Manager** was awarded on August 15, 2003 and the closing date for applications was September 26th. On November 3rd, the City Council selected Gregory Kisela, then an Assistant City Manager with the City of Fort Lauderdale, to be its next City Manager. Mr. Kisela was recently selected as Florida's City Manager of the Year for 2008.

2. Mount Dora, FL (population 12,000)

Contact: Council Member and former Mayor James Yatsuk at (352) 735-7186, or
Human Resources Director Ken Bloom at (352) 735-7186.

Mount Dora is a popular tourist destination and known as the City of Festivals. CB&A was selected on May 17, 2005 to find Mount Dora's next **City Manager**. It was critical to the Council that the finalists all understand the character of the community and understand how to protect it in the face of growth. Interviews were conducted on July 29th and 30th, with *Mike Quinn, formerly of Port Angeles, WA*, selected in August 2005.

3. City Manager, Baker County, FL (population 27,000)

Contact: Commission Chairman Alex Robinson at (904) 259-6682, or
Ms. Ann Yarborough, Executive Secretary to the Board of County
Commissioners at (904) 259-3613.

Baker County is a rural county about 30 miles west of Jacksonville, FL. CB&A was selected in late March 2006 to find highly qualified candidates from Florida to fill its **County Manager** position. The primary difficulty associated with the search was that the County did not want to pay a competitive salary. Interviews and a final selection were completed in mid-July. Joseph Cone, formerly the City Manager of Lake City, FL, was selected and remains with the County.

References

4. City Manager, City of Ocala, FL (population 52,000).

Contact: Council Member Daniel Owen at (352) 629-8401, or
City Manager Rick Horst at (801) 330-2351

CB&A began its work on March 31, 2008, to conduct the **City Manager** search. We searched the nation for the right candidate and the Council, on July 22nd selected *Rick Horst, formerly the City Manager of South Jordan, UT*, to be its next City Manager.

5. City Manager, City of Palm Coast, FL (population 51,000)

Contact: Mayor Jon Netts at (386) 445-2121, or
City Manager Jim Landon at (386) 986-3702.

CB&A was selected on May 23, 2006 to conduct the search for the next **City Manager**. Our effort involved seeking candidates throughout the country to locate the best people for the job. We then interviewed them, conducted thorough background checks, and recommended finalists. We also oversaw the interview and selection process. The City requested that the search progress so the next manager's arrival would coincide with the current manager's departure. Consequently, selection was made on November 7, 2006 and the contract approved on December 5, 2006. *James Landon, formerly City Manager for Richardson, TX*, was selected.

6. City of Palm Bay, FL

Contact: Contact Mayor John Mazzioti at (321) 952-3414,
City Clerk Alice Passmore at (321) 952- 3413, or
City Manager Lee Feldman at (321) 403-9818.

Palm Bay is located near Cape Canaveral on Florida's east coast. In July 2002, Colin Baenziger was selected by the City of Palm Bay to find its **City Manager**. Mr. Baenziger was asked to complete the process in 60 days. Our work included recruiting and advertising for candidates, conducting background checks, selecting the most qualified, recommending them for interviews, coordinating the interview process, and assisting in the contract negotiations. Interviews took place 62 days after the notice to proceed and selection was made on the 64th day. *Mr. Lee Feldman, then City Manager of North Miami* was selected and he is still employed by the city. Mr. Feldman was selected as Florida's City Manager of the Year in 2006.

Appendix A

Governmental Search Assignments

Governmental Search Assignments

By Colin Baenziger & Associates

Contract Awarded, Assignments Pending

Office of the Attorney General, State of Arizona

Currently In Process:

City Manager, Roanoke, VA (population 96,000)

Director, Personnel, Fulton County, GA (population 992,000)

Finance Director, Tamarac, FL (population 55,000)

Director, Health and Human Services, St. Johns County, FL (population 162,000)

City and County Manager Level Completed Searches

City Manager, Bartow, FL (population 16,000) in 2007

City Manager, Casselberry, FL (population 25,000), in 2005

City Manager, Cooper City, FL (population 32,000) in 2008

City Manager, Coral Gables (population 43,000) in 2009

City Manager, Cottonwood Heights, UT (population 34,000), in 2004

City Manager, Dania Beach, FL (population 28,000) in 2009

City Manager, Deltona, FL (population 83,000) in 2006 and 2008

City Manager, Destin, FL (population 12,000) in 2003

City Manager, Doral, FL (population 24,000), in 2004

City Manager, Fernandina Beach, FL (population 11,000) in 2006

City Manager, Holly Hill, FL (population 13,000) in 2008

City Manager, Lake Worth, FL (population 30,000) in 2003 and 2007

City Manager, Lauderdale Lakes, FL (population 32,000) in 1998 and 2002

City Manager, Marathon, FL (population 11,500 in 2002 and 2004

City Manager, Miami Gardens, FL (population 101,000) in 2004

City Manager, Mount Dora, FL (population 12,000) in 2005

City Manager, New Smyrna Beach, FL, FL (population 23,000) in 2009

City Manager, Oviedo, FL (population 33,000) in 2008

City Manager, Ocala, FL (population 52,000) in 2008

City Manager, Palm Bay, FL (current population 101,000) in 2002

City Manager, Palm Coast, FL (population 71,000) in 2006

City Manager, Pompano Beach, FL (population 101,000) in 2007

Governmental Search Assignments (continued)

City Manager, Riviera Beach, FL (population 37,000) in 2009
City Manager, Stuart, FL (population 17,000) in 2006
City Manager, Sunny Isles Beach, FL (population 17,000) in 2006
City Administrator, Tavares, FL (population 11,000) in 2006
City Manager, West Melbourne, FL (population 15,000) in 2009
City Manager, West Park, FL (population 12,000) in 2005

County Manager, Baker County, FL (population 27,000) in 2006
County Administrator, Bay County, FL (population 158,000) in 2005
County Manager, Brevard County, FL (population 536,000) in 2009
County Administrator, Broward County, FL (population 1,800,000) in 2006
County Administrator, Clay County, FL (population 160,000) in 2005
County Manager, Flagler County, FL (population 83,000) in 2007
County Administrator, Highlands County, FL (population 98,000) in 2008
County Administrator, Martin County, FL (population 140,000) in 2005
County Administrator, Monroe County, FL (population 80,000) in 2004
County Administrator, Nassau County, FL (population 60,000) in 2004
County Administrator, Okeechobee County, (population 39,000) in 2008
County Manager, Osceola County, FL (population 235,000) in 2007
County Administrator, Polk County, IA (population 400,000) in 2007
County Manager, Seminole County, FL (population 410,000) in 2006
County Administrator, St. Johns County, FL (population 162,000) in 2007

Town Manager, Buckeye, AZ (population 32,000) in 2006
Town Manager, Bay Harbor Islands, FL (population 5,200) in 2003 and 2007
Town Manager, Cutler Bay, FL (population 35,000) in 2006
Town Manager, Dundee, FL (population 3,000) in 2006 and 2009
Town Manager, Fort Myers Beach, FL (population 6,900) in 2006 and 2008
Town Manager, Juno Beach, FL (population 3,600) in 2005
Town Manager, Town of Jupiter Island, FL (population 654) in 2005
Town Manager, Lake Park, FL (population 9,100) in 2001 and 2003
Town Manager, Lantana, FL (population 9,600) in 2000
Town Manager, Mangonia Park, FL (population 1,400) in 2001
Town Manager, North Topsail Beach, NC (population 843) in 2008
Town Manager, Sewall's Point, FL (population 2,000) in 2006

Village Manager, Islamorada, Village of Islands, FL (population 7,500) in 1999 and 2005
Village Manager, Key Biscayne, FL (population 11,000) in 2007
Village Manager, North Palm Beach, FL (population 12,500) in 2004, 2005 and 2007
Village Manager, Palmetto Bay, FL (population 24,000) in 2003

Governmental Search Assignments (continued)

Completed Searches – Other Municipal Positions

Assistant Village Manager, Islamorada, Village of Islands, FL (population 7,500) in 1998

Assistant City Manager, Lake Worth, FL (population 30,000) in 2004

Assistant City Manager, Tamarac, FL (population 55,500) in 2001

Assistant City Manager, West Palm Beach, FL (population 89,000) in 2004

Deputy City Manager, Durham, NC (population 220,000) in 2009

Budget Director, St. Petersburg, FL (population 248,000) in 2009

Building Official, Miami Beach, FL (population 91,000) in 2005

Building Official, Jupiter Island, FL (population 580) in 2005

Building Official, Sewall's Point, FL (population 2,000) in 2006

Building Official, Tamarac (population 55,000) in 2008

City Attorney, West Melbourne, FL (population 15,000) in 2008

City Clerk, Lauderdale Lakes (population 32,000) in 1998

Community Development Director, Miami, FL (population 362,000) in 2008

Community Development Director, Tamarac, FL (population 55,500) in 2007

District Manager, Holiday Park Recreation District (population 1,400) in 2007

Director, Office of Economic and Workforce Development, Durham, NC (population 220,000) in 2009

City Engineer, Gulfport, MS (population 90,000) in 2008

City Engineer, Sunny Isles Beach, FL (population 17,000) in 2006

Deputy County Engineer, Martin County, FL (population 140,000) in 2006

Assistant City Engineer, Melbourne, FL (population 75,000) in 2008

Environmental Resources Director, St. Lucie County, FL (population 261,000) in 2009

Executive Director, Northern Palm Beach Improvement District, Palm Beach Gardens, FL (population 200,000) in 2003

Executive Director, Florida Keys Aqueduct Authority, Key West, FL (population served of 90,000) in 2003

Executive Director, Onslow Water and Sewer Authority (Jacksonville, NC) (pop. 160,000) in 2009

Governmental Search Assignments (continued)

Finance Director, Tamarac, FL (population 55,500) in 2005

Finance Director, Fort Walton Beach, FL (population 20,000) in 2006

Finance Director, Lauderdale Lakes (population 32,000) in 1998

Fire Chief, Lauderdale Lakes, FL (population 32,000) in 1999

Fire Chief, West Palm Beach, FL (population 89,000) in 2005

General Manager, Tampa Bay Water (population served 2,400,000) in 2008

General Manager, North Sarasota Redevelopment District, City of Sarasota (population 53,000) in 2008

Growth Management Director, Tamarac, FL (population 55,500) in 2006

Growth Management Director, St. Lucie County, FL (population 261,000) in 2005

Human Resources Administrator, Martin County, FL (population 140,000) in 2007

Personnel Director, North Miami, FL (population 56,000) in 2001

Personnel Director, Vero Beach, FL (population 17,900) in 2003

Library Services Director, St. Johns County, FL (population 162,000) in 2007

Police Chief, Sewall's Point, FL (population 2,000) in 2007

Public Works Director, Chandler, AZ (population 250,000) in 2007

Public Works Director, Tamarac, FL (population 55,500) in 2003

Assistant Public Works Director, Sunny Isles Beach, FL (population 17,000) in 2008

Vice President of Public Works and Operations, Ocean Reef Community Association (population 2,000) in 2001.

Director, Registrations and Elections, Fulton County, GA (population 992,000) in 2009

Special Projects Coordinator, Islamorada, Village of Islands, FL (population 7,500) in 1998

Utilities Manager, Dunes Community Development District, FL (population 2,400) in 2006

Utilities Director, Lake Worth, FL (population 30,000)

Utilities Director, Palm Bay, FL (population 101,000) in 2005

Water Resources Manager, St. Petersburg, FL (population 248,000) in 2008

Appendix B

St. Johns County Resolution Thanking

Colin Baenziger & Associates

for Its Outstanding Work

Note: Additional Resolutions thanking CB&A for its outstanding efforts can be found at www.cb-asso.com under “Testimonials”