

RESOLUTION NO. 2011-

A RESOLUTION OF THE VILLAGE COUNCIL OF THE VILLAGE OF KEY BISCAYNE, FLORIDA, APPROVING THE ENGAGEMENT OF THE FIRM OF COLIN BAENZIGER & ASSOCIATES TO PROVIDE RECRUITMENT SERVICES IN ACCORDANCE WITH THE ATTACHED PROPOSAL; PROVIDING FOR IMPLEMENTATION; PROVIDING FOR A WAIVER FOR COMPETITIVE BIDDING; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the Village Council wishes to engage a professional services firm to assist in the selection of a new Village Manager; and

WHEREAS, the Village Council, at a Special Council Meeting on July 14, 2011, requested that the Village Attorney's Office solicit a proposal from the Firm of Colin Baenziger & Associates to provide professional recruiting services to the Village; and

WHEREAS, the Village Council desires to procure the professional recruiting services of Colin Baenziger & Associates on the terms outlined in the Proposal attached hereto as Exhibit A ("Proposal"); and

WHEREAS, the Village Council finds, upon advice from the Village Attorney, that the Proposal is exempt from competitive bidding as a professional service contract pursuant to Village Code Section 2-87(2); and

WHEREAS, the Village Council finds that it is in the best interest of the Village to proceed as indicated in this Resolution.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE VILLAGE OF KEY BISCAYNE, FLORIDA, AS FOLLOWS:

Section 1. Recitals Adopted. That each of the recitals stated above is hereby adopted and confirmed.

Section 2. Services Approved. That the Proposal is hereby approved and the Village Manager is hereby authorized to execute the Proposal, on behalf of the Village, once approved by the Village Attorney as to form and legal sufficiency.

Section 3. Implementation. That the Village Manager is hereby authorized to take any and all action which is necessary to implement the Resolution and the Proposal.

Section 4. Waiver of Competitive Bidding. That the Village Council finds that the Proposal is exempt from competitive bidding as a professional service contract pursuant to Village Code Section 2-87(2).

Section 5. Effective Date. That this Resolution shall be effective immediately upon adoption hereof.

PASSED AND ADOPTED this ___ day of _____, 2011.

MAYOR FRANKLIN H. CAPLAN

ATTEST:

CONCHITA H. ALVAREZ, MMC, VILLAGE CLERK

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

VILLAGE ATTORNEY

PROPOSAL FOR EXECUTIVE SEARCH SERVICES

from

COLIN BAENZIGER & ASSOCIATES



**PROPOSAL TO PERFORM THE
EXECUTIVE SEARCH FOR KEY BISCAYNE'S
VILLAGE MANAGER**

Colin Baenziger & Associates

Contact Persons: Colin Baenziger, (561) 707-3537
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Wellington, FL 33414
e-mail: colin@cb-asso.com

...Visit Our Website at: www.cb-asso.com

REQUEST FOR PROPOSAL – EXECUTIVE SEARCH FIRM
TABLE OF CONTENTS

	<u>PAGE</u>
LETTER OF TRANSMITTAL / EXECUTIVE SUMMARY	1
I. PROFILE OF THE FIRM	3
The Firm	
Our Services	
Technical Capability / Organizational Structure	
Completion within Budget Limitation	
Completion within Project Schedule Time Frame	
Track Record / Retention Rate	
Diversity	
Litigation	
Drug Free Work Place	
Insurance	
II. SEARCH METHODOLOGY – THE DETAILS	8
Detailed Search Methodology	
Samples of Promotional Materials	
The Village’s Obligations	
III. PROPOSED PROJECT SCHEDULE	16
IV. FEE (SEE PRICE PROPOSAL) & WARRANTY	18
V. PROJECT STAFFING	20
VI. REFERENCES	26
APPENDIX A: SEARCHES BY THE STAFF AT COLIN BAENZIGER & ASSOCIATES	A-1
APPENDIX B: ST. JOHNS COUNTY RESOLUTION THANKING CB&A	B-1

July 18, 2011

The Honorable Mayor Franklin Caplan, Vice Mayor Michael E. Kelly and Council Members
Michael Davey, Enrique Garcia, Robert Gusman, Mayra Peña Lindsay and
James Taintor
Village of Key Biscayne Village Hall
88 West McIntyre Street
Key Biscayne, FL 33149

RE: Executive Search Services for a Village Manager

Dear Mayor Caplan, Vice Mayor Kelly and Council Members Davey, Garcia, Gusman, Peña
Lindsay and Taintor:

Colin Baenziger & Associates (CB&A) thanks you for the opportunity to submit a proposal to assist you in finding your next Village Manager.

While CB&A is a national recruiting firm, we specialize in Florida and have performed 66 of the last 92 City and County Manager searches in the State of Florida where the local government has used a recruiting firm. We pride ourselves on providing not just high quality results, but equally important, we provide a great deal of 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 effort takes time, 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. Further, we routinely complete our work in 60 to 90 days and that includes preparation of recruitment and advertising materials, candidate outreach, candidate screening, finalist selection and interviewing and manager selection. We also offer the best warranty in the industry.

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 have passed resolutions thanking us for our outstanding efforts in finding their key staff. 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 you to be our next client to pass such a resolution.

Some of our more significant searches include the Borough Manager for Matanuska-Susitna Borough, Alaska (a county the size of West Virginia), County Managers for Bay County, FL, Brevard County, FL, Clay County, FL, and Union County, NC, City Managers for Cape Canaveral, FL, Coral Gables, FL, Fife, WA, Greensboro, NC, Mount Dora, FL, Palm Bay, FL, Portland, ME, Roanoke, VA and West Melbourne, FL, a City Attorney for West Melbourne, a Director of Registrations and Elections for Fulton County, GA, and an Economic Development Director for Loudoun County, VA. We are currently recruiting City Managers for Destin, FL, Pinecrest, FL, and Yakima, WA as well as the County Administrator for Polk County, IA.

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

The Firm, Its Philosophy & Its Experience

Established in 1997, Colin Baenziger & Associates (CB&A) is a nationally recognized executive recruiting firm owned and operated by Colin Baenziger. We are headquartered in Palm Beach County, FL, with offices in Lamar, CO, Duluth, GA and Rhinelander, WI. Although our primary focus is executive search, we are also often involved in operational reviews of governmental operations. 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' outstanding reputation 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 other work for clients in thirteen states. Since beginning its search practice in 1998, the staff at CB&A has performed over 100 City / County / Special District Manager searches and approximately 200 local government searches overall. The basic approach we have presented in Section III is the approach we have used in every one of our searches. It has, of course, been refined over the years.

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

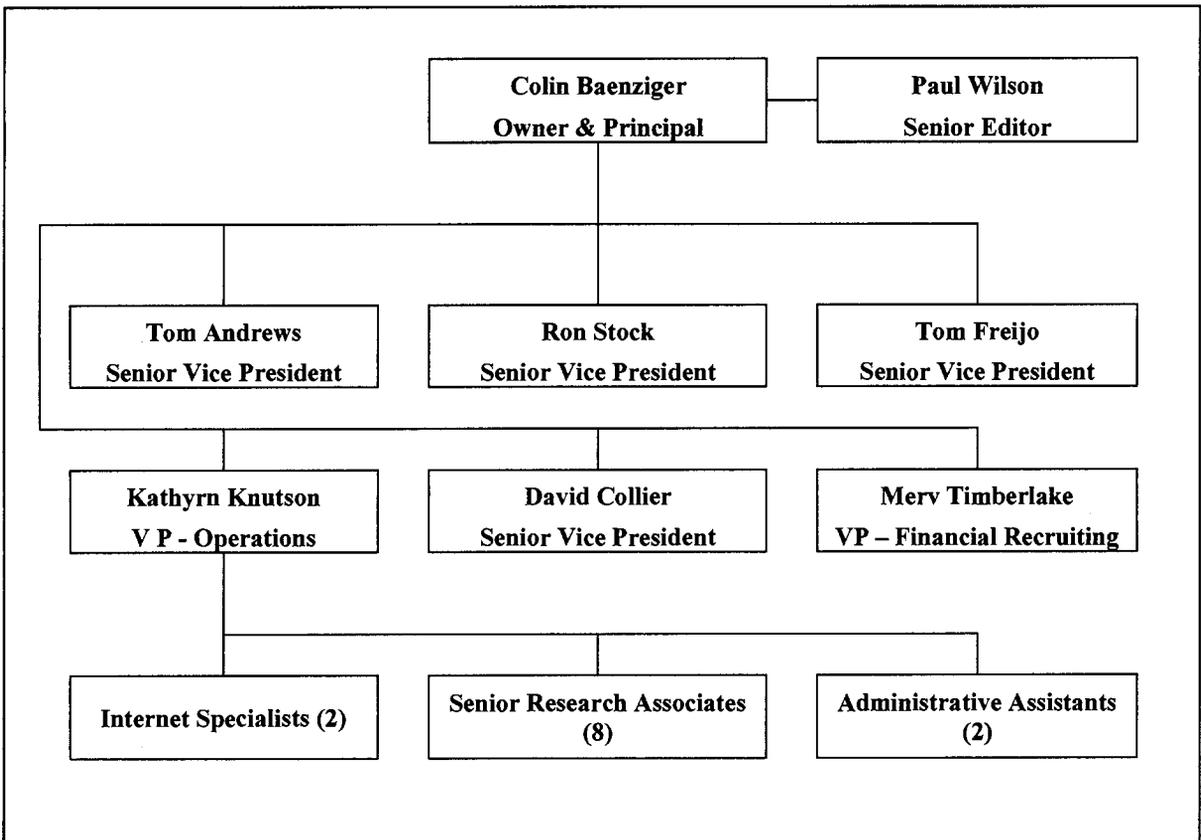
Performance Improvement
Contract Compliance Reviews
Project Management
Performance Measurement Systems
Standard Operating Procedures Manuals
Staffing Assessments

Planning

Strategic Planning
Operational Planning
Project Planning

Technical Capabilities and Organizational Structure

Colin Baenziger & Associates has developed its business model over the past 13 years. The model has proven to be extremely effective in every state we have worked in and for every type of position. In fact we are often called when a government has a particularly difficult position to fill or where one of our competitors has failed. Overall, we utilize approximately 18 people. Most staff members are independent contractors and are given assignments on a task order basis. Consequently we can pay well while having a great deal of flexibility without the overhead of many firms. In addition to Mr. Baenziger, other senior staff members are former City and/or County Managers or elected officials who understand the business and its intricacies. As a result, we understand both perspectives and have been very successful in identifying the right candidates for our clients. CB&A's other staff are all competent researchers and writers and have been with us for a long time.



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 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 CB&A has never missed a project milestone.* 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.

Track Record / Retention Rate

Since 1998 Colin Baenziger & Associates has conducted over 100 searches for City and County Managers around the country. As a relatively young search firm, most of our placements have taken place since 2004. We selected eleven of our Florida placements to demonstrate our track record. We can provide more if desired. Interestingly, two thirds of the city managers we have placed since 2000 are still working for the city where we placed them.

Diversity

CB&A is widely recognized for its ability to find and attract women and minorities for the positions we recruit for. Typically, 30 to 40% of the finalists who interview for City and County Manager jobs are minorities and/or women.

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. Our performance has never been questioned and our clients have never been involved in any legal action as a result of our work.

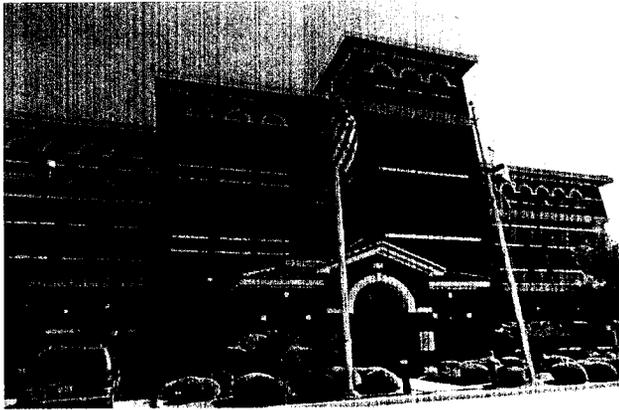
Drug-Free Workplace Certification

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

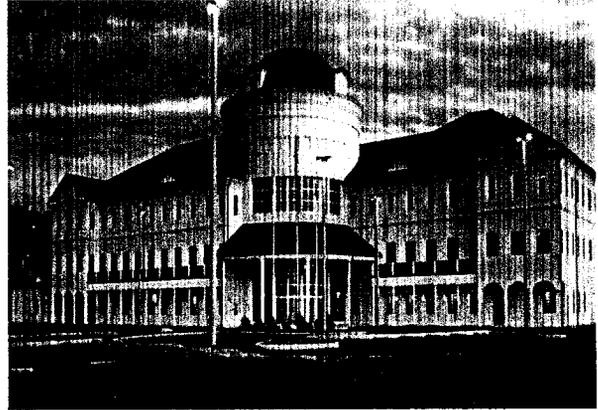
To protect our clients, Colin Baenziger & Associates maintains the following insurance coverages: (1) general liability insurance of \$1 million combined single limit per occurrence for bodily injury, personal injury and property damages, (2) automobile liability insurance of \$1 million per accident, 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.

Some of CB&A's Clients...



Clay County, FL

County Manager



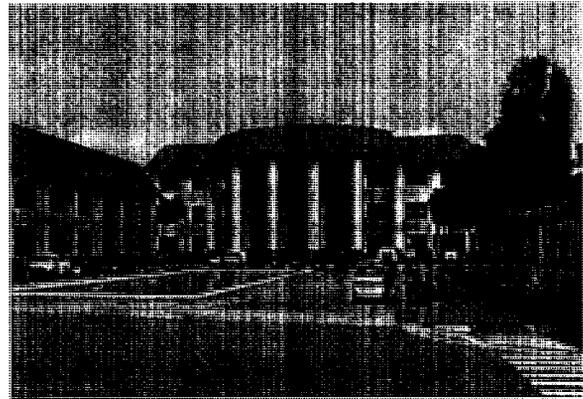
Flagler County, FL

County Administrator



St. Johns County, FL

County Administrator



Brevard County, FL

County Manager

II. Search Methodology/Work Plan

The following search methodology has been refined over the past 10 years until it is virtually foolproof. It is the process we have used in all of our searches. We can also modify it to integrate your ideas into the process. Our goal is to provide you with the opportunity to obtain the information you need to make the right decision.

Phase I: Information Gathering

Task One: Needs Assessment

An important part of the recruiter's work is selling the community to the very best candidates (including those that are not actively looking for the next job) while also providing an accurate portrayal of the environment. In order to accomplish this, CB&A must first determine the needs of the client and the characteristics of the ideal candidate. To do so, we:

- Compile background information from the jurisdiction's website and other sources,
- Interview the Council Members. Our goal is to develop a strong sense of your community, its expectations, its challenges and its leadership. As part of this effort, we will attend a Village Council meeting,
- Meet with key staff to obtain their input on the position and challenges,
- Determine the characteristics of the ideal candidate. These will likely include experience, longevity, education, personality, demeanor, and achievements as well as other items the elected officials and stakeholders consider important,
- Develop selection criteria and evaluation formats,
- Determine a reasonable compensation package.

Typically, we meet with the elected officials individually and then as a group. We also want to finalize the timeline for the recruitment so that candidates can mark their calendars well in advance and will be available when the Village Council conducts its interviews.

If the Village Council wishes, we will incorporate meetings with members of the community to gather their insights. These can be very valuable as they provide additional points of view and a better understanding of the elements of the community. In a sense, they help us develop an understanding of the community's tapestry.

Phase II: Recruitment

Task Two: Develop Recruitment Materials

Based on the information we gather, CB&A will next develop a comprehensive recruitment profile. Once we have completed our work, we will provide our draft for your review and comment. Your suggestions will be incorporated, and the final recruitment profile will be used in our recruiting efforts. Samples of our work can be found on our firm's website under the "Active Recruitments" tab. More elaborate promotional materials can also be found at: http://www.cb-asso.com/s_r.html.

II. Search Methodology/Work Plan (continued)

Task Three: Recruit Candidates

As we understand it, the Village wants to consider only candidates with experience in Florida and preferably South Florida. CB&A uses a number of approaches to identify and attract these people. We say people, and not person, because our goal is to bring you three to five excellent finalists, all of whom will do the job extraordinarily well and who are so good that you will have a difficult time choosing among them. Then you can select the one who is the best fit with you and your community. These approaches are:

- **Networking.** The best approach is diligent outreach. We will network with our colleagues and consult our data base. As we identify outstanding candidates (many of whom are not in the market), we will approach them and request that they apply. Many excellent candidates are reluctant to respond to advertisements because doing so may alienate their current employers. When we approach them, their credentials are enhanced rather than diminished.
- **Advertising.** While we will seek out the best, we will not ignore the trade press which sometimes yields strong candidates. We intend to contact the members of organizations such as the Florida League of Cities, Ken Small's CMs and so on. We will post it with the International City/County Management Association where our goal will be to attract strong candidates with Florida experience but have left the state and want to return. We will also post it on our Website, www.cb-asso.com. We generally do not use newspapers or generic websites because while they produce large numbers of applications, they generally do not produce the type of candidates we are seeking.
- **Email.** We will also e-mail the recruitment profile to our list of over 7,000 managers and professionals who are interested in local government management. One of the advantages of email is that if the recipient is not interested, he/she can easily forward the recruitment profile to someone else who may be.

The Private Sector. Some of our clients ask that private sector candidates be included among our recommended finalists. While we do not routinely recommend candidates without any experience in government, we have been very successful in finding highly qualified and capable private sector people to bring forward.

Phase III: Screening and Finalist Selection

Task Four: Evaluate the Candidates

Based on our most recent recruiting efforts, we anticipate receiving resumes from 60 to 100 applicants. Narrowing the field to six to ten candidates we will present for the Council requires a mixture of in-depth research and subjective evaluation. Our process follows.

Step One. Initial Screening. CB&A will evaluate all resumes and identify the top 10 to 15 candidates. Some of these may be in-house candidates or individuals who have held high level positions in other governments but who have never been the manager. Often these people simply need the opportunity. Using a football analogy, Vince Lombardi was an assistant coach with the New York Giants prior to being hired by the Green Bay Packers. Hence, we do not believe we should only consider those who have already held the position we are recruiting for.

II. Search Methodology/Work Plan (continued)

Step Two. Screening Interview. Our lead recruiter, and possibly other senior representatives of the firm, will interview each of these candidates. Using our experience as managers and recruiters as well as our unique ability to assess candidates, we will make a determination of the candidates' abilities and whether or not to recommend they go forward in the process. Once the candidates have passed the initial screening interview, a member of our staff will conduct a further interview and prepare a written summary.

Step Three. Background Investigations. For those that remain in consideration, CB&A will conduct extensive background checks. Specifically, we will:

- **Interview References:** We tell the candidate with whom we wish to speak. These include current and former elected officials, the municipal attorney, the external auditor, staff members, peers, news media representatives, the director of the local chamber of commerce, community activists, and others who know the candidate. We also attempt to contact some individuals who are not on the candidate's list. Typically we reach eight to ten people and prepare a written summary of each conversation.
- **Conduct Background Checks.** Through our third party vendor, American DataBank, we will conduct the following checks: criminal records at the county, state and national level; civil records at the county and federal level; bankruptcy and credit; and motor vehicle. We also verify education and employment for the past 15 years.
- **Search the Internet and Newspaper Archives.** Virtually every local newspaper has an archive that provides stories about perspective candidates, the issues they have dealt with, how they resolved them and the results. These articles also provide insight into the candidate's relationship with the public and the elected officials. Of course, not all news sources are unbiased and we consider that in our evaluation.

Our goal in these checks is to develop a clear picture of each candidate and each of the avenues we pursue is a piece of the puzzle. We crosscheck sources, search for discrepancies and resolve them when we find them. When sensitive or potentially embarrassing items are discovered, they are thoroughly researched. If we conclude the situation is damaging or even questionable, the candidate will be dropped from further consideration.

Note: We firmly believe that all background work we have outlined above should be completed early in the process. That way the client knows the individuals to be interviewed are all top performers and do not have anything embarrassing in their pasts that might come to light after selection. It also means that once our client has made a selection, it can move forward promptly, negotiate a contract and make an announcement.

II. Search Methodology/Work Plan (continued)

Task Five: Semi-Finalist Selection and Presentation.

We evaluate the information we have gathered and select six to ten candidates for presentation to the Council. It should be noted that selecting strong candidates is more an art than a science. While we consider standard ranking factors and the elements of the job, ultimately the most important factor is who we believe will be a good fit with the elected officials, stakeholders and the jurisdiction. Typically 40% of our finalists are women and/or minorities.

For the selected candidates, CB&A will compile the information we have developed into a notebook. Specifically, it will include the following information for each candidate: his/her resume, a summary of our interviews with the candidate, the results of our background checks, his/her reference checks, and our compilation of materials from Internet/newspaper archives. The notebook will also include some advice on interviewing, a series of questions the elected officials may wish to ask (as well as some areas that it is not wise to get into) and some logistical information.

If you wish, we can also ask the semi-finalists or finalists to provide written responses to a list of questions. We do not recommend this approach. While these responses can offer insight, the best candidates are often employed and very busy. They either do not have time to develop detailed responses to questions or do not wish to and withdraw from the process. Consequently, we have found asking candidates for written responses to questions to be counterproductive. Instead, as noted above, we conduct interviews with the candidate, ask the questions, prepare summaries and include them in the background notebooks. It is much easier for a candidate to find 45 minutes to talk to our staff than to find 10 or so hours developing written answers to questions.

Task Six: Finalist Selection

Approximately a week after the Council has received the candidate materials, CB&A will meet with the elected officials to discuss our findings and to further narrow the field. The goal is for the Council to select four to six candidates to interview.

Task Seven: Notify All Candidates of Their Status

We will notify the selected candidates by telephone and give them the opportunity to ask additional questions. CB&A will also contact those not selected to advise them of their status. Part of the notification will include advice concerning the candidates' resume and/or cover letter so that, even though they were not selected to go forward, they will have gained something valuable from participating in the process.

II. Search Methodology/Work Plan (continued)

Phase IV: Coordinate the Interview Process and Village Manager Selection

Task Eight: Coordinate the Candidate Assessment Process

We believe the Council should observe the finalists in a number of settings. We also recommend you invite the finalists' spouses so they can spend time in your community and evaluate the new area.

Day #1. The finalists are given a tour of the community and its facilities by a knowledgeable staff member. Later, senior staff members meet briefly with the candidates. This provides an opportunity for the finalists to ask questions and the senior staff to assess them.

Later, that evening, the elected officials and their spouses host a reception for the candidates and spouses. The purpose is to observe how the finalists respond to a social situation. Your next Village Manager will, after all, represent your local government in numerous and a variety of venues. It is thus important to know how the individual will respond in a social setting. The reception also serves as an ice breaker whereby the elected officials and the candidates get to know one another informally. It should be noted that in some cases, confidentiality may preclude a reception.

Day #2: Beginning at approximately 8:30 a.m., each candidate interviews individually with each elected official for approximately 40 minutes. These meetings provide the elected officials with an opportunity to assess how the candidates might interact with them on an individual basis. It is important to know if good chemistry exists. Ultimately managers succeed and fail based on their interaction with the elected officials and the one-on-ones are an excellent way to test this interaction.

After lunch, the elected officials as a group, would interview each candidate so that they can assess the candidates in a formal meeting.

Formal Assessment Tools and Tests. Formal assessment tools (such as personality tests and management in-basket exercises) can be utilized either at this stage or earlier in the process if you desire. Typically our clients do not utilize them but rather depend on our expertise. Where such tests have been conducted, they have verified our recommendation in every case. Nonetheless, we will make them available at an additional cost should you wish to use them.

Task Nine: Debriefing and Selection

Once the interviews have concluded, CB&A suggests the elected officials adjourn and hold a meeting a day or two later to select the next Village Manager. Although the selection can be made the same day as the interviews, this decision is quite important and we recommend you take a little time to consider what you have seen and heard.

In terms of the final selection, we have a simple methodology we have developed that moves the elected body quickly and rationally to the desired outcome.

II. Search Methodology/Work Plan (continued)

Once the selection has been made, CB&A will notify the finalists of their status. The candidates are eager to know their status and we feel it is important that they be kept informed. As your search consultant, they look to us for information and consequently we feel it is incumbent on us to keep them informed.

Phase V: Negotiation and Continuing Assistance

Task Ten: Notification, Contract Negotiations and Warranty

Should the Council wish we will assist in the employment agreement negotiations. Generally a member of the elected body and the attorney conducts the actual negotiations while we provide advice and assistance concerning the compensation package and contract. If you request, we can also take the lead role in the negotiations. We also have a standard contract you are welcome to use. Your attorney, of course, will prepare the final contract. Since the basic parameters will have been discussed with the candidates and the candidates have been thoroughly vetted, we expect a relatively prompt agreement.

Task Eleven: Continuing Assistance

Our work is not done when the contract is executed. We stay in touch with you and your new Village Manager. Our goal is to be there to assist in resolving any issues that arise before they become intractable. In fact, at your request, after the selected individual has been on board for approximately six months, we will conduct a team-building workshop, at no charge, to resolve any difficulties. We simply feel it is part of our job to assure a successful relationship.

Communications: We will provide biweekly reports about the status of the search, in writing or by phone, depending upon your preference. If by phone, we will make them either to the elected officials as a whole or to its members individually.

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.

II. Search Methodology/Work Plan (continued)

The Village's Obligations

The Village 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 Village will also be responsible for reimbursing the candidates for all expenses associated with their travel, meals and incidentals for the interview weekend.

If any or all of the following information is not available on the Internet, CB&A also expects the Village staff to provide the following information to each of the finalists: the current year budget, an organizational chart, any current strategic and long range plans, a copy of the Village Charter, any job descriptions and other materials defining the role and duties of the Village Manager. 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.

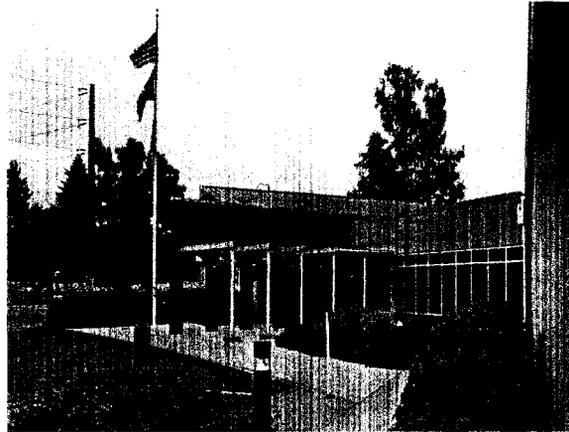
CB&A would like to attend every meeting of the elected officials during our assignment, but regular attendance is not possible. Consequently, we would appreciate staff forwarding copies of audiotapes of meetings we cannot attend.

More CB&A Clients...



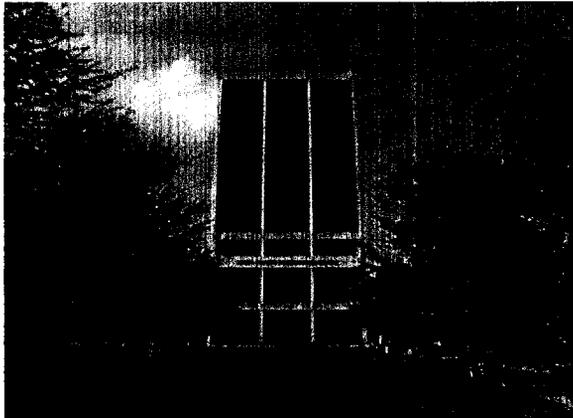
City of Coral Gables, FL

City Manager



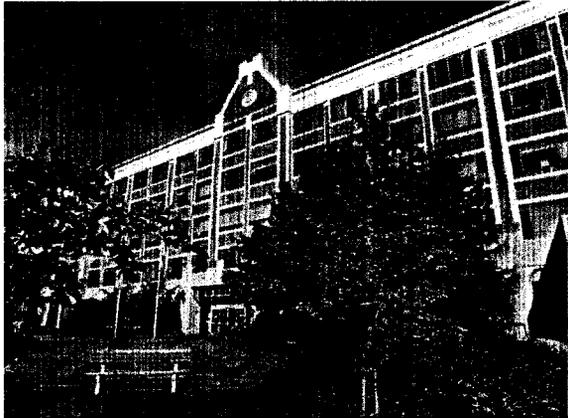
City of Fife, WA

City Manager



Union County, NC

County Manager



Loudoun County, VA

*Director – Economic
Development*

III. Suggested Project Schedule

The following is the project schedule we suggest for this recruitment. It assumes the Village selects CB&A to perform the search by July 25th. We recognize that it may need to be changed depending on the elected officials' schedules. We can, if the Village desires; shorten the process by approximately 30 days.

July 28th: Colin Baenziger meets with the elected officials and other suggested stakeholders 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 Village 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 the process for selecting the next Village Manager, and 7) finalize the project schedule. Part of his time will be spent in your community getting to know what makes it a special place to live and work. We will also meet with community stakeholders.

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

August 2nd: Colin Baenziger submits the draft of the full recruitment profile to the Village for its review. Comments will be due back by August 5th.

Phase II: Recruiting

August 6th: CB&A posts the full recruitment profile on its website and submits it to the appropriate publications. It is also e-mailed to over 7,000 local government professionals.

August 25th: Closing date for submission of applications.

August 30th: CB&A reports the results of the recruiting effort to the Council.

Phase III: Screening

September 20th: CB&A forwards the semi-finalist materials to the Village. 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 September 21th.

September 26th: Colin Baenziger reviews the semi-finalists with the Village's elected officials.

III. Suggested Project Schedule (continued)

September 26th: The Council selects three to five candidates to interview.

Phase IV: Interview Process Coordination and Village Manager Selection

October 7th: Village holds reception for candidates and spouses.

October 8th: Elected officials interview the candidates one-on-one and as a group.

October 10th: Village selects its next Village Manager.

Phase V: Negotiation, Warranty & Continuing Assistance

Post Selection: If requested by the Village, CB&A works with Village officials on an employment agreement. Typically this process takes a week before a contract is ready to be ratified.

Colin Baenziger will also stay in touch to ensure the Council-Village Manager relationship is a strong one.

IV. Fee & Warranty

Fee

CB&A proposes to conduct the entire search for a firm, fixed fee of \$19,250. It should also be noted that these figures **include all our expenses and costs**. In other words, the only thing the Village will pay CB&A is the \$19,250 fee outlined below. The only other costs the Village will be responsible for are the costs associated with the candidates' (and spouses, if invited) travel, accommodations and meals for the interview process.

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

Phase I: Needs Analysis / Information Gathering	\$ 2,500
Phase II: Recruiting	6,000
Phase III: Screening	8,000
Phase IV: Interview Process Coordination and Village Manager Selection	1,500
Phase V: Negotiation, Warranty & Continuing Assistance	1,250

If the Village asks 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 have been 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 we conduct the full search and assuming the Village selects from among the candidates we recommend, we warrant the following:

- 1) We will not approach the selected candidate concerning any other position as long as the individual is employed by the Village.
- 2) If the selected individual leaves for any reason other than an act of God (for example, 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 an act of God, 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.

More CB&A Clients...



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

General Manager



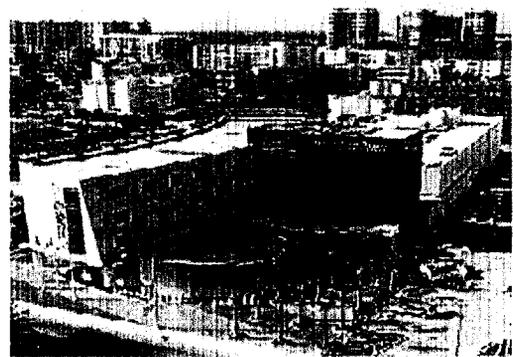
City of Cottonwood Heights, UT

City Manager



City of Durham, NC

***Deputy City Manager – Community,
Building,
Director of Economic and Workforce
Development***



City of Sunny Isles Beach, FL

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

Section V: Qualifications and Experience of Key Personnel

Project Team and Involvement (Resumes for key staff follow)

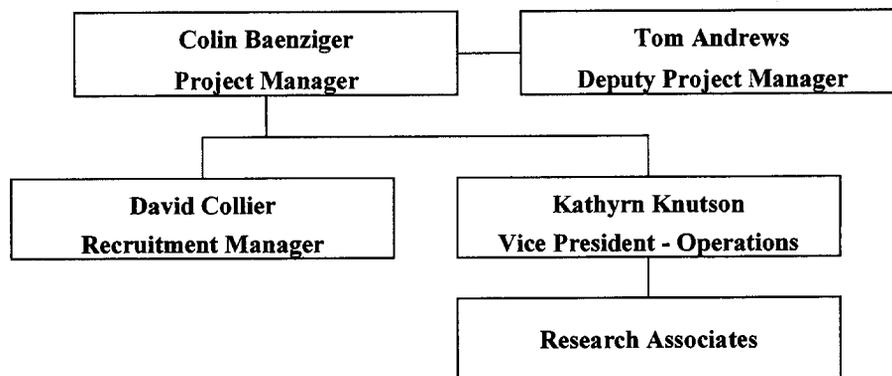
CB&A is an experienced recruiting firm and strongly believes that each project should have not just a project manager but also strong deputies. That provides the client with insurance should anything happen to the project manager. In this case, Colin Baenziger will serve as the project manager and principal contact while David Collier will be the deputy project manager. Tom Andrews will serve as recruitment manager.

Colin Baenziger will conduct the interviews with the elected officials, search for strong candidates, discuss the position with those candidates, recruit them, interview the preferred candidates, oversee the background investigations, oversee the candidate/county interview and evaluation process, and assist with the contract negotiations. He 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 be the deputy project manager and support for Mr. Baenziger. Mr. Andrews will assist in virtually every aspect of the search effort but will focus on the search for strong candidates and candidate evaluation. Before joining the firm, Mr. Andrews served as County Administrator for Fulton County, Georgia, and in high level county and state positions in Maryland.

David Collier, senior vice president, will serve as the recruitment manager and assist with the identification and screening of candidates. He has over 30 years of 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 is a past 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 you as described in the Recruitment Approach.

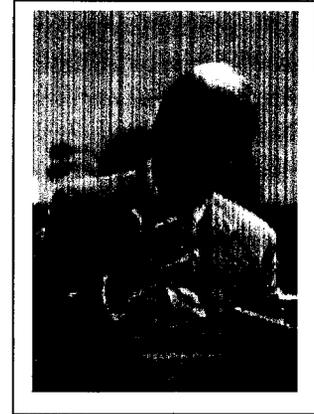


The Project Team (continued)

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, he understands what it takes to do the manager's job, and to do it effectively. Furthermore, because he is active in a number of professional associations, he knows many of the nation's managers on a first name basis.



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

- City Attorney, West Melbourne, FL (population 15,000)
- County Manager, Baker County, FL (population 27,000)
- County Administrator, Bay County, FL (population 158,000)
- County Manager, Brevard County, FL (population 536,000)
- County Administrator, Clay County, FL (population 160,000)
- County Manager, Flagler County, FL (population 83,000)
- City Manager, Portland, ME (population 65,000)
- County Administrator, Polk County, IA (population 400,000)
- County Administrator, St. Johns County, FL (population 162,000)
- Director, Registrations and Elections, Fulton County, GA (population 992,000),
- City Manager, Coral Gables, FL (population 42,000),
- City Manager, Greensboro, NC (population 259,000),
- Village Manager, Key Biscayne, FL (population 11,000),
- City Manager, Roanoke, VA (population 93,000),
- County Manager, Union County, NC (population 198,600),

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 Water, development of an automated system to pay royalties to featured recording artists for the Recording Industry Association of America, and a review of financial procedures for a division of the Marriott Corporation.

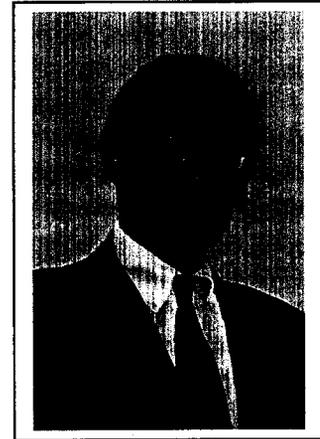
Mr. Baenziger has a Master's Degree with Distinction in Public Administration from Cornell University's Graduate School of Management, and a Bachelor of Arts degree from Carleton College. He is also active in the International City/County Management Association and the Florida City and County Management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

The Project Team (continued)

Tom Andrews, M.S.

Senior Vice President

Tom Andrews is CB&A's management guru. With over 30 years management experience in 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 local government positions 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: serving as the County Manager of Fulton County, GA, Chief Administrative Officer for Anne Arundel County, MD, Deputy Secretary, Maryland Department of the Environment, Assistant Secretary, Maryland Department of Natural Resources, Director, Maryland Water Resources Administration and Chief of Staff for Maryland Acting Governor Blair Lee III.

Some of the recruitments Tom has been involved in for CB&A are:

- City Manager, Greensboro, NC,
- City Manager, Roanoke, VA,
- County Manager, Brevard County, FL,
- Deputy City Manager, Durham, NC,
- Director, Economic and Workforce Development, Durham, NC,
- Director, Economic Development, Loudoun County, VA,
- Budget Director, St. Petersburg, FL,
- Director, Watershed Management, Dekalb County, GA, and
- Director of Economic Development for Loudoun County, VA.

In addition, Tom has conducted numerous leadership seminars for state and local government mid-level managers. He has also taught undergraduate and graduate level public administration courses.

Tom earned his Bachelor of Science in Biology from Miami University in Oxford, Ohio, and his Masters 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. Tom 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 non-profit agency serving the developmentally disabled.

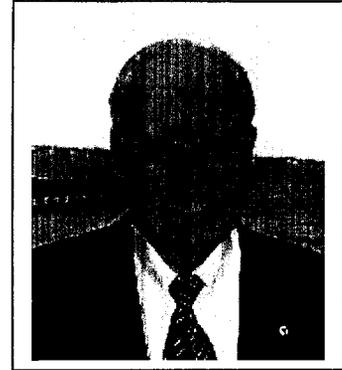
The Project Team (continued)

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 of 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:

- County Manager, Brevard County, FL,
- City Manager, Coral Gables, FL,
- City Manager, Cape Canaveral, FL,
- City Manager, Dania Beach, FL,
- City Manager, North Miami, FL,
- City Manager, Orange City, FL,
- City Manager, West Melbourne, FL,
- City Administrator, West Park, FL,
- Finance Director for Tamarac, FL, and
- Environmental Resources Director for St. Lucie County, FL.

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. He also 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.

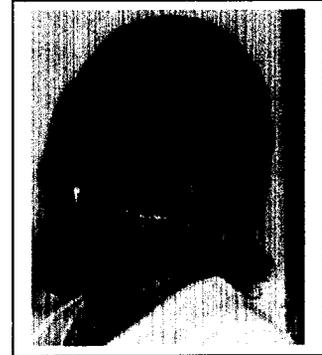
Mr. Collier earned his Bachelor of Arts degree in Economics and his Masters degree in Public Administration from the American University in Washington, D.C. He was a member of the International City/ County Management for over thirty years, served as President of the Maryland City Managers Association 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 (continued)

Kathryn Knutson

Vice President for Operations

Ms. Knutson is a skilled professional with a wealth of public and private sector experience. Her particular areas of expertise are executive search, special projects and compensation surveys. She feels each client must be properly served, and that can only be done by devoting her utmost attention to the client's particular concerns, and by finding creative ways to solve their problems. From her perspective, the client comes first.



Since beginning her working relationship 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:

- County Manager, Polk County, IA (population 400,000),
- City Manager, Town of Bay Harbor Islands (population 5,200),
- County Manager, Brevard County, FL (population 536,000),
- City Manager, Coral Gables, FL (population 42,000),
- City Manager, Cottonwood Heights, UT (population 34,000),
- City Manager, Cutler Bay, FL (population 35,000),
- City Manager, Greensboro, NC (population 259,000),
- Village Manager, Key Biscayne, FL (population 11,000),
- City Manager, City of Marathon, FL (population 11,500)
- City Manager, City of Lauderdale Lakes (population 32,000),
- City Manager, City of Miami Gardens, FL (population 101,000)
- Village Manager, Village of Palmetto Bay, FL (population 24,000)
- City Manager, Palm Coast, FL (population 51,000),
- City Manager, Roanoke, VA (population 101,000),
- City Manager, City of West Melbourne, FL (population 15,000)
- Executive Director, Onslow Water and Sewer Authority, Jacksonville, NC (serving a population of 160,000)
- Executive Director, Northern Palm Beach County Improvement District,
- Public Works Director, Chandler, AZ (population 250,000),
- General Manager, Tampa Bay Water Authority (serving of 2.4 million), and
- Public Works Director, Chandler, AZ (population 250,000).

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. Further, she has 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. Kathryn currently resides in Oneida County, WI.

COLIN BAENZIGER & ASSOCIATES – SOME OF OUR PLACEMENTS

2002 – Palm Bay, FL



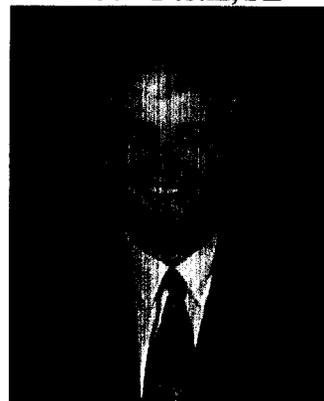
Lee Feldman

2003 – Lauderdale Lakes, FL



Anita Fain Taylor

2004 – Destin, FL



Greg Kisela

2004 – Cottonwood Heights, UT



Liane Stillman

2006 – Stuart, FL



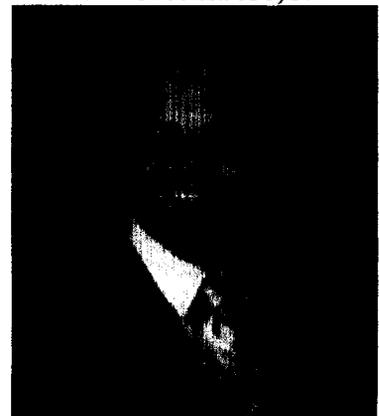
Dan Hudson

2007 – Key Biscayne, FL



Chip Igelsias

2009 – Greensboro, NC



Rashad Young

2009 – Roanoke, VA



Chris Morrill

2009 – North Miami, FL



Russell Benford

COLIN BAENZIGER & ASSOCIATES – SOME OF OUR PLACEMENTS

VI. References

The staff at Colin Baenziger & Associates has completed almost 100 searches for city and county managers and more than 200 senior-level local government management searches overall. The following are both project descriptions and references. We have not listed every search similar search we have conducted in the past five years simply because the list is so extensive. Rather we have focused first on some similar searches in Florida. We also recommend that you contact any of clients (not just those listed below) for information concerning our firm. All our search clients are listed in Appendix A.

1. City Manager, City of Cape Canaveral, FL (population 10,200)

Contact: Mayor Rocky Randel at (321) 784-5694.

CB&A was selected to perform Cape Canaveral's City Manager on January 12, 2010. We sought candidates from around the country but focused our attention on those from Florida. The City Council interviewed the candidates we recommended but also requested we evaluate the credentials of the City Clerk which caused a delay. Ultimately, the City Council selected *Mr. David Greene, formerly the City Manager of Winter Haven, FL*, on May 18th.

2. City Manager Recruitment, City of Cooper City, FL (population 32,000)

Contact: Mayor Debby Eisinger at (954) 434-4300, or
Former Council Member Neil de Jesus at (954) 558-4734.

CB&A began work in May 2008, to assist the city in finding its next **Manager**. Our work included scouring the nation to find the right person for the job, interviewing the candidates, conducting thorough background checks, recommending finalists for the city to interview and helping with the contract negotiations. *Bruce Loucks, formerly County Administrator for Charlotte County, Florida*, was selected in early August, 2008.

3. City Manager Recruitment, Homestead, FL (population 62,000)

Contact: Council Member John Burgess at (305) 281-6727, or
City Manager George Gretsas at (954) 649-6464.

CB&A was selected in early September 2010 and asked to perform an expedited search the City's next **City Manager**. We quickly went to work and conducted a national search. Interviews were held on November 4th with *George Gretsas, formerly the City Manager of Fort Lauderdale* selected on November 5th.

4. Village of Palmetto Bay, FL

Contact: Former Mayor Eugene Flinn on his cell phone at (305) 302-3173.

We were asked to conduct the search for the Village's first **Village Manager** as rapidly as possible and to work with a citizen's advisory committee. Upon completion of his work, the Council passed a resolution thanking us for our "exceptional service."

COLIN BAENZIGER & ASSOCIATES – SOME OF OUR PLACEMENTS

5. *City Manager, Miami Gardens, FL (population 103,000)*

Contact: Mayor Shirley Gibson at (305) 622-8000
City Manager Danny Crew at (305) 622-8000

In May 2003, the City of Miami Gardens incorporated and, with a population of approximately 103,000, became the largest predominantly Afro-American city in Florida. In mid-September, it retained Colin Baenziger & Associates to find its **City Manager**. Using the process outlined in this proposal and working with a Citizen's Advisory Committee composed of residents, CB&A completed the process on schedule and selected *Dr. Danny Crew, previously of Gastonia, NC*, as its first manager in early December 2004. Dr. Crew remains with the City and is highly regarded by its elected officials. Further, Miami Gardens was featured nationally in 2009 on NBC Nightly News as "The City that Works." See: <http://www.msnbc.msn.com/id/3032619/#31193895>.

6. *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.

7. *County Manager Recruitment, St. Johns County, FL (population 162,000)*

Contact: Commission Chairman Ron Sanchez (904) 209-0302, or
County Administrator Michael Wanchick at (904) 209-0530

Colin Baenziger & Associates was selected on December 28, 2006, to conduct the **County Administrator** search. At the request of the county, we lengthened our normal 90 day process and interviews were held on May 17th and 18th with a final selection scheduled for May 22, 2007. Our work included scouring the nation to find the right person for the job, interviewing the candidates, conducting thorough background checks, and recommending finalists for the city to interview. *Mr. Michael Wanchick, Assistant City Manager for Richardson, TX*, was selected. We subsequently found a Director of Health and Human Services, a Director of Library Services and an Economic Development Director for the County.

8. *County Manager Recruitment, Brevard County, FL (population 536,000)*

Contact: Commissioner Chuck Nelson at (321) 454-6601. or
Human Resources Director Frank Abbate at (321) 633-2010.

CB&A was selected in early May 2009 to the County's next **County Manager**. 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 on July 31st and *Howard Tipton, former Deputy County Administrator for Orange County, FL*, was selected on August 4th. Colin Baenziger served as the project manager for this search.

Appendix A

*Searches by
Colin Baenziger & Associate' Staff*

Governmental Search Assignments

Performed by the Staff of Colin Baenziger & Associates

Contract Awarded, Assignments Pending

Office of the Attorney General, State of Arizona

Current Searches

City Manager, Destin, FL (population 12,300)

Village Manager, Pinecrest, FL (population 19,300)

City Manager, Yakima, WA (population 91,000)

County Manager, Polk County, IA (population 187,000)

Human Resources Officer, Loudoun County, VA (population 290,000)

Director, Watershed Management, Dekalb County, GA (population 700,000)

Completed Searches

City Manager - Completed Searches

City Manager, Alachua, FL (population 6,200) in 2001

City Manager, Albany, GA (population 75,600) in 2011

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

Town Manager, Bay Harbor Islands, FL (population 5,200) in 2003 and 2007

Town Manager, Buckeye, AZ (population 32,000) in 2006

City Manager, Cape Canaveral, FL (population 10,200) in 2010

Town Manager, Cutler Bay, FL (population 35,000) in 2006

Town Manager, Dundee, FL (population 3,000) in 2006 and 2009

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

City Manager, Chamblee, GA (population 17,000) in 2011

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, Daytona Beach, FL (population 65,000) in 2002

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, Eustis, FL (population 18,000) in 2007

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

City Manager, Fife, WA (population 8,700) in 2010

Town Manager, Fort Myers Beach, FL (population 6,900) in 2006 and 2008

Village Manager, Islamorada, Village of Islands, FL (population 7,500) in 1999 and 2005

Governmental Search Assignments (continued)

City Manager, Gainesville, FL (population 117,000) in 2005
City Manager, Greensboro, NC (population 259,000) in 2009
City Manager, Gulfport, FL (population 12,000) in 2003
City Manager, Hallandale Beach, FL (population 39,000) in 2010
City Manager, Holly Hill, FL (population 13,000) in 2008
City Manager, Homestead, FL (population 62,000) in 2010
Town Manager, June Beach, FL (population 3,600) in 2005
Town Manager, Town of Jupiter Island, FL (population 654) in 2005
Village Manager, Key Biscayne, FL (population 11,000) in 2007
Town Manager, Lake Park, FL (population 9,100) in 2001 and 2003
Town Manager, Lantana, FL (population 9,600) in 2000
City Manager, Lakeland, FL (population 87,000) in 2003
City Manager, Lake Worth, FL (population 30,000) in 2003 and 2007
City Manager, Lauderdale Lakes, FL (population 32,000) in 1998 and 2002
Town Manager, Mangonia Park, FL (population 1,400) in 2001
City Manager, Marathon, FL (population 11,500 in 2002 and 2004)
City Manager, Marco Island, FL (population 15,000) in 2008
City Manager, Melbourne, FL (population 72,500) in 2002
City Manager, Miami Gardens, FL (population 101,000) in 2004
City Manager, Mount Dora, FL (population 12,000) in 2005
City Manager, Naples, FL (population 21,000) in 2003 and 2007
City Manager, New Smyrna Beach, FL, FL (population 23,000) in 2009
City Manager, North Miami, FL (population 62,000) in 2002
Village Manager, North Palm Beach, FL (population 12,500) in 2004, 2005 and 2007
City Manager, North Port, FL (population 55,800) in 2011
City Manager, Ocala, FL (population 52,000) in 2008
City Manager, Orange City, FL (population 10,000) in 2010
City Manager, Orange Park, FL (population 9,100) in 2010
CAO, Orlando, FL (population 197,000) in 2005
City Manager, Oviedo, FL (population 33,000) in 2008
City Manager, Palm Bay, FL (current population 101,000) in 2002
City Manager, Palm Coast, FL (population 71,000) in 2006
Village Manager, Palmetto Bay, FL (population 24,000) in 2003
City Manager, Pompano Beach, FL (population 101,000) in 2007
City Manager, Portland, ME (population 65,000) in 2011
Town Manager, Ponce Inlet, FL (population 2,500) in 2001
City Manager, Riviera Beach, FL (population 37,000) in 2009
City Manager, Roanoke, VA (population 96,000) in 2009
City Manager, Sarasota, FL (population 55,000) in 2007
Town Manager, Sewall's Point, FL (population 2,000) in 2006
City Manager, St. Pete Beach, FL (population 10,000) in 2001
City Manager, Stuart, FL (population 17,000) in 2006
City Manager, Sunny Isles Beach, FL (population 17,000) in 2006 and 2011
City Administrator, Tavares, FL (population 11,000) in 2006
City Manager, Treasure Island, FL (population 7,500) in 2004

Governmental Search Assignments (continued)

City Manager - Completed Searches (continued)

City Manager, West Melbourne, FL (population 15,000) in 2009
City Manager, West Park, FL (population 12,000) in 2005 and 2010
City Manager, Woodstock, GA (population 21,000) in 2008

County Manager Completed Searches

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 and 2011
County Administrator, DeSoto County, FL (population 34,000) in 2005
County Manager, Flagler County, FL (population 83,000) in 2007
County Administrator, Highlands County, FL (population 98,000) in 2008
County Manager, Lowndes County, GA (population 92,000) in 2001
County Administrator, Martin County, FL (population 140,000) in 2005
Borough Manager, Matanuska-Susitna Borough, AK (population 85,000) in 2011
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 2003 and 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
County Administrator, Sumter County, FL (population 70,000) in 2005
County Manager, Union County, NC (population 198,600) in 2010

Completed Searches – Assistant/Deputy Managers

Assistant County Administrator for Development and Infrastructure, Hillsborough County, FL
(population 1,000,055) in 2006
Assistant County Administrator for Human Services, Hillsborough County, FL (population
1,000,055) in 2004
Assistant Town Manager, Jupiter Island, FL (population 654) in 2010
Assistant Village Manager, Islamorada, Village of Islands, FL (population 7,500) in 1998
Assistant to the City Manager, Lakeland, FL (population 87,000) in 2004
Assistant City Manager, Lake Worth, FL (population 30,000) in 2004
Assistant County Administrator, Martin County, FL (population 140,000) in 2006
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
Deputy County Administrator, Hillsborough County, FL (population 1,000,055) in 2004
Deputy County Manager, Polk County, FL (population 500,000) in 2006

Governmental Search Assignments (continued)

Completed Searches – Community Development

Assistant Director of Community Development, Largo, FL (population 74,000) in 2004 and 2005
Community Development Director, Miami, FL (population 362,000) in 2008
Community Development Director, Safety Harbor, FL (population 18,000) in 2006
Community Development Director, Tamarac, FL (population 55,500) in 2007
Development Services Director, Daytona Beach, FL (population 65,000) in 2005
Director of Capital Projects, New Orleans, LA (population 323,000) in 2008
General Manager, North Sarasota Redevelopment District, Sarasota (population 53,000) in 2008
Growth Management Director, St. Lucie County, FL (population 261,000) in 2005
Growth Management Manager, Wellington, FL (population 55,000) in 2009
Housing and Community Development Director, West Palm Beach, FL (pop. 102,000) in 2007
Planning Administrator, Daytona Beach, FL (population 65,000) in 2007
Planning Department Director, Osceola County, FL (population 235,000) in 2005

Completed Searches – Economic Development / Redevelopment

Economic Development Director, Charlotte County, FL (population 170,000) in 2007
Director, Office of Economic & Workforce Development, Durham, NC (pop. 220,000), 2009
Economic Development Director, Loudoun County, VA (population 290,000) in 2010
Redevelopment Director, Daytona Beach, FL (population 65,000) in 2007
Economic Development Director, St. Johns County, FL (population 162,000) in 2011
Assistant City Manager for Community Building, Durham, NC (population 220,000) in 2009
Executive Director, Valdosta-Lowndes County Industrial Authority, GA (serving a population 92,000+) in 2006 and 2011
Executive Director, Technological Research and Development Authority, FL (serving a statewide population) in 2006

Completed Searches – Engineers

Assistant City Engineer, Melbourne, FL (population 75,000) in 2008
County Engineer, Polk County, FL (population 500,000) in 2006
Deputy County Engineer, Martin County, FL (population 140,000) in 2006
City Engineer, Gulfport, MS (population 90,000) in 2008
City Engineer, Sunny Isles Beach, FL (population 17,000) in 2006
Engineering Manager, Sumter County, FL (population 70,000) in 2005
Staff Engineer, Wellington, FL (population 55,000) in 2009

Completed Searches – Facilities Management

Centroplex Director, Orlando, FL (population 197,000) in 2004
Lakeland Center Director, Lakeland, FL (population 87,000) in 2004

Governmental Search Assignments (continued)

Completed Searches – Finance

Budget and Financial Services Director, Polk County, FL (population 500,000) in 2006
Retirement Services Director for Lakeland, FL (population 87,000) in 2006 and 2008
Finance Director, Fort Walton Beach, FL (population 20,000) in 2006
Manager, Office of Management and Budget, Lake Worth, FL (population 37,000) in 2010
Finance Director, Lauderdale Lakes (population 32,000) in 1998
Deputy Director of Management, Budget and Accounting, Orlando, FL (pop. 197,000) in 2004
Chief Financial Officer, Hillsborough Area Regional Transit, FL (population 1,000,055) in 2005
Chief Financial Officer, City of Orlando, FL (population 87,000) in 2005
Finance Director, West Palm Beach, FL (population 102,000) in 2007
Controller, City of Orlando, FL (population 197,000) in 2007
Budget Director, St. Petersburg, FL (population 248,000) in 2009
Finance Director, St. Petersburg, FL (population 248,000) in 2010
Finance Director, Sunny Isles Beach, FL (population 17,000)
Finance Director, Tamarac, FL (population 55,500) in 2005 and 2009

Completed Searches – Housing/Building

Assistant to the County Administrator – Affordable Housing, Broward County, FL (population 1,700,000) in 2004
Building Official, Jupiter Island, FL (population 580) in 2005 and 2010
Building Official, Miami Beach, FL (population 91,000) in 2005
Building Department Director, Osceola County, FL (population 235,000) in 2005
Assistant to the County Administrator – Affordable Housing, Broward County, FL (population 1,700,000) in 2004
Building Official, Jupiter Island, FL (population 580) in 2005
Building Official, Miami Beach, FL (population 91,000) in 2005
Building Department Director, Osceola County, FL (population 235,000) in 2005
Building Official, Sewall's Point, FL (population 2,000) in 2006
Building Official, Tamarac (population 55,000) in 2008
Housing and Community Development Director, West Palm Beach, FL (pop. 102,000), 2007

Completed Searches – Human Resources

Human Resources Director, Boca Raton, FL (population 84,000) in 2006
Director of Personnel, Fulton County, GA (population 992,000) in 2010
Human Resources Administrator, Martin County, FL (population 140,000) in 2007
Personnel Director, North Miami, FL (population 56,000) in 2001
Human Resources Director, Osceola County, FL (population 235,000) in 2006
Human Resources Director, City of Sarasota, FL (population 55,000) in 2002
Personnel Director, Vero Beach, FL (population 17,900) in 2003

Governmental Search Assignments (continued)

Completed Searches – Human Services

Assistant County Administrator for Human Services, Hillsborough County, FL (population 1,000,055) in 2004
Director, Health and Human Services, St. Johns County, FL (population 162,000) in 2010
Executive Director, Juvenile Welfare Board, Pinellas County, FL (population 950,000) in 2005

Completed Searches – Information Technology

Information Technology Director, Lakeland, FL (population 87,000) in 2004
Information Services Director, Lauderdale Lakes, FL (population 32,000) in 1998

Completed Searches – Parks/Recreation/Libraries

Director Parks, Recreation, & Conservation, Hillsborough County, FL (pop. 1,000,055) in 2004
District Manager, Holiday Park Recreation District (population 1,400) in 2007
Library Services Director, St. Johns County, FL (population 162,000) in 2007

Completed Searches – Public Safety

Fire Chief, Daytona Beach, FL (population 65,000) in 2006
Fire Chief, Lauderdale Lakes, FL (population 32,000) in 1999
Fire Chief, West Palm Beach, FL (population 89,000) in 2005
Police Chief, Daytona Beach, FL (population 65,000) in 2006
Police Chief, Sewall's Point, FL (population 2,000) in 2007
Police Chief, Sunny Isles Beach, FL (population 17,000) in 2010

Completed Searches – Public Works

Public Works Director / Capital Projects Manager / City Engineer, Sunny Isles Beach, FL (population 17,000) in 2007
Assistant Public Works Director, Sunny Isles Beach, FL (population 17,000) in 2008
Public Works Director, Fort Lauderdale, FL (population 183,000) in 2004
Public Works Director, Polk County, FL (population 500,000) in 2005
Public Works Director, Chandler, AZ (population 250,000) in 2007
Public Works Director, Tamarac, FL (population 55,500) in 2003
Solid Waste Director, Hillsborough County, FL (population 1,000,055) in 2005
Vice President, Public Works & Operations, Ocean Reef Community Association (pop. 2,000), Key Largo, FL, in 2001

Governmental Search Assignments (continued)

Completed Searches – Transportation

Chief Financial Officer, Hillsborough Area Regional Transit, FL (population 1,000,055) in 2005
Director of Traffic Engineering, Polk County, FL (population 500,000) in 2002
Executive Director, Lakeland Area Mass Transit District, FL (population 87,000) in 2005
Executive Director, Tampa-Hillsborough County Expressway Authority, FL (population 1,000,055) in 2007

Completed Searches – Utilities

Environmental Services Director, Largo, FL (population 74,000) in 2006
Executive Director, Florida Keys Aqueduct Authority, Key West, FL (pop. 90,000) in 2003
Executive Director, Escambia County Utilities Authority, FL (90,000 customers) in 2002
Executive Director, Onslow Water & Sewer Authority (Jacksonville, NC) (pop. 160,000) in 2009
General Manager/CEO, Orlando Utilities Commission, FL (190,000 customers) in 2004
General Manager, Tampa Bay Water (population served 2,400,000) in 2008
Utilities Director, Charlotte County, FL (population 170,000) in 2007
Utilities Director, Daytona Beach, FL (population 65,000) in 2004
Utilities Director, Lake Worth, FL (population 30,000) in 2009
Utilities Director, Palm Bay, FL (population 101,000) in 2005
Utilities Director, Polk County, FL (population 500,000) in 2004
Water (Wastewater) Resources Director, St. Petersburg, FL (population 248,000) in 2008

Completed Searches – Work Force Management

Executive Director, South Florida Workforce, FL (service area pop. of 3,000,000+) in 2005
Director, Office of Economic & Workforce Development, Durham, NC (pop. on 220,000), 2009

Completed Searches – Other

City Attorney, West Melbourne, FL (population 15,000) in 2008
City Clerk, Lauderdale Lakes (population 32,000) in 1998
Community Development District Manager, Severn Trent, FL in 2005
Director, Registrations and Elections, Fulton County, GA (population 992,000) in 2009
Environmental Resources Director, St. Lucie County, FL (population 261,000) in 2009
Executive Director, Lakewood Ranch Inter-District Authority (population 15,000) in 2011
Executive Director, Northern Palm Beach Improvement District, Palm Beach Gardens, FL (population 200,000) in 2003
General Manager, Sun 'n Lake Improvement District, FL (population 7,500) in 2002 and 2005
Special Projects Coordinator, Islamorada, Village of Islands, FL (population 7,500) in 1998

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"

RESOLUTION NO. 2007-23

A RESOLUTION OF THE COUNTY COMMISSION OF ST. JOHNS COUNTY, FLORIDA, THANKING COLIN BAENZIGER & ASSOCIATES FOR ITS OUTSTANDING EFFORTS IN CONDUCTING THE EXECUTIVE SEARCH FOR THE COUNTY'S NEW ADMINISTRATOR; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, St. Johns County retained Colin Baenziger & Associates (CB&A) to identify and recommend strong candidates to be the County Administrator;

WHEREAS, CB&A's staff worked diligently to find and produce excellent candidates, and then provided the County Commission with comprehensive materials concerning the candidates' aptitude, experience, background, complete and thorough interviews, references, extensive checks of criminal, civil and financial history, verification of employment and education, and exhaustive reviews of Internet and newspaper archives of these candidates; and

WHEREAS, CB&A's process was completely open, fair and unbiased and was extremely well received by the County Commission, county staff, the press, and the public; and

WHEREAS, the County Commission wishes to express its gratitude to Colin Baenziger & Associates for its efforts on behalf of the county;

NOW BE IT THEREFORE RESOLVED BY THE COUNTY COMMISSION OF ST. JOHNS COUNTY, FLORIDA AS FOLLOWS:

Section 1: Recitals. The preceding recitals are true and correct and are incorporated herein by this reference.

Section 2: Acknowledgement. The County Commission wishes to express its sincere appreciation and gratitude to Colin Baenziger & Associates for its outstanding work and effort in assisting the county in finding its County Administrator.

Section 3: Effective Date. This resolution shall take effect immediately upon adoption.

PASSED AND ADOPTED by the Board of County Commissioners of St. Johns County, Florida, this 21 day of August, 2007.

ATTEST: Cheryl Strickland, Clerk

**BOARD OF COUNTY COMMISSIONERS
ST. JOHNS COUNTY, FLORIDA**

By: Pam Halterman
Deputy Clerk

By: Ben Rich
Ben Rich, Chairman

Rendition Date: 8/23/07

