



AGENDA MEMO

TO: Mayor & City Commission **AGENDA DATE:** 10/13/2014
FROM: Dale Baker, Acting City Manager **AGENDA ITEM:** 4 - A
SUBJECT: Review and discussion re: Executive Search Firm Selection.

LOCATION:

N/A

BACKGROUND:

An RFP for an Executive Search Firm was posted and two responses were received from Colin Baenziger & Associates and Waters & Company. The Commission scored the proposals received. The Commission will need to come to a consensus on whether or not interviews are desired. If not, award would be made to the highest overall scoring firm. If interviews are required, another meeting would be scheduled for the Commission to come to a consensus on the ranking of the firms.

ORIGINATING DEPARTMENT:

City Manager's Office

SOURCE OF FUNDS:

General Fund

COST:

Not to exceed \$25,000

REVIEWED BY:

Purchasing Manager, Acting City Manager

STAFF RECOMMENDATION PRESENTED BY:

Dale Baker, Acting City Manager - Recommendation is being made for the Commission to come to a consensus on whether or not they would like interviews with the highest overall scoring firm or if they would like to enter into an agreement with the highest scoring firm.

POTENTIAL MOTION:

N/A - For discussion and direction to staff as necessary.

AGENDA ITEM APPROVED BY:

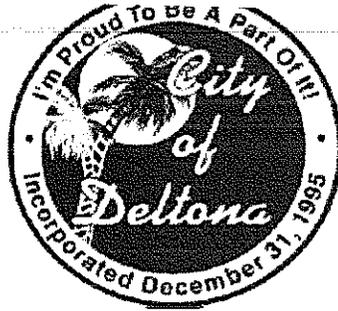
Dale Baker, Acting City Manager

ATTACHMENTS:

- Colin Baenziger Proposal
- Springsted Inc./Waters & Company Proposal
- City Manager Selection Process

COLIN BAENZIGER & ASSOCIATES
EXECUTIVE RECRUITING

ORIGINAL



**EXECUTIVE SEARCH SERVICES TO ASSIST DELTONA WITH THE
RECRUITMENT OF ITS NEXT CITY MANAGER**

RFP 14022

Volume I: Proposal

Colin Baenziger & Associates

Project Manager and Contact Person:

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Daytona Beach Shores, FL 32118
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Fax: (888) 635-2430

...Serving Our Clients with a Personal Touch...

ORIGINAL

PROPOSAL TO FIND THE CITY'S NEXT CITY MANAGER

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COLIN BAENZIGER & ASSOCIATES

EXECUTIVE RECRUITING

September 19, 2014

The Honorable Mayor John Masiarczyk, Sr., Vice Mayor Heidi Herzberg and Commissioners
~~Zenaida Denizac, Webster Barnaby, Nancy Schleicher, Anthony Bellizio and Chris Nabicht~~

ATTN: Kate Krauss, Purchasing Manager

City of Deltona
 2345 Providence Boulevard
 Deltona, Florida 32725

Dear Mayor Masiarczyk, Vice Mayor Herzberg and Commissioners Denizac, Barnaby,
 Schleicher, Bellizio and Nabicht:

Colin Baenziger & Associates (CB&A) appreciates the opportunity to submit a proposal to assist in finding your next City Manager. While selecting key personnel is never easy, CB&A has developed a problem-free process that has been tested nationwide and found to be extremely effective.

While CB&A is a municipal recruiting firm which has conducted assignments across the country, our home base is Florida. In fact, we have been selected to perform 89 of the last 125 recruitments where a Florida city or county has chosen to use a recruiter to find its City or County Manager / Administrator. We pride ourselves on providing not just high-quality results, but, equally important, providing 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 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 sixty to ninety days. This timeframe includes preparation of recruitment and advertising materials, candidate outreach, candidate screening, finalist interviewing, and manager selection. We also offer the best warranty in the industry.

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 six 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.

CENTERVILLE, MD

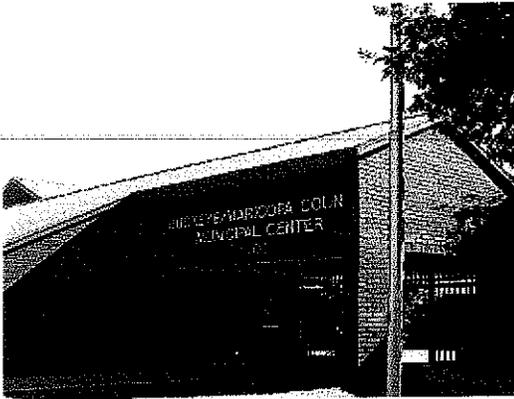
DAYTONA BEACH SHORES, FL

RHINELANDER, WI

RICHLAND, WA

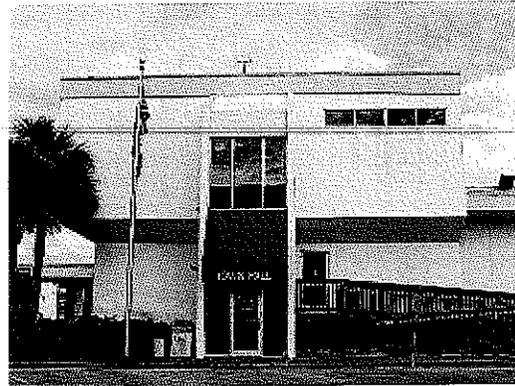
SALT LAKE CITY, UT

Some of CB&A Clients...



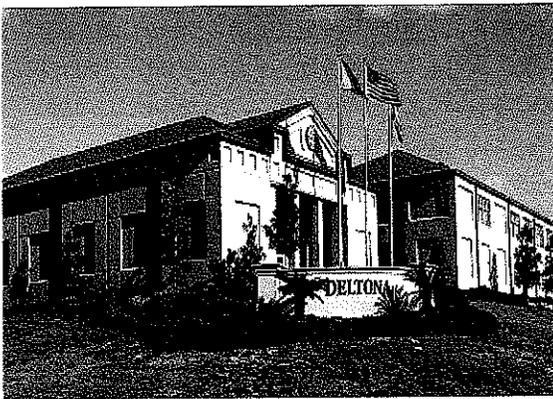
Town of Buckeye, AZ

Town Manager



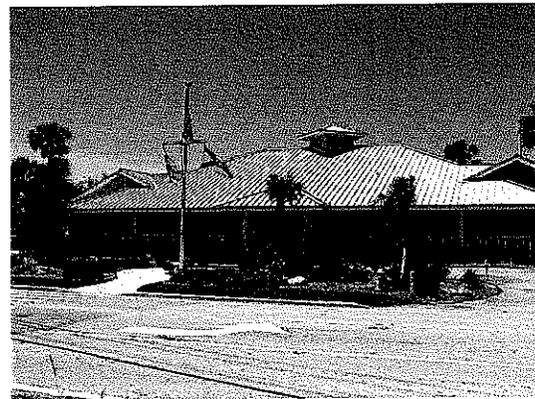
Town of Fort Myers Beach, FL

Town Manager



City of Deltona, FL

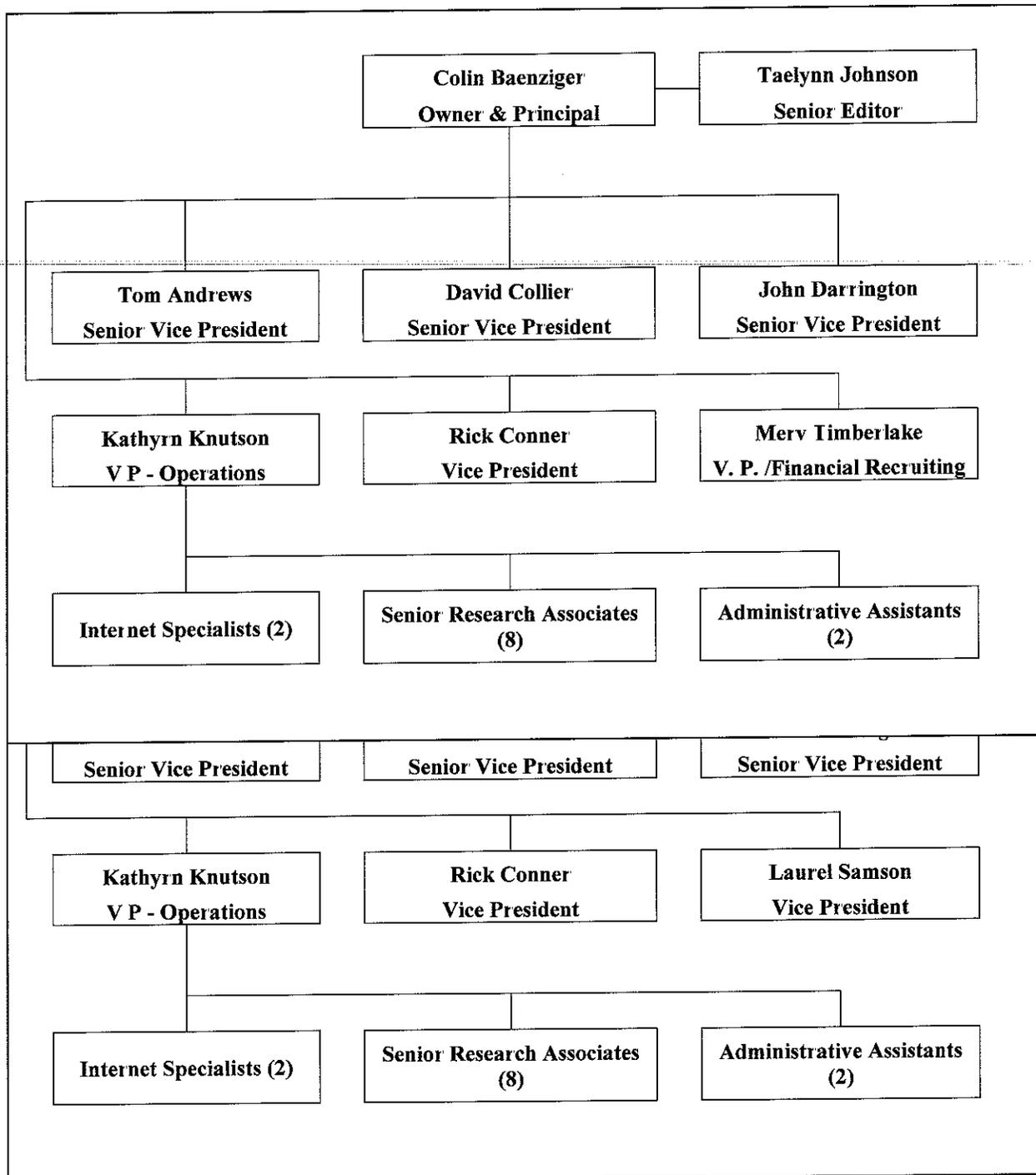
City Manager



Town of Sewall's Point, FL

*Town Manager, Building Official,
Chief of Police*

I. Qualifications and Experience of the Firm (continued)



Completion of Projects on Schedule

Colin Baenziger & Associates routinely completes its assignments in sixty to ninety days. Further, since CB&A began performing recruitments, *it has never missed a project milestone.*

I. Qualifications and Experience of the Firm

2014 City / County Manager Searches Completed						
	Position	Client	Population	Placement	Agency Size: Number of Employees	
1	City Manager	Coral Gables, FL	49,400	Jim Beard	800	
2	City Manager	Oakland Park, FL	42,800	David Hebert	240	
3	Township Manager	Springettsbury Township, PA	26,700	Kristin Denne	100	
4	County Administrator	James City County, VA	67,000	Bryan Hill	750	
5	City Manager	Titusville, FL	43,900	Steve Larese	478	
6	County Administrator ¹	Emmet County, MI	32,900	Marty Krupa	163	
7	City Manager	Mount Pleasant, MI	26,200	Nancy Ridley	119	
8	City Manager	Winchester, VA	26,900	Eden Freeman	560 (under the City Manager)	
9	City Manager	North Miami, FL	60,600	Aleem Ghany	364	
10	City Manager	Ellensburg, WA	18,300	Jack Akers	128	
11	City Manager	Bellevue, WA	132,000	Brad Miyake	1229	
12	County Administrator	St. Lucie County, FL	277,800	Howard Tipton	583 (under the Administrator)	
13	City Manager	Connell, WA	4,200	Jed Crowther	19 + temp & seasonal	
14	City Manager	Mountlake Terrace, WA	20,200	Arlene Fisher	153	
15	City Manager	Marco Island, FL	13,300	Roger Hermsstadt	210	

¹ The actual title is County Controller but under Michigan Law, the duties of a County Controller are the same as those of a County Administrator.

I. Qualifications and Experience of the Firm (continued)

2013 City / County Manager Searches Completed						
	Position	Client	Population	Placement	Agency Size: Number of Employees	
1	City Manager	Elmira, NY	29,000	Kim Middaugh	293	
2	City Manager	Medina, WA	3,000	Michael Sauerwein.	30	
3	City Manager	Leesburg, FL	20,600	Alfred Minner	515	
4	City Manager	Ashland, KY	21,000	Benjamin Bitters	300	
5	City Manager	Fruitland Park, FL	4,100	Gary La Venia	52	
6	Village Manager	Bal Harbour, FL	2,500	Jorge Gonzalez	37	
7	City Manager	Miramar, FL	122,000	Kathleen Woods-Richardson	960	
8	City Manager	Ankeny, IA	45,000	David Jones	210	
9	County Manager	Clackamas County, OR	380,000	Donald Krupp	2300	
10	City Manager	Sunnyside, WA	15,000	Donald Day	95	
11	City Manager	Monroe, NC	36,397	John D'Agostino	750	
12	County Manager	Okaloosa County, FL	170,000	Ernie Padgett	820	
13	City Manager	Normandy Park, WA	6,300	Glenn Akramoff	27	
14	City Manager	Scottsdale, AZ	220,000	Fritz Behring	2423	
15	City Manager	Satellite Beach, FL	10,000	Courtney Barker	120	

I. Qualifications and Experience of the Firm (continued)

2012 City / County Manager Searches Completed						
	Position	Client	Population	Placement	Agency Size: Number of Employees	
1	City Manager	Cape Coral, FL	154,300	John Szerlag	1,300	
2	City Manager	Hallandale Beach, FL	37,100	Renee Crichton	449	
3	County Administrator	Hernando County, FL	172,800	Leonard Sossamon	1,297	
4	City Manager	Yakima, WA	91,000	Anthony O'Rourke	730	
5	Village Manager	North Palm Beach, FL	12,015	Ed Green	279	
6	City Manager	Key West, FL	26,649	Bob Vitas	456	
7	City Manager	Panama City Beach, FL	12,018	Mario Gisbert	250	
8	City Manager	Sarasota, FL	51,917	Tom Barwin	599	
9	City Manager	Fayetteville, NC	208,000	Ted Voorhees	1,500	
10	City Manager	Cocoa Beach, FL	11,200	Robert Majka	234	
11	City Manager	Fort Pierce, FL	41,590	Robert Bradshaw	361	
12	City Manager	Sunrise, FL	4,260	Alan Cohen	1,203	
13	City Manager	Melbourne, FL	75,000	Michael McNeess	927	
14	City Manager	Doraville, GA	8,500	Shawn Gillen	104	

I. Qualifications and Experience of the Firm (continued)

2011 City / County Manager Searches Completed						
	Position	Client	Population	Placement	Agency Size: Number of Employees	
1	County Administrator	Clay County, FL	160,000	Stephanie Kopelousos	1,514	
2	City Manager	Orange Park, FL	9,100	Cindy Hall	110	
3	City Manager	Chamblee, GA	17,000	Niles Ford	106	
4	City Manager	North Port, FL	55,800	Jon Lewis	569	
5	Borough Manager	Matanuska-Susitna Borough, Alaska	88,000	John Mossey	275	
6	City Manager	Sunny Isles Beach, FL	17,000	Alan Cohen	178	
7	City Manager	Albany, GA	76,000	James Taylor	863	
8	City Manager	Portland, ME	65,000	Michael Rees	1,100	
9	Village Manager	Pinecrest, FL	19,400	Yocelyn Gomez	158	
10	City Manager	Yakima, WA	91,000	Don Cooper	730	
11	County Administrator	Polk County, IA	431,000	David Jones	1,300	
12	City Manager	Destin, FL	12,300	Mary Ann Ustick	65	
13	City Manager	Madeira Beach, FL	4,260	Shane Crawford	71	
14	Village Manager	Key Biscayne, FL	12,350	John Gilbert	115	
15	City Manager	Tacoma, WA	198,400	T.C. Broadnax	3,872	

I. Qualifications and Experience of the Firm (continued)

2010 City / County Manager Searches Completed						
	Position	Client	Population	Name of Placement	Agency Size: Number of Employees	
1	City Manager	West Park, FL	12,000	Ajibola Balogun	115	
2	City Manager	Orange City, FL	10,000	Jamie Croteau	98	
3	City Manager	Cape Canaveral, FL	10,200	David Green	95	
4	City Manager	Hallandale Beach, FL	39,000	Mark Antonio	481	
5	County Manager	Union County, NC	198,600	Cindy Coto	1,000	
6	City Manager	Homestead, FL	65,000	George Gretsas	447	
7	City Manager	Fife, WA	8,700	David Zabeil	130	

II. Proposed Project Staff

Project Team and Involvement

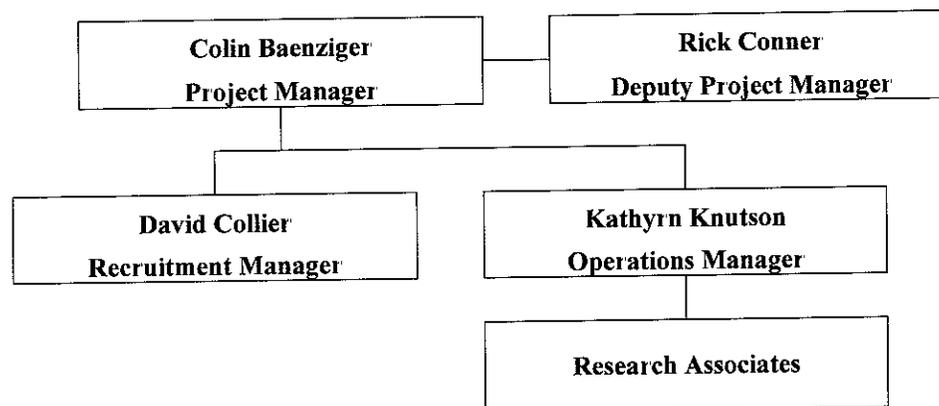
Colin Baenziger & Associates is an experienced recruiting firm which strongly believes that the majority of the search work should be conducted by one knowledgeable person. Colin Baenziger will be that person—he will serve as your project manager. He will conduct the interviews with the elected officials, 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. In addition to fifteen years as a consultant, Mr. Baenziger spent ten years in government as a senior manager. Overall, he has been the firm's Project Manager for more than one hundred and twenty five city and county manager searches. Prior to starting CB&A, he spent over 20 years hiring key staff.

Rick Conner, Vice President, will serve as deputy project manager. Mr. Baenziger will assist in virtually every aspect of the search effort but will focus on the search for strong candidates and candidate evaluation. He has over 30 years of in local government and in executive recruiting. He earned Bachelors of Science Degrees in Business Administration and Engineering from the University of Missouri.

David Collier, senior vice president, will serve as the recruitment manager and assist with the identification and screening of candidates. Before joining CB&A as a recruiting in 2006, he had over 30 years of experience as a senior level local government manager in several states and in that capacity hired many key staff. 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.

Tom Andrews, Senior Vice President, will serve as deputy recruitment manager. Before joining the firm in 2008 as a recruiter, Mr. Andrews served as County Administrator for Fulton County, Georgia, and in high level county and state positions in Maryland for more than 40 years.

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.



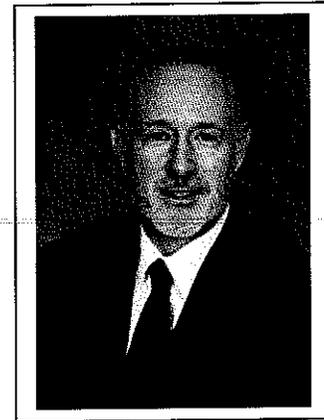
All of the above staff have the time available that will be needed to do an outstanding job on this recruitment.

II. Proposed Project Staff (continued)

Rick Conner, P.E.

Vice President

Rick Conner is a recent addition to CB&A's staff and its strong cadre of municipal operations experts. With over 30 years of management experience in local government, he has seen it all and done most of it. He possesses keen analytical skills and the ability to slice through critical issues. As a result, he is another outstanding weapon in the firm's arsenal of experts. His years in local government and his many licenses and certifications help him to judge talent quickly and effectively.



In addition to his experience as a City Manager, Rick's previous positions such as a Public Works Director, gives him an excellent perspective of the needs of local government operations and staffing.

Prior to joining Colin Baenziger & Associates in 2012, some of the top leadership positions that Rick has held include:

- City Manager of Sunny Isles Beach, Florida,
- City Manager of Portland, Texas,
- City Manager of Marble Falls, Texas,
- Public Works Director of Nashville/Davidson County, Tennessee, and
- Public Works Director of Bryan, Texas

While serving in these positions, Rick received national recognition for his Customer Service programs. Over his career, Mr. Conner has been involved in a variety of recruitments including:

- City Manager, Fayetteville, NC,
- City Manager, Sarasota, FL,
- City Manager, Cocoa Beach, FL
- Chief Executive Officer/General Manager, Des Moines (IA) Water Works,
- Finance Director/Procurement Officer for a bedroom community to Corpus Christie, TX,
- Accounting Director for a medium size West Texas city
- Police Chief for a Florida barrier island community,
- Water and Wastewater Director for a medium size, central Texas city,
- Airport Fixed Base Operator for a Texas university community, and
- Airport Manager for a medium size Texas university city.

Rick holds a Bachelor of Science in Business Administration and a Bachelor of Science in Civil Engineering from University of Missouri. He also worked towards Masters Degrees in both Math and Civil Engineering before joining the work force. He is a Registered Land Surveyor and a Professional Engineer in Missouri, as well as a Professional Engineer in Florida, Tennessee and Texas.

II. Proposed Project Staff (continued)

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 searches include:

- Public Works Director, Chandler, AZ (population 250,000)
- City Manager, Town of Bay Harbor Islands (population 5,200)
- 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, Fife, WA (population 8,200)
- City Manager, Greensboro, NC (population 259,000)
- City Manager, Homestead, FL (population 59,800)
- Village Manager, Key Biscayne, FL (population 11,000)
- City Manager, City of Marathon, FL (population 11,500)
- Village Manager, Village of Palmetto Bay, FL (population 24,000)
- City Manager, Portland, ME (65,000)
- City Manager, Roanoke, VA (population 96,000)
- City Manager, City of West Melbourne, FL (population 15,000)

As noted, a major part of Ms. Knutson's work has been on special projects. For example, she is responsible for the firm's annual City Manager compensation survey and also has worked with Palm Beach County Water Utilities reviewing a portion of its billing database. The utility's concern was possible under-billing, and our work involved a review of billing records for reasonableness and consistency, as well as extensive work in the field. Thanks to Ms. Knutson's work, the Utility recovered our 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 associate's degree in business education from West Georgia College in Carrollton, Georgia. Kathryn currently resides in Oneida County, WI.

III: Technical Approach

The following search methodology has been refined over the past sixteen years and now is virtually foolproof. We will modify it to integrate your ideas into the process. Our goal is to ensure you have the right people to interview as well as the information you need to make the right decision.

Phase I: Information Gathering and Needs Assessment

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 community and the opportunity. In order to do this, CB&A must first determine the needs of the client and the characteristics of the ideal candidate. Our approach is as follows:

- Compile background information from the jurisdiction's website and other sources.
- Interview the elected officials and other stakeholders. Our goal is to develop a strong sense of your community, its leadership, its short and long term expectations, and its 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), and
- Determine a reasonable compensation package.

We will also finalize the timeline so candidates can mark their calendars well in advance and will be available when the elected officials wish to conduct the interviews.

If the City wishes, we routinely incorporate meetings with other stakeholders (such as the business community, the non-profit community, City staff and so on) to gather their insights. These forums are valuable as they provide additional perspectives and a better understanding of the environment the City Manager will be working in.

Task Two: Develop Position Description and Recruitment Materials

Based on the information we gather, CB&A will next develop a position description and comprehensive recruitment profile. We will provide our draft for your review and comment. Your suggestions will be incorporated, and the final documents prepared. A sample of our work is included as Appendix B. Other samples can be found on our firm's website under the "Executive Recruitments" / "Active Recruitments" tabs.

Phase II: Recruitment

Task Three: Recruit Candidates

CB&A uses a number of approaches to identify the right people for this position. We say people, and not person, because our goal is to bring you six to ten excellent semi-finalists, all of whom will do the job extraordinarily well and who are so good you will have a difficult time choosing

II: Technical Approach *(continued)*

Green Bay Packers. Hence, we do not believe we should only consider those who have already held the position we are recruiting for.

Step Two. Screening Interview. Our lead recruiter, and possibly other senior representatives of the firm, will interview each of these candidates. Using what we learned in Phase I and our experience as managers and recruiters, as well as our unique ability to assess candidates, we will determine whether or not to consider them further.

Step Three. Candidate Materials and Background Investigations. For those that remain in consideration, CB&A will:

- **Ask the Candidates to Prepare a Written Introduction:** We will ask the candidates to prepare a written introduction to themselves as part of their preliminary background checks. This is done for several reasons. First, it allows the candidates to tell their own story and balance the negativity that is so often characteristic of the press. It also allows the City to evaluate the candidates written and communicative skills.
- **Candidate Disclosure Statement:** Finally, we will ask candidates if there is anything controversial in their background that we should be made aware of prior to further consideration. While it is unlikely that we find anything not previously publicized in the press, we believe redundant checks offer superior security for our client.
- **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 can also provide valuable insights 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. This step is conducted in order to quickly discover candidates with problems in their backgrounds and eliminate them.
- **Legal 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 for any litigation at the county and federal level; and bankruptcy and credit.
- **Verification of Education:** We also verify claimed educational degrees to assure the candidate is being totally forthright.
- **Verification of Work History:** We verify employment for the past fifteen years.
- **Interviews of 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

II: Technical Approach (continued)

Phase IV: Coordinate the Interview Process and City Manager Selection

Task Eight: Coordinate the Candidate Assessment Process

Prior to the interviews, we will recommend an interview/assessment process for the City's review including means to evaluate the candidates' communication skills, interpersonal skills, and decision-making skills. As part of the process, we will recommend the elected officials observe the finalists in a number of settings. We will also recommend you invite the finalists' spouses so they can spend time in and evaluate your community.

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 opportunity allows the finalists to ask questions and the senior staff to assess the candidates.

Later, that evening, the elected officials host a reception for the candidates. The purpose is to observe how the finalists respond to a social situation. Your next City Manager will, after all, represent your local government in numerous 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 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 very important to know if good chemistry exists. Ultimately, Administrators succeed and fail based on their interaction with the elected officials and the one-on-one interviews are an excellent way to test that interaction.

After lunch, the elected officials as a group will interview each candidate so that they can assess the candidates in a formal meeting. Part of the interviews may include a PowerPoint presentation so the elected officials can observe the candidates' presentational skills.

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 City Manager. Although the selection can be made the same day as the interviews, this decision is quite important and we recommend you take some time to consider what you have seen and heard.

In terms of the final selection, we have developed a simple methodology that moves the elected body quickly and rationally to the desired outcome. Once the selection has been made, CB&A will notify the finalists of their status. Candidates are eager to know and we feel it is important to keep them informed.

II: Technical Approach (continued)

The City's Obligations

The 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 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.

The City should also plan to provide the following information, if it is not available on the City's website, 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.

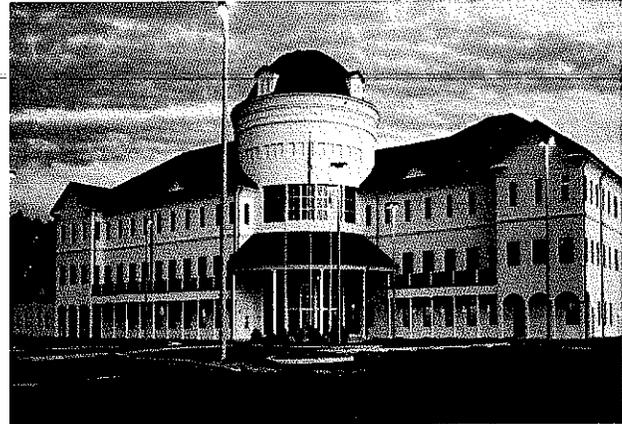
These are the only obligations and responsibilities City is expected to assume in the recruitment process.

More CB&A's Clients



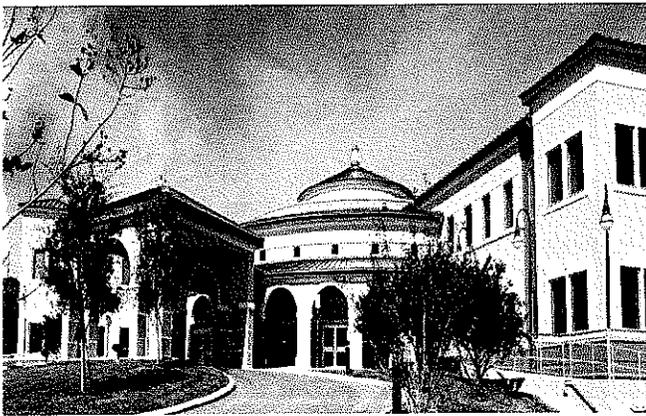
Clay County, FL

County Manager



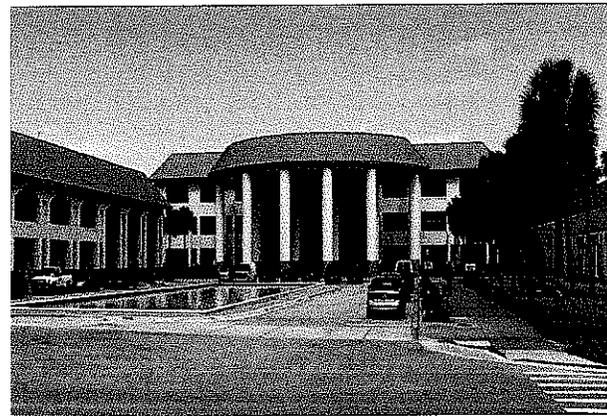
Flagler County, FL

County Administrator



St. Johns County, FL

*Library Systems Director
County Administrator
Director, Economic Development*



Brevard County, FL

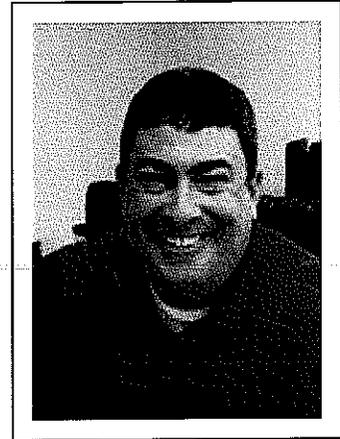
County Manager

IV. References (continued)

City Manager, Cocoa Beach, FL (population 11,200) in 2012

Contact: Mayor David Netterstrom at (321) 868-3206 or
dnetterstrom@cityofcocoabeach.com

CB&A began work on May 14, 2012, to assist Cocoa Beach in finding its next **City 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. *Bob Majka, then Deputy County Administrator of Bay County, FL*, was selected on August 13, 2013.



City Manager, Hallandale Beach, FL (population 39,000)

Contact: Mayor Joy Cooper at (954) 632-5700 or **JCooper@cohb.org**
City of Hallandale Beach
400 South Federal Highway
Hallandale Beach, FL 33009

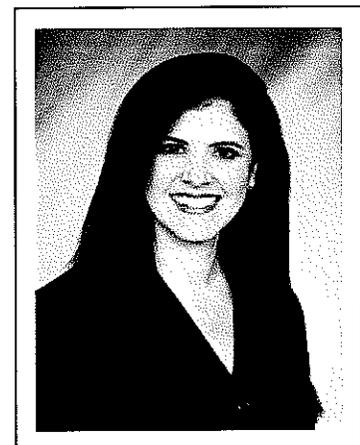
Colin Baenziger & Associates was asked to conduct an expedited recruitment for the **City Manager**. We first met with Hallandale Beach officials on July 28, 2010. We quickly produced a recruitment profile and began recruiting candidates. The deadline for applications was August 24th. *Hallandale Assistant City Manager Mark Antonio* was selected on September 20th from a pool of nine candidates. When Mr. Antonio retired 20 months later (he was in the DROP program and had to leave), we were again retained and *Ms. Renee Crichton, formerly an Assistant City Manager with Miami Gardens, FL*, was hired.



Village Manager, Pinecrest, FL (population 19,400)

Contact: Mayor Cindy Lerner at (305) 234-2121, **clerner@pinecrest-fl.gov**
Village of Pinecrest
12645 Pinecrest Parkway
Pinecrest, FL 33156

In late April 2011, CB&A was hired to assist Pinecrest in finding its next Village Manager. We worked with a Citizen's Advisory Committee and sought out candidates from around the nation while, due to the Council's desire, focusing on candidates from Florida. Interviews were held on July 17th and 18th with *Ms. Yocelyn Galiano Gomez* being selected as the Village Manager on the 18th. Ms. Gomez was an internal candidate and the Assistant Village Manager.



V. Cost and Warranty

Cost

CB&A offers a firm, fixed fee of \$23,000 for all of costs associated with needs analysis, recruiting, expenses, preliminary screenings, interview coordination, and continuing assistance. It should be noted that CB&A has never asked a client to pay anything beyond the agreed upon fee even when it was warranted due to unforeseen circumstances. The only costs beyond our fee that the City will be responsible for are the costs associated with the candidates' (and spouses', if invited) travel, accommodations, and meals for the interview process). This fee structure is advantageous to both the City and CB&A: the City can have a certain amount of flexibility in the overall price of the search and CB&A will not need to keep track of every minor expense.

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

Phase I: Needs Analysis / Information Gathering	\$3,500
Phase II: Recruiting	\$9,000
Phase III: Full Background Checks	\$7,500
Phase IV: Interview Process Coordination and City Manager Selection	\$1,500
Phase V: Negotiation and Continuing Assistance	\$1,500

If the City asks us to perform work that is clearly beyond the scope of this proposal, it will be billed at a rate of \$125 per hour. No such work will be performed without your written authorization. Please note, as previously stated, that we have neither billed nor requested additional funds beyond our originally quoted fee 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 the City instructs us with conducting a full search and assuming it 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.
- 2) If the selected individual leaves for any reason other than an Act of God (such as total incapacitation or death) within the first year, CB&A will repeat the search at no charge for our services. If the individual leaves for any reason other than an Act of God (such as total incapacitation or death) during the second year, CB&A will repeat the search for the cost of its expenses only.
- 3) If you are not satisfied with 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.

<p>Submit RFP to:</p> <p>CITY OF DELTONA</p> <p>2345 Providence Blvd. Deltona, Florida 32725 Attn: Purchasing</p> <p>CLEARLY MARK SEALED ENVELOPE WITH BID NAME AND NUMBER</p>	<p>REQUEST FOR PROPOSALS # 14022</p> <p>EXECUTIVE SEARCH FIRM</p>
<p><u>Contact:</u></p> <p>Kate Krauss, Purchasing Manager</p> <p>Phone: (386) 878-8100</p> <p>Fax: (386) 878-8571</p>	<p>RESPONDENTS</p> <p>NAME: <u>Colin Baenziger & Associates</u></p> <p>_____</p> <p>_____</p>
<p><u>Responses Due Date & Time:</u></p> <p>Tuesday, September 23, 2014 AT 2:00 P.M.</p>	<p>MAILING ADDRESS: _____</p>
<p><u>Location of Public Opening:</u></p> <p>City of Deltona, 1st Floor Conference Room 2345 Providence Blvd., Deltona, FL 32725</p>	<p><u>2055 South Atlantic Avenue, Suite 504</u></p> <p><u>Daytona Beach Shores, FL 32118</u></p> <p>Phone#: <u>(561) 707-3537</u></p>

GENERAL CONDITIONS, INSTRUCTIONS AND INFORMATION

These documents constitute the complete set of terms and conditions, specification requirements, and forms. Respondents shall complete and submit the additional required information together with the forms herein in a binder and in the order as they are requested. All responses shall be submitted in a sealed envelope. The face of the envelope shall contain Company's name, return address, the due date and time, the RFP# and title. Companies shall submit seven typed copies and one unbound original (please do not use three ring binders) of their response, complete with all supporting documentation. SUBMITTAL OF A RESPONSE TO THIS REQUEST FOR PROPOSALS CONSTITUTES AN OFFER BY THE COMPANY SUBMITTING RESPONSE. RFP responses which do not comply with these requirements may be rejected at the option of the City.

CONTACT: All prospective Respondents are hereby instructed not to contact any member of the City

of Deltona Commission, City Manager, or City of Deltona Staff members other than the noted contact person OR another member of the Purchasing staff regarding this Request for Proposals or their response at any time during the RFP process. Any such contact shall be cause for rejection of your response. The RFP/RFQ process is not complete until an award is made.

DELAYS: The City, at its sole discretion, may delay the scheduled due dates indicated above if it is to the advantage of the City to do so. The City will notify bidders of all changes in scheduled due dates by written addendum.

RFP 14022 Executive Search Firm

ADDRESS TO:
THE CITY OF DELTONA
KATE KRAUSS, PURCHASING MANAGER
2345 PROVIDENCE BLVD.
DELTONA, FLORIDA 32725

I acknowledge receipt of Addenda No. (s) _____ -

I have included:

- Vendor Information Sheet _____
- References (Include in Tab 7)
- Non-Collusion Affidavit
- Drug Free Workplace Form
- Conflict of Interest

(Check mark items above, as a reminder that they are included.)
Mailing Address: 2055 South Atlantic Ave., Daytona Beach Shores, FL 32118
Telephone: (561) 707-3537
Fax: (888) 635-2430

Date: _____

Signed:  _____

Printed Name: Kathryn Knutson _____

Title: Vice President for Operations _____

**RFP 14022 Executive Search Firm
REFERENCES – include in Tab 7**

#1	Agency	City of Titusville, FL	
	Address	555 South Washington Avenue	
	City, State, ZIP	Titusville, FL 32795	
	Contact Person	Mayor Jim Tulley or Assistant City Manager Tom Abbate	
	Telephone	321-383-5802	Email: Mayor@titusville.com, or
	Date(s) of Service	April to July 2014	Thomas.Abbate@titusville.com
	Type of Service	Executive recruitment of city manager	
	Comments:		
#2	Agency	St. Lucie County, FL	
	Address	2300 Virginia Avenue	
	City, State, ZIP	Fort Pierce, FL 34982	
	Contact Person	County Attorney Dan McIntyre	
	Telephone	(772) 462-1417	
	Date(s) of Service	January to April 2014	
	Type of Service	Executive recruitment of County Administrator	
	Comments:		
#3	Agency	City of Miramar, FL	
	Address	2300 Civic Center Place	
	City, State, ZIP	Miramar, FL 33025	
	Contact Person	Commissioner Yvette Colbourne	
	Telephone	(954) 560-5161	
	Date(s) of Service	May to August 2013	
	Type of Service	Executive recruitment of city manager	
	Comments:		

NON-COLLUSION AFFIDAVIT

I, Colin Baenziger, depose and say that:

1. I am Owner and Principal of the firm of Colin Baenziger & Associates, the firm submitting the response described in this Request for Proposals for:

RFP 14017 Auditing Service and that I executed the said response with full authority to do so:

2. the prices in this bid have been arrived at independently without collusion, consultation, communication or agreement for the purpose of restricting competition, as to any matter relating to such prices with any other bidder or with any competitor;

3. unless otherwise required by law, the prices which have been quoted in this bid have not been knowingly disclosed by the bidder and will not knowingly be disclosed by the bidder prior to bid opening, directly or indirectly, to any other bidder or to any competitor; and

4. no attempt has been made or will be made by the bidder to induce any other person, partnership or corporation to submit, or not to submit, a bid for the purpose of restricting competition;

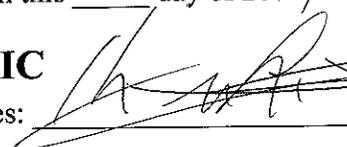
5. the statements contained in this affidavit are true and correct, and made with full knowledge that the City of Deltona relies upon the truth of the statements contained in this affidavit in awarding contracts for said project.

Signature of Bidder: Colin Baenziger Date: 9/18/14
STATE OF: Florida CITY OF: Daytona Beach Shores

PERSONALLY APPEARED BEFORE ME, the undersigned authority, who, after first being sworn by me, (name of individual signing) affixed his/her signature in the space provided above on this 18 day of 2014

NOTARY PUBLIC

My Commission Expires: _____



**My Commission Expires
July 1, 2017**

**LOBBYING AND CONFLICT OF INTEREST CLAUSE
ETHICS CLAUSE**

“ Colin Baenziger & Associates
(Company)

“ Colin Baenziger _____ warrants that he/it has not employed, retained or otherwise had act on his/its behalf any former City officer or employee or any City officer or employee. For breach or violation of this provision the City may, in its discretion, terminate this contract without liability and may also, in its discretion, deduct from the contract or purchase price, or otherwise recover, the full amount of any fee, commission, percentage, gift, or consideration paid to the former City officer or employee”.

Signature Colin Baenziger

Date: 9/18/14

STATE OF: Wisconsin CITY OF: Rhineland

Subscribed and sworn to (or affirmed) before me on (date) by (name of affiant). He/She is personally known to me or has produced as identification (type of identification)

NOTARY PUBLIC

My commission expires:

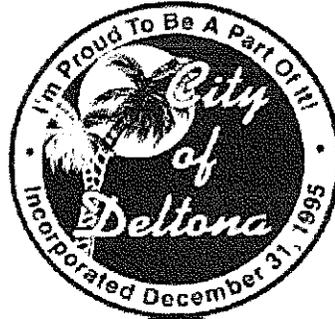


**My Commission Expires
July 1, 2017**



Submission of Proposals

COLIN BAENZIGER & ASSOCIATES
EXECUTIVE RECRUITING



**EXECUTIVE SEARCH SERVICES TO ASSIST DELTONA WITH THE
RECRUITMENT OF ITS NEXT CITY MANAGER**

RFP 14022

Volume II: Appendices

Colin Baenziger & Associates

Project Manager and Contact Person:

Colin Baenziger (561) 707-3537
Colin Baenziger & Associates
2055 South Atlantic Avenue • Suite 504
Daytona Beach Shores, FL 32118
e-mail: Colin@cb-asso.com
Fax: (888) 635-2430

...Serving Our Clients with a Personal Touch...

PROPOSAL TO PROVIDE EXECUTIVE SEARCH SERVICES

VOLUME II: APPENDICES

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Appendix A

*Searches by
Colin Baenziger & Associate' Staff*

Governmental Search Assignments (continued)

Completed Searches in 2014 (continued)

Director, Human Resources, Roanoke, VA (population 99,000) in 2014
 Director, Parks and Recreation, Hobbs, NM (population 35,000) in 2014
 Police Chief, Farmington, NM (population 45,900) in 2014
 Solid Waste Director, Tampa, FL (population 335,700) in 2014

Completed Searches Prior to 2014

City/Town/Village Manager/Administrator

City Manager, Alachua, FL (population 6,200) in 2001
 City Manager, Albany, GA (population 75,600) in 2011
 City Manager, Ankeny, IA (population 45,600) in 2013
 City Manager, Ashland, KY (population 21,000) in 2013
 Village Manager, Bal Harbour, FL (population 3,300) in 2013
 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
 City Manager, Cape Coral, FL (population 154,300) in 2012
 City Manager, Casselberry, FL (population 25,000), in 2005
 City Manager, Chamblee, GA (population 17,000) in 2011
 City Manager, Cocoa Beach, FL (population 11,200) in 2012
 City Manager, Cooper City, FL (population 32,000) in 2008
 City Manager, Coral Gables, FL (population 43,000) in 2009
 City Manager, Cottonwood Heights, UT (population 34,000) in 2004
 Town Manager, Cutler Bay, FL (population 35,000) in 2006
 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 and 2011
 City Manager, Doral, FL (population 24,000), in 2004
 City Manager, Doraville, GA (population 8,500) in 2013
 Town Manager, Dundee, FL (population 3,000) in 2006 and 2009
 City Manager, Eustis, FL (population 18,000) in 2007
 City Manager, Fayetteville, NC (population 208,000) in 2012
 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
 City Manager, Fort Pierce, FL (population 41,900) in 2012
 City Manager, Fruitland Park, FL (population 4,100) in 2013

Governmental Search Assignments (continued)

City/Town/Village Manager/Administrator (continued)

Village Manager, Palmetto Bay, FL (population 24,000) in 2003
 City Manager, Panama City Beach, FL (population 12,018) in 2012
 Village Manager, Pinecrest, FL (population 19,300) in 2011
 City Manager, Pompano Beach, FL (population 101,000) in 2007
 Town Manager, Ponce Inlet, FL (population 2,500) in 2001
 City Manager, Portland, ME (population 65,000) in 2011
 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 2012
 City Manager, Satellite Beach, FL (population 10,100) in 2013
 City Manager, Scottsdale, AZ (population 217,400) in 2013 in 2013
 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 Manager, Sunrise, FL (population 84,400) in 2012
 City Manager, Sunnyside, WA (population 15,860) in 2013
 City Manager, Tacoma, WA (population 200,000) in 2011
 City Administrator, Tavares, FL (population 11,000) in 2006
 City Manager, Treasure Island, FL (population 7,500) in 2004
 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
 City Manager, Yakima, WA (population 91,000) in 2011 and 2012

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, Clackamas County, OR (population 383,900) in 2013
 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, Hernando County, FL (population 172,800) in 2012
 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

Governmental Search Assignments (continued)

Completed Searches – Community Development/Growth Management/Planning

Assistant Director of Community Development, Largo, FL (population 74,000) in 2004 and 2005
 Community Development Director, Miami, FL (population 408,000) 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. 101,000) in 2007
 Planning Administrator, Daytona Beach, FL (population 65,000) in 2007
 Planning Director, Osceola County, FL (population 235,000) in 2005
 Director of Planning, Building and Development, Roanoke, VA (population 96,000) in 2012

Completed Searches – Economic Development / Redevelopment

Economic Development Director, Charlotte County, FL (population 170,000) in 2007
 Economic Development Director, Collier County, FL (population 328,000) in 2012
 Assistant City Manager for Community Building, Durham, NC (population 220,000) in 2009
 Economic Development Director, Roanoke, VA (population 96,000) in 2012
 Director, Office of Economic & Workforce Development, Durham, NC (pop. 220,000), 2009
 Economic Development Director, Loudoun County, VA (population 326,000) in 2010
 Redevelopment Director, Daytona Beach, FL (population 65,000) in 2007
 Economic Development Director, St. Johns County, FL (population 162,000) in 2011
 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

Director/Engineering/Public Works /Utilities, Hallandale Beach, FL (population 39,000) 2013
 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

Governmental Search Assignments (continued)

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 Office, Loudoun County, VA (population 326,000) in 2011
 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
 Human Resources Director, Cape Coral, FL (population 154,300) in 2013
 Human Resources Director, West Palm Beach, FL (population 101,000) in 2013

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
 Information Services Director, Palm Beach County Tax Collector (population 1,300,000) in 2012
 (partial search)

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
 Director, Parks and Recreation, West Palm Beach, FL (population 101,000) in 2006

Completed Searches – Public Safety

Fire Chief, Cape Coral, FL (population 154,300) in 2013
 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 101,000) in 2005

Governmental Search Assignments (continued)

Completed Searches – Utilities *(continued)*

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 37,000) in 2009
 Utilities Director, Palm Bay, FL (population 101,000) in 2005
 Executive Director, Environment and Infrastructure, Pinellas County, FL (population 917,000) in 2012
 Utilities Director, Polk County, FL (population 500,000) in 2004
 Director, South Martin Regional Utilities (population 22,000) in 2013
 Water (Wastewater) Resources Director, St. Petersburg, FL (population 248,000) in 2008
 Watershed Management (Water and Wastewater) Director, DeKalb County, GA (population 691,900) in 2011 and 2013

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 Clerk, Lauderdale Lakes (population 32,000) in 1998
 District Manager, Sun 'n Lake Community Development District, FL, (population 5,000) 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
 General Manager, Holiday Park Recreation District, FL (population 4,500) in 2007
 Special Projects Coordinator, Islamorada, Village of Islands, FL (population 7,500) in 1998

City Manager Position Available - Apply by August 27, 2014



THE SUNSET CAPITAL OF FLORIDA

Welcome to St. Pete Beach! Located on a barrier island in the Gulf of Mexico just west of Tampa / St. Petersburg in Pinellas County, St. Pete Beach is a special place, a lively community of almost 9,500 residents. Originally one of the four keys that made up the Tampa Bay Beaches, the City has developed its own identity and become a vastly popular vacation destination. Its amazing beaches, welcoming atmosphere, wonderful dining and recreational opportunities beckon to all of us. In fact, the New York Times recently called it a place you need to visit. All of this means, of course, it is also become a great place to live, play and be the City Manager.

Bordered on the west by the Gulf of Mexico St. Pete Beach is known as "The Sunset Capital of Florida" and was voted the #1 Beach in the country in 2012. It is also a place of extraordinary potential. Ground zero for the local hometown democracy movement, the City did not redevelop the way many of the highly desirable communities did during the boom preceding the Great Recession. (See the following section for more information)

Now that the issues are largely settled and the economy is returning to form, the City offers many, many opportunities. While it is not a blank canvas, it is one where significant portions remain to be painted - and with the right leadership, St. Pete Beach can both maintain its small town

Theatre, the MidFlorida Credit Union Amphitheatre and the Florida State Fairgrounds. Performing arts companies and organizations which call Tampa home include the Florida Orchestra, Opera Tampa, Jobsite Theater, Master Chorale of Tampa Bay, Stageworks Theatre, Spanish Lyric Theater, and the Tampa Bay Symphony.

Like everything else, travel is easy from St. Pete Beach. Two major airports, Tampa International and St. Petersburg Clearwater International Airport, are nearby. If you like to cruise, the Port of Tampa (40 minutes to the northeast) offers many opportunities in the Caribbean and the Gulf of Mexico.

Housing in St. Pete Beach is not inexpensive but is below its peak of just few years ago so now is a good time to buy. A well maintained three bedroom/two bath 1960s rambler (not on the water) will cost between \$450,000 and \$650,000. Prices go up from there. Public K-12 education is provided by Pinellas County and schools are located in St. Petersburg. Pinellas County is opening a Technology elementary school next month in St. Pete Beach. There is also a private school located in the community. All are reasonably well regarded. Within a twenty mile radius of St. Pete Beach are a public college and university campus, a private college, a law school and adult education centers. Finally, Pinellas County operates an excellent public transit system that serves the beach communities.

The key to St. Pete Beach, however, is its residents. They are friendly, regular people who love their community. They value and enjoy safe, healthy and attractive neighborhoods with a family-friendly beach community atmosphere. What they need now is a strong and innovative City Manager to work with the elected officials to guide the City into a bright future.

History

St. Pete Beach was first settled by the Timucuan Indians around 300 A.D. The Spanish began arriving in 1528. Slowly the area became populated by Europeans and their descendants who primarily lived in beach shacks and eked out a living by fishing and harvesting turtles.

Around 1900 St. Petersburg experienced a land boom which brought weekend tourists to the beaches. In 1919 the first bridge was built from the mainland to Long Key. Another bridge was built in 1923. In 1928, the grand Don

CeSar Hotel opened and in 1937 the beaches saw their first store open. In 1957 the four communities of Pass-a-Grille, Don Ce-Sar Place, Belle Vista Beach and St. Petersburg Beach came together and created the City of St. Petersburg Beach. In 1994 voters agreed to change the name to St. Pete Beach.

One of the more interesting chapters in St. Pete Beach's history began in 2005. At that time the City's five-member city commission was debating changing the town's Comprehensive Plan, including incentives to lure additional hotels. The result would have been to increase the amount and density of development.

Many residents were uncomfortable with these changes and formed a group called Citizens for Responsible Growth. They collected enough signatures to get a series of city charter amendments on the city ballot. These amendments would require voter approval for height increases and other changes to land use plans. In November 2006, after several law suits, voters narrowly approved most of the changes to the city charter. The result was that St. Pete Beach became the first city in Florida where development decisions were made by a vote of the residents.

In 2010 after a great deal of contention, more lawsuits and over \$700,000 in legal bills, the City's voters reversed themselves and returned the authority to approve land use changes and the like to their elected officials. Since then the anti-growth element has continued to fight to stop change and the result has been a lost decade in terms of redevelopment.

Climate

St. Pete Beach's climate is considered humid, subtropical with mild winters and warm, wet summers. Summer temperatures are high and can lead to warm nights. The City does experience a rainy season peaking in the summer months. Hurricanes are possible but infrequent. The coldest month is usually quite mild although frosts do occur from time to time. See Table 1 on page 4.

Demographics

In terms of age, St. Pete Beach's population skews somewhat towards the upper end of the age spectrum reflecting its popularity with retirees. Approximately

City Manager | St. Pete Beach, Florida

The Issues

Although resources are constrained, the City is on solid ground with near average fund balances and reserves. The next Manager will be expected to husband those resources carefully and to ensure they are used wisely. Part of that effort will be to review and optimize the City's organizational structure and business processes. That will also include closing any gaps in accountability and ensuring transparency.

The longest tenured member of the current Commission has served less than two years. Though the Commission is new, everyone of them is very knowledgeable, professional, and dedicated. They are learning to work well together but need a knowledgeable Manager to help build and be part of the team. They truly want to determine policy while allowing the Manager to run the day-to-day.

Being landlocked, redevelopment (replacing what is there) and revitalization (using and enhancing what is there) are both top priorities. The City's Comprehensive Plan (which was approved through a vote of the citizens) has been on hold for ten years, mired in ongoing lawsuits. As a result developers have been reluctant to move projects forward. Fortunately, an end seems to be in sight and, with the City's enormous potential, the City is ready to blossom. Still, this re/development must be balanced with the residence's expectations and desires. Maintaining the current high quality of life here is extremely important to them.

Over that past decade, the City has not kept up with the necessary infrastructure maintenance. As a result, some catching up is needed. Some is already underway (particularly with the sewer pumping stations) but more needs to be done. These upgrades will ultimately provide a launching pad for development and redevelopment.

The good news is that, as one Commissioner put it, "the pieces are now in place" and as a result, the Manager will have a great opportunity to help lead the City into a new era.

The Ideal Candidate

The City is seeking a candidate who has a demonstrated record of achievement to partner with the City Commission in making St. Pete Beach a first class city,

while retaining its idyllic "small town" feel. The individual will have strong listening skills and serve as an advisor and sounding board for both the elected officials and residents. The Commission is not looking for a "yes" person but someone who will provide his/her honest professional advice and recommended options in a diplomatic fashion. The individual will need to tell the elected officials (and residents) what they need to hear, not what they want to hear. The ideal Manager will offer suggestions / guidance and help build consensus. Further, the Manager will provide the same information to all the elected officials at the same time, and believe strongly in transparency, all to assist in earning the public's trust. He/she will have a good sense of humor and understand politics but not be involved in them.

The ideal candidate will be someone who has high (but not unrealistic) expectations for the staff and the organization. He/she will set forth priorities, delegate and then step back and allow those responsible to achieve the results. The individual will be a mentor and recognize that while no one is perfect, accountability and results are key to the success of the organization. Overall the staff is strong and needs a leader, not a micromanager.

The ideal candidate needs to be proactive, innovative, compassionate, creative, and demonstrate integrity and a passion for their work – visualizing possibilities where others see stumbling blocks. He/she absolutely must have a high degree of integrity and honesty. Focusing on team building, performance, accountability, staff mentoring, and positive acknowledgement with feedback is equally important. In the current media environment, it will be important for the individual's conduct, both past and future, to be above reproach.

The next Manager will have a wide array of skills. First and foremost the individual must be an outstanding leader and manager. The Commission is looking for someone to implement his or her vision carefully and efficiently. Potential new sources of revenue are on the horizon, but managing what exists efficiently and effectively, will be very important for the next few years.

Balanced redevelopment and revitalization is where the City's future lies. Therefore, having a track record of demonstrated success in economic development and redevelopment and an understanding of the intricacies and impact on residents will be important. Strong financial

City Manager | St. Pete Beach, Florida

or private sector management, and at least five years as executive level manager overseeing at least 50 employees. Prior management experience in politically complex situations is required.

A Bachelor's degree in business administration, public administration or a related subject area from an accredited college or university is required and a Master's is preferred. Being an ICMA credentialed Manager is a plus but not a requirement.

Current City Manager

The City is currently being served by an Interim City Manager (the Administrative Services Director) who will not be applying for the permanent position. The prior Manager left after serving 12 years as City Manager.

Compensation

The anticipated starting salary will be between \$100,000 and \$140,000 per year and generous fringe benefits are anticipated

Residency

Residency within the City limits is not required but most of the City Commissioners feel it is in the City's best interests for the Manager to reside within its boundaries.

How to Apply

E-mail your resume to Recruit42@cb-asso.com by August 27, 2014. Faxed and mailed resumes will not be considered. Questions should be directed to Rick Conner at 915-227-7002 or Colin Baenziger at (561) 707-3537.

The Process

Applicants will be screened between August 28th and September 22nd. Finalists will be selected on September 29th. Interviews will be held on October 10th and 11th with the selection of the City Manager occurring shortly thereafter.

Other Important Information

The City of St. Pete Beach is an Equal Opportunity Employer and encourages women, minorities and veterans to apply. Under the Florida Public Records Act, all applications are subject to disclosure upon receipt. A veteran's preference will be awarded if applicable under Florida law.

Additional Information

For additional information about the City of St. Pete Beach, visit: www.stpetebeach.org.

COLIN BAENZIGER & ASSOCIATES
EXECUTIVE RECRUITING



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EXECUTIVE RECRUITING

Sample Candidate Report

[Note: The following materials are provided with the permission of the candidate.]

Christopher Morrill

Resume

Christopher Paul Morrill

Page 2

Research and Budget Director, City of Savannah, GA 12/94-10/99 & 10/90-10/92

Led an eight member team in all aspects of preparing and monitoring the annual Service Program and Budget, directing analyses, and coordinating research projects. Prepared the City's five-year financial and capital plans. Coordinated federal and state lobbying efforts. Significant accomplishments during my tenure included:

- 1997 City Budget document rated "Outstanding as an Operations Guide" by the Government Finance Officers Association of the US and Canada;
- Developed long-term financial planning model that resulted in the City taking concrete steps to significantly reduce debt levels and decrease the property tax rate by over 25%; and,
- Created the City's *Incentive Budgeting System* that rewards departments that achieve performance goals and reduce expenditures.

US Peace Corps Volunteer, City of Lviv, Ukraine (population: 850,000) 12/92 - 10/94

Served as a management advisor to the Mayor of Lviv. Major accomplishment included implementing Total Quality Management (TQM) in City Administration that reduced the number of steps in the housing privatization process from 23 to 11, and increased the number of applications processed per month from 1,400 to over 4,000. This accomplishment was featured in a case study by the World Bank.

Senior Management Analyst, City of Savannah, GA 5/88 - 10/90

Senior Budget Analyst, Catawba County, NC (population: 105,000) 8/86 - 5/88

Downtown Project Manager, Lynn, MA (population: 90,000) 10/84 - 6/85

Assistant Camp Director, Elliot P. Joslin Camp Summers 1984 & 1985

Other Professional Experience

Instructor, Government Finance Officers Association (GFOA) national courses: *Budgeting Best Practices*; *Budget Academy*; and *Capital Budgeting and Financial Planning*. International City/County Management Association (ICMA) National Audioconference: *Practical Steps to Successful 311/CRM Service Implementation*.

Presenter, GFOA Annual Conference: *Understanding Your Revenue Portfolio*, 1996; *Best Practices in Capital Planning*, 2007; *Economic Development – Marketing Your Community*, 2008; *Budgeting for Outcomes*, 2009. University of North Carolina at Chapel Hill MPA Alumni Conference: *Managing Your Programs with Limited Resources*, 2003; *Inter-generational Management*, 2005. Florida Government Finance Officers Association Conference: *Finance Director's Role in Economic Development*, 2007. Georgia Municipal Association and Georgia City/County Management Association: *Budgeting for Outcomes*, 2009.

Christopher Morrill

CB&A Interview

Christopher Morrill

On a day to day basis, Mr. Morrill's management style is to promote collaboration. Teamwork and unity is important. He empowers his staff to accomplish their goals but provides the guidance to be successful. He is not a micromanager but gives his staff both the responsibility to get the job done but also the authority. Accountability is important as well. In times of crisis, Mr. Morrill will take full command and make the decisions that are necessary. He has a good understanding of when it is appropriate to guide and when he must lead.

Employees who have worked with Mr. Morrill would say he is enjoyable to work with and is a good mentor. He guides his staff and helps them develop. As they set priorities together, he is there to give them the resources and support they need. They would also note that it is not just business. He has a good sense of humor and attempts to make the workplace pleasant. Finally, he feels it is important to celebrate their successes.

The elected officials would say Mr. Morrill is a strong leader. He is proactive, assesses problems quickly and resolves them. He is a good manager and a team player. With the downturn of the economy, Mr. Morrill has taken more of a leadership role. Everyone recognizes that finance is one of his specialties and they tend to lean towards him for advice. He closely monitors the budget and keeps the elected officials well informed of the City's financial status.

Mr. Morrill's greatest strength is in financial planning. He has a strong finance background and is well experienced with budgets. In fact, he served as a resident advisor to the National Treasury of South Africa for about two years. He knows how to build a strong management and financial team. He enjoys learning, tackling new problems and resolving issues. He listens to people so he can understand their issues and learn from them. He is patient and sympathetic.

In terms of weakness, Mr. Morrill recognizes he focuses more on the big picture than the details. To combat this, he surrounds himself with good people who are detail oriented. By doing this, they help him see the details. It also allows him the freedom to pursue the projects and efforts that he and the City Manager feel will lead to improving Savannah.

Mr. Morrill's biggest achievement has been a recent budgeting change in Savannah. Specifically he introduced a new budgeting philosophy called Budgeting for Outcomes to the staff and the City County. He had learned about the approach at a government finance conference in 2007 and thought it would be particularly appropriate in difficult financial times. The idea is to allocate funding to those services that are a priority to the residents instead of focusing on cuts in each department. As such, the City focuses on funding the services with the greatest positive outcomes. It took some effort but he has now educated the staff and Council. Everyone has embraced the idea and last January the Council set the City's seven priorities for the next year. Then teams were created to address the priority teams. In all it involved 70 employees from different departments serving on seven teams. These teams have researched best practices from across the nation and followed examples in Washington and Iowa where the same philosophy has been implemented. They are ninety percent the way through the conversion. The result has been that they have found ways to maintain the core services and reduce costs. The effort has also lead to an increased level of collaboration within the government and in sharing services.

Christopher Morrill

- Familiarizing himself with staff's strengths and weaknesses; and
- Assessing the City's financial position. Getting a proposed budget together quickly for the 2010 – 2011 fiscal year will be a priority.

Mr. Morrill feels the new manager must be out in the community and transparent if he/she is to earn the trust of the community. When things are wrong, one must acknowledge that. They also need to be fixed without, to the extent possible, assigning blame. Citizens respect honesty. Also, good citizen engagement helps the residents feel they have a voice in the community. Mr. Morrill mentioned a citizens' academy that Savannah offered. It was an eight week course that focused on the different departments of the city government. He felt after this program the citizens had a better understanding and respect for the city government. They could see all the work that went into maintaining the City and the service the staff rendered in their behalf.

Mr. Morrill has a good relationship with the media. In his current position as Assistant City Manager, he is not in the media much. However, when needed, he has stepped in for the City Manager. He has worked with both television and print. He understands the media play an important role. He is honest and straightforward with his answers.

In his leisure time, Mr. Morrill enjoys being with his family, reading, biking, hiking and swimming. On occasion he has been a judge at swim meets.

Reason for Wanting to Leave Current Position:

Mr. Morrill is happy where he is but would like the opportunity to become a City Manager. He is in the peak years of his career and is ready to lead an organization. He has had the opportunity to work for and be mentored by an outstanding City Manager. He has also participated in the rebirth of Savannah. He wants to put what he has learned into practice in Roanoke. He just feels it is a great community, a community that has not realized its potential and a community he wants to live and work in.

Most Recent Base Salary

\$150,000 base salary

Adjectives or phrases Mr. Morrill used to describe himself:

- Enjoys working with people,
- Visionary,
- Progressive,
- Good sense of humor,
- Values relationships, and
- Builds consensus.

Christopher Morrill

Background Checks

Christopher Morrill

Reference Notes

Reference Notes

Christopher Morrill

experience in urban city management than some City Managers in other cities. He has dealt with a high poverty rate, a large area of public housing, and many inner city problems.

Mr. Morrill is an ICMA (International City/County Management Association) Credentialed Manager. Through the ICMA he worked with an area in Indonesia to develop their tourism and the historical preservation of the Sultan's Water Palace Complex. This effort was to preserve and restore 50 acres of historic land. He helped the City get grant funding to restore the area. He also helped them write the first historical preservation ordinance. Along with the restoration of the Water Palace, a beautiful shopping corridor was created. Working with the largely Muslim country of Indonesia has educated Mr. Morrill. He was able to associate with the U.S. Ambassador to Indonesia and experience governmental processes in another country.

Again, even though Mr. Morrill does not hold the official title of City Manager, he has the experience and skill set to take this position. Mr. Brown highly recommended him although it would be a huge loss to him personally and to Savannah to have Mr. Morrill leave.

Adjectives or Phrases Used to Describe Mr. Morrill:

- Strong family man,
- Diplomatic,
- Considerate,
- Articulate,
- Humble,
- Well traveled,
- Bright, and
- Optimistic

Strengths: Analytical skills, financial ability and diverse experience.

Weaknesses: None identified.

Lise Sundrla – Executive Director, Savannah Development and Renewal Authority, Savannah, GA – (912) 651-6973

Ms. Sundrla has known Mr. Morrill since 2001. They have worked as colleagues. The Savannah Development and Renewal Authority is not a city department. As a separate entity they have coordinated economic development in the downtown area of Savannah.

Mr. Morrill has been a critical component for much of the redevelopment in downtown Savannah. He has engaged the City and partnered with other agencies. He was integral to the planning efforts of Ellis Square. This area had been a historical square but was developed into a parking lot. He spent several years cobbling together the funding to restore the area to its original purpose of a public space. An underground parking lot was constructed along with several shops, restaurants and businesses. He was a guide and a mentor to the developers and to

Reference Notes

Christopher Morrill

Lester B. Johnson III – Assistant City Attorney, City of Savannah, GA – (912) 238-5100

Mr. Johnson has known Mr. Morrill since 2001. Mr. Morrill has a fine personality and a calm demeanor. He has a good rapport with the citizens of Savannah. He also has a good working relationship with his staff and with the elected officials.

Mr. Morrill oversees the financial and budget concerns. He keeps a meticulous budget. One of the results is that the City has not needed to use any of its reserves since Mr. Morrill became the Assistant City Manager. As another of his responsibilities, he oversees the Recorder's Court. He makes sure the Court is making more money than the operating budget. He has worked closely with Mr. Johnson to find ways for the Court and the Judge to be more efficient.

Mr. Morrill also oversees all problems with ordinance violations. One of the trickier situations involved the some wealthy and very powerful residents of an historic district and the Savannah College of Art and Design. The neighbors were not happy about having the School in their neighborhood and complained it violated the parking ordinance. The ordinance required that a certain number of off street parking spaces per building were required if the building was to be used and the school did not have enough spaces. Mr. Morrill investigated every building in the area and the school was not the only building without enough parking spaces. To preserve the historic district, satellite parking lots were developed. Students were shuttled from them to the school buildings. Mr. Morrill communicated frequently with the neighbors and calmed their concerns. He demonstrated to them the financial importance the school to the City and how it brought millions of dollars to the community every year. He showed them that it was vital that they worked together. He was a good mediator between these two strong willed entities and was able to find a reasonable compromise.

Mr. Morrill is well respected by the public. He often speaks in town meetings regarding the financial state of projects. A major project was underway to solve the City's drainage issues. He spoke often in the town meetings explaining the project's finances. Many citizens were concerned the funds would run out before it was completed. Mr. Morrill explained in clear terms the financial condition of the project and the status of the contingency funds. He responded well to the large crowd, spoke in simple terms and reassured them that the money was there to complete the effort.

Mr. Morrill is designated to take over the City Manager's position when he is absent. He is also on call for every Council meeting to answer any questions or provide any financial information.

Adjectives or Phrases Used to Describe Mr. Morrill:

- Strong family man,
- Competent individual,
- Calm demeanor,
- Good rapport with others,
- Easy personality, and
- Responsible.

Reference Notes Christopher Morrill

Carol Bell – Central Services Director, City of Savannah, GA (912) 651-6401

Ms. Bell has known Mr. Morrill since 1994. They were colleagues when he was Budget Director and she now reports directly to him in his position as the Assistant City Manager.

Mr. Morrill is a dedicated public servant. He focuses on serving the people and is often a voice for the underprivileged. He volunteers his time to support agencies which help needy citizens. The City has benefited from his strong financial background. He has improved the financial operations by utilizing his analytical skills and thinking beyond the norm. Mr. Morrill is a member of the Government Finance Officers Association (GFOA), has written finance articles and taught classes for the Association.

Mr. Morrill is people oriented. He develops good relationships with entities outside the city government. He makes time to speak with residents and is well respected by them. He is an excellent communicator who can take technically complex issues and easily explain them to the common citizen.

Mr. Morrill has been a fantastic liaison between the City and the County helping facilitate the merger of police departments. Both agencies had their own police departments and had been policing much of the same territory which was not very cost efficient. In 2003, it was decided to formally merge the departments within a year. The merger was complex and Mr. Morrill was a major factor in its success. He focused on the commonalities and the benefits this partnership would provide for the citizens. The two separate departments combined to become the Savannah-Chatham Metropolitan Police in 2005.

Mr. Morrill is team oriented. He has been able to break down barriers, form unlikely partnerships and is creative. An example is a budgeting strategy he introduced to the City called Budgeting for Outcomes. Each department's budget is evaluated and projections are made based on priorities and results. Priorities were established by Council and Mr. Morrill then created seven results teams. Each team consisted of a broad base of global thinkers along with an expert member. For instance, the public safety team might have a member of the Fire Department or Police Department as an expert member. However, the team could also have members from Parks and Recreation, or Social Services. The result has been to bring the departments and their staff members together to accomplish the common goal of cutting costs and carrying out the elected officials' goals.

Adjectives or Phrases Used to Describe Mr. Morrill:

- Analytical,
- Encouraging,
- An advocate for the underprivileged,
- Involved,
- Experienced, and
- Knowledgeable.

Reference Notes Christopher Morrill

Strengths: People skills.

Weaknesses: None identified.

Dick Evans - CFO, City of Savannah, GA (912) 651-6440

Mr. Evans has known Mr. Morrill since 2001. They have worked together monitoring the finances of the City. Mr. Morrill has a strong background in budgeting and knows how to balance a budget. He is very precise and concerned with numbers.

Mr. Morrill is very good at keeping others informed. He is open, clear, and direct in his communications. He knows how to word financial reports in ways that are understandable to anyone. He is a good consensus builder. He welcomes the input of his staff, keeps them informed, He then creates the appropriate solution to the problem.

Mr. Morrill pitched the idea of a new budgeting process to the City. It is called Budgeting for Outcomes. He authored this process of establishing priorities first, then budgeting to finance the services which address those priorities. This new process has had the added bonus of organizing all departments to work toward a common goal.

Mr. Morrill developed good relationships with other entities outside the city government including the Chamber of Commerce, the historic community, developers, and other organizations. He represents the City well and has high standards.

Mr. Morrill would make a very good City Manager.

Adjectives or Phrases Used to Describe Mr. Morrill:

- Methodical,
- Personable,
- Analytical,
- Technically strong,
- Competent, and
- Works well with people.

Strengths: Financial skills.

Weaknesses: None identified.

Reference Notes Christopher Morrill

Adjectives or Phrases Used to Describe Mr. Morrill:

- Knowledgeable,
- Resourceful,
- Efficient,
- Possessing integrity,
- Professional, and
- Timely.

Strengths: Ability to work with outside agencies and create cohesion.

Weaknesses: None identified

Beth Robinson, Human Resources Director, City of Savannah, GA, (912) 651-6925

Ms. Robinson has worked with Mr. Morrill since 1995 and reports directly to him.

Mr. Morrill's strength is in finance. He is well respected and has been nationally recognized for his work by the Government Finance Officers Association (GFOA). He has also been a member of various committees in the financial community. Although finance is his specialty, he has shown himself able to learn skills in many areas and to contribute in those areas.

Mr. Morrill is a team player. Rather than receive all the credit, he wants to see his whole team be praised for their efforts. He values his staff and their talents. As a manager he knows how to help redirect those who are not team players so they learn to collaborate. He is sincere, concerned, and involved. He is a visionary. He can see where the City needs to go and how to get there.

One of the most significant changes Mr. Morrill has made is called Budgeting for Outcomes. He has been the driving force and visionary behind this new method of doing business. It has taught the City to look at its services from the citizens' perspective and understand what services they value. Mr. Morrill has also set up the priority teams. He chose individuals whose vision went beyond their immediate area. He was very successful in identifying their strengths and values. He ensured the teams were a truly representative of all citizens: young and old, male and female, African American and Caucasian. The new budgeting process helped bridge a 15 million dollar shortfall.

Customer service is important to Mr. Morrill. He focuses his team's efforts on providing good service and lives up to that expectation himself. He does not use his position as Assistant City Manager to avoid serving individuals. He takes time to speak with citizens and to help them. He does not like conflict, but knows how to deal with it. He handles problems head on.

Mr. Morrill is a good presenter. He is comfortable in front of employees, citizens, and the Board.

Reference Notes

Christopher Morrill

specific group. He was successful in calming this group. He even arranged for the Economic Development Authority to follow up with the group and express its regrets.

As explained in earlier references, Ms. Payne mentioned his implementation of Budgeting for Outcomes. This new program has led to collaboration across departments. Another project Mr. Morrill facilitated was a 54 acre development of land adjacent to the historical downtown district. As also previously noted, the owners of the land had wanted to create a gated community. Mr. Morrill was able to convince them that sort of development would not be the best use of the property or nor would it be fit well with the historic downtown area. Together they came up with a plan to develop the area for mixed use, including single family homes, the extension of the river walk, retail spaces, and public squares. A tax allocation district was created, and forty percent of the land was donated back to the community. The owners of the property are very happy with the plan and how it will best meet the needs of the community. The project is in development now. The Master Planning for this project received the 2009 Charter Award from the Congress of New Urbanism and the 2009 Excellence in Government Finance Award from the Government Finance Officers Association of the United States and Canada.

Mr. Morrill has been the Chair for the Leadership Savannah Board of Directors since 2007. Leadership Savannah is an organization that sponsors community leadership, networking, and training. Each year a group of thirty people is selected to participate through an application process. The group reflects the diversity of the community and consists of people from every sector. Mr. Morrill is well respected in this arena. He makes it a priority to participate in their events.

Adjectives or Phrases Used to Describe Mr. Morrill:

- Leader,
- Encouraging,
- Team player,
- Genuine,
- In tune with people, and
- The heart of the organization.

Strengths: Leadership skills and people skills.

Weaknesses: None identified.

Robert "Bob" Bartolotta, City Manager, City of Sarasota, FL, (941) 954-4109

Mr. Bartolotta has known Mr. Morrill since 1989. He was the Assistant City Manager in Savannah when Mr. Morrill was the Senior Management Analyst to his office.

Reference Notes

Christopher Morrill

The community did not have one. United Way teamed up with a local construction equipment company, JCB Inc. to develop a nationally accredited child care center. Mr. Morrill joined with them as a City representative. JCB and United Way provided the funding for the project, and the City provided the infrastructure for the center. Mr. Morrill shared the same vision as the United Way and used his resources and talents to bring their projects to successful completion.

Mr. Morrill is a key person in the city government. Often staff or citizens will approach him rather than the City Manager. He takes anyone's call and listens sincerely. He is very likable and easy to work with. He has masterminded the financial stability of the City. His implementation of the Budgeting for Outcomes method has been a great success.

In town hall meetings, Mr. Morrill is very good on his feet. He treats others with dignity and respect. He patiently listens to their complaints. Even when Mr. Morrill has to bring bad news to neighborhood associations, he is able to explain the reasons in a manner that helps them understand. He has good rapport with the general public because he responds to their needs.

Mr. Morrill is experienced and well qualified to be a City manager. He is a hard worker and a positive person to be around.

Adjectives or Phrases Used to Describe Mr. Morrill:

- Thorough,
- Accomplished,
- Outcomes focused,
- People oriented,
- Optimistic, and
- Realistic.

Strengths: Team player, vision and dedication to serving the community.

Weaknesses: None identified.

Prepared by: Tiffany Gremmert
Colin Baenziger & Associates

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

Savannah Morning News (GA)

November 6, 2009

ENMARK, CITY TO TRY FOR COMPROMISE

Author: *LESLEY CONN*

A rezoning request for a planned Enmark station is being delayed two weeks so city officials and Enmark representatives can try to develop a compromise to appease residents dead-set against the station. Poplar Place residents are worried the rezoning will allow Enmark to build a convenience store and pumps at White Bluff Road and Hampstead Avenue, which will further push commercial development into their residential neighborhood.

Several City Council members at Thursday's meeting expressed their support for Enmark, which has promised to build a store that would use subdued colors, low signage and other design elements to better blend with the residential neighborhood. Alderwoman Edna Jackson said she disagreed with City Manager Michael Brown's initial recommendation to deny the rezoning. "That corner has been an eyesore for years," she said. "Anything would be better."

Aldermen Tony Thomas, Van Johnson and Jeff Felser concurred. As council members debated the rezoning, Alderman Clifton Jones repeated and expanded on an allegation from one of the residents. He stated that Ben Farmer, a local real estate agent and member of the Metropolitan Planning Organization, had an agent who had sold the property to Enmark. Alderman Van Johnson called the allegation "very unsettling," and Mayor Otis Johnson directed city staff to investigate the claim. He was uncomfortable that the statement had been made publicly, he said, and said if found untrue, it would be corrected publicly.

Farmer, reached after the meeting, said the claim was untrue. He once had a listing on the property, but it expired with no sale. "We had nothing to do with that transaction. If I had I would have disclosed it." Farmer and Jones spoke late Thursday, and the alderman said he will issue a public apology. "I'm prepared to do that at our next meeting," Jones said.

In other action, the council:

- Did a first read on a revised, proposed ordinance that would require mandatory alcohol server training, registration and permitting. The council had been struggling with how broad the ordinance should be, and after discussion determined it would not expand the requirement to include all hotels, restaurants and other businesses that serve alcohol. Most of the problems with underage drinking center in nightclubs, they agreed, so other establishments would only be forced to comply if they were cited for alcohol-related issues.

- Because of lower sales tax revenues, the city is anticipating receiving \$33 million less in special purpose local option sales tax money, which helps fund projects like the Forsyth fort renovation, drainage projects, park improvements and similar work, Assistant City Manager **Chris Morrill** told council during its workshop.

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

Savannah Morning News (GA)

September 25, 2009

BEST, WORST OF TIMES

LOCAL ECONOMY 'RIGHT IN SYNC' WITH REST OF STATE, NATION

Author: *ARLINDA SMITH BROADY*

Economic growth in the Savannah Metropolitan Statistical Area, which includes Chatham, Bryan and Effingham counties, significantly slowed in 2008, according to data released Thursday by the U.S. Department of Commerce's Bureau of Economic Analysis.

Out of 366 metropolitan areas, Savannah ranked 144 with a Gross Domestic Product growth rate of 0.2 percent. "These statistics suggest that the Savannah area profile is right in sync with the rest of the state and the nation," said Jeffrey Humphreys, director of the University of Georgia's Selig Center for Economic Growth. "This recession was really tough on the entire region, and recovery will be slow."

The slowdown in economic growth didn't just affect this region, data showed. About 60 percent of metropolitan areas saw economic growth slow down or reverse. Real Gross Domestic Product growth slowed in 220 of the nation's 366 metropolitan statistical areas last year, from 2 percent in 2007 to 0.8 percent in 2008.

Downturns in construction, manufacturing, finance and insurance restrained growth in many metropolitan areas, including Savannah, with government spending showing the most growth.

"No one was really surprised by the data," said **Chris Morrill**, Savannah assistant city manager. "We knew the recession hit us harder and later than a lot of areas." And although it's down from previous years, the city is doing better than the state as a whole, which saw slightly negative growth at -0.6 percent. "We're investing our very limited resources in economic growth and quality of life," **Morrill** said, "and what's a more important quality of life issue than jobs?"

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

Savannah Morning News (GA)
September 9, 2009

**MORE CITY BUDGET CUTS COMING
AS REVENUES FOR 2010 LOOK LOWER, TEAMS OF SAVANNAH CITY
EMPLOYEES PROPOSE CUTS TO SERVICES, DEPARTMENTS**
Author: *LESLEY CONN*

The city of Savannah is looking at further reducing staff, merging offices and ending some services - decisions that will be made in the coming weeks to trim another \$3 million in spending by the end of the year. The bleak prospect for 2010 will further spur spending cuts. City budget analysts already see a \$10 million decline in general fund revenue compared to 2009, sales tax revenue remains unpredictable and property assessments that generate the bulk of city income have been ordered frozen until 2011 by the legislature.

One of the more visible city services being evaluated: Ending the Savannah-Chatham police department's mounted patrol unit. Officers would be rotated into patrol cars to fill vacancies. "We're questioning everything," said Assistant City Manager **Chris Morrill**. "If it was just about today, we'd be OK, but the problem is we don't know about revenue for the rest of the year."

A lower city revenue base, he said, is likely going to stay lower for the next 10 years, which will require the city to re-examine its spending. The city already has reduced spending by about \$12 million this year to offset lower revenues. That largely has been accomplished by leaving non-essential jobs outside public safety vacant. Nearly 200 of the city's 2,600 positions are unfilled. Bret Bell, the city's director of public information, said the city is continuing to look at eliminating positions, but "we're not looking at mass layoffs."

BUILDING A BUDGET

Many of the spending cuts for the 2009 budget will be implemented immediately and will be handled as part of day-to-day operations. Others, such as a proposal to end the mounted patrol unit, have evolved as teams of city workers participating in a new budgeting process for 2010 evaluate city services. The teams are evaluating services under a variety of umbrellas, such as neighborhood vitality, public safety, health and environment, poverty reduction and economic development. City Manager Michael Brown will use their recommendations to build the city's proposed budget in October. That will be presented to City Council members, who will evaluate the proposal and can mandate changes before approving the budget in a series of public hearings. That, too, shows a lean year ahead. The proposals the teams received for city services totaled \$221 million, but the projected revenue available for them equaled \$214 million.

LOOKING FOR SAVINGS

Among some of the other cost-saving measures:

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

Savannah Morning News (GA)

June 19, 2009

CITY STANDS BY RIVER PROJECT

OFFICIAL SAYS \$20 MILLION OBLIGATION FOR SAVANNAH RIVER LANDING STILL A 'GO' DESPITE FLAGGING ECONOMY

Author: *LESLEY CONN, 912-652-0326, lesley.conn@savannahnow.com*

The city of Savannah isn't backing away from its commitment to Savannah River Landing, even as the economy challenges the waterfront development and the city budget. At a City Council workshop session Thursday, Assistant City Manager **Chris Morrill** outlined the \$20 million in road, drainage and other improvements the city will undertake. That money will come from revenue collected from a special tax allocation district established around the riverfront development.

Alderman Tony Thomas was the first to question why the city was proceeding during the uncertain economic times, especially given that from a public safety standpoint, President Street and General McIntosh Boulevard have been issues for years. He said he supports the project but added: "This raises a question for me. I've never seen us push an issue this hard."

The improvements, **Morrill** said, are about more than public safety. "Savannah River Landing cannot really have any economic development until we deal with President Street," he said.

Aldermen Van Johnson and Jeff Felser later said they believe the city is sending mixed messages about the development. "It was always my understanding of them as being mutually exclusive projects," Johnson said. "Today I got the impression they are tied together."

Savannah River Landing's developers have invested \$60 million in site improvements, Finance Director Dick Evans said, and the \$1.4 million in debt service the city is paying annually is still manageable and worth it to honor the private developer's investment.

The mixed-use residential/commercial and retail development has a total estimated price tag of \$800 million, and it promises to redefine more than 40 acres of the waterfront just east of the Marriott Savannah Riverfront hotel. As part of the original development agreement for Savannah River Landing, the city had signed off on elevating and widening President and General McIntosh and straightening a section of McIntosh. A second phase of President Street improvements, which include building a bridge over railroad tracks, was not part of the agreement. In trying to secure federal stimulus funds for that phase, city officials emphasized its hurricane evacuation and improved safety features. "I saw no difference in the plan as it was proposed all along," Alderwoman Mary Osborne said. "That's a major development. Nobody's going to walk away from that."

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

Savannah Morning News (GA)

March 27, 2009

**SAVANNAH TIGHTENING ITS BELT
COUNCIL TOLD BUDGET COULD BE SHORT BY \$9 MILLION**

Author: *LESLEY CONN, 912-652-0326, lesley.conn@savannahnow.com*

One out of every 10 city positions is going unfilled as the city of Savannah deals with declining revenues expected to total \$9 million. The city has left open 250 positions and by year's end expects to have 330 positions vacant, said **Chris Morrill**, the city's assistant city manager over financial services. Those openings so far have saved the city \$1.6 million. A team of city administrators reviews any job positions to determine if it needs to be filled. Only lower-level police and fire department jobs are exempt from review so that public safety needs will continue to be met. The city employs about 2,500 workers. Other teams of employees are examining key aspects of city operations to look for further cost-cutting measures, but city leaders cautioned the City Council on Thursday that the shortfall could be higher than anticipated.

One factor that could change the financial projections is any changes the state legislature may pass regarding property and sales tax collections. "Bottom line, we may need to cut \$10 million to \$15 million," City Manager Michael Brown said. "I hope it's not \$20 (million)." Revenue reports from the first two months of the year show collections down in some key areas, **Morrill** said.

February sales taxes are down \$388,000 from the same time in 2008, and hotel/motel taxes for February are down \$191,432. Building inspection fees are down \$169,113. Some key areas are doing better than expected. Recorder's Court fees were \$142,148 above projections, and water and sewer tie-ins - an early indicator of new building - are about \$100,000 above projections. In February, the city collected \$600,000 in tap-in fees.

Morrill's budget presentation came during a council workshop. During council's regular session, they took the following action:

- Passed a resolution to be sent to the Georgia Department of Transportation restating the city's top priorities for transportation projects. None of the city's priority projects was included in the first round of federal stimulus projects the state selected. Their top item for the second round will be the widening and elevation of President Street, a \$36 million project. Council members also asked that local congressmen and groups such as the National League of Cities get a copy as well so they could see that stimulus money was not making its way past Atlanta.

- Asked city staff to return within 60 days with recommendations for instituting a registration and card system for bartenders and servers, as well as stiffer penalties for minors who try to buy alcohol.

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

Savannah Morning News (GA)

February 25, 2009

**CITY PREVIEWS STIMULUS SPENDING
COUNCIL MEMBERS LIST \$422 MILLION IN ELIGIBLE PROJECTS, RANGING
FROM TRANSPORTATION TO JOB TRAINING AND DAY CARE**

Author: *LESLEY CONN, 912-652-0326, lesley.conn@savannahnow.com*

The city of Savannah has identified \$422 million in local projects and programs that could be funded under the federal stimulus package.

Entries include \$50.7 million for widening and elevating the President Street Extension, \$30 million to upgrade Savannah-Chatham police headquarters on Habersham Street, \$182,300 for a downtown day care center and \$100,000 for an electricians training institute.

Now city leaders have to determine which projects should have the highest priority - and which will have the greatest chance of being deemed worthy by the 13 federal departments that will award funding to competing projects that will pour in from across the nation.

All the projects under review are considered "shovel-ready," meaning work - and the workers who would be hired - would start quickly.

Assistant City Manager **Chris Morrill** said the city was ahead of the game because of its five-year capital improvement planning, which would drive what the city submitted. "It's a shotgun approach," he said. "Those who will be successful will be flexible ... and will be able to mold their project to fit the criteria."

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

Entrepreneur
August 2008

GFOA's new president-elect and executive board.(Government Finance Officers Association) (Paul A. Macklem, Catherine R. O'Connor,)

The Government Finance Officers Association is governed by an 18-member executive board, which consists of 15 members-at-large serving staggered three-year terms, the current president, the previous year's president, and the president-elect. At the association's annual meeting in June, GFOA members voted for a slate of nominees for president-elect and five new members-at-large, each of whom is profiled below.

*[Note. We have included only the information for Christopher Morrill
who was appointed as an at-large board member]*

CHRISTOPHER P. MORRILL

Assistant City Manager--Management and Financial Services

City of Savannah, Georgia

Chris Morrill has been a GFOA member for 17 years. He is a member of the GFOA Committee on Economic Development and Capital Planning and also served on the GFOA Committee on Governmental Budgeting and Fiscal Policy from 1994 to 1999. **Morrill** has been an instructor for various GFOA training seminars including Budgeting for Budget Analysts, Capital Budgeting, and Best Practices in Budgeting. He also reviews budgets for the GFOA's Award for Distinguished Budget Presentation Program. He has spoken on issues including economic development at GFOA annual conferences as well as at Florida and Georgia GFOA conferences. He has also written articles for the Government Finance Review.

Morrill shares his expertise internationally He was a municipal finance advisor to the South African National Treasury and a Peace Corps volunteer in public finance in Ukraine. He is a Fellow of the Kellogg National Leadership Program. In Savannah, he instituted annual five-year financial planning and five-year capital planning, reducing the tax millage rate by 27 percent in 10 years.

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

Savannah Morning News (GA)
May 1, 2008

**LNG NEVER PAID FIRE FEES
SAVANNAH OFFICIALS WANT TO COLLECT MORE THAN \$500,000 IN UNPAID
BILLS**

Author: *SCOTT M. LARSON, 912-652-0397, scott.larson@savannahnow.com*

The El Paso Corp. made more than \$1 billion last year, in part from the liquefied natural gas plant it owns on Elba Island. But the company refuses to pay nearly \$500,000 the city of Savannah claims the company owes in fire protection fees from the last three years, plus \$178,000 due in October. "I can't imagine \$178,000 to protect the community that they are located in would be a real financial hardship for the company," said Assistant City Manager **Chris Morrill**.

In fact, in its 30-year existence on the island, the multi-national corporation has never paid for fire protection.

It never has paid for the eight calls to which Savannah Fire & Emergency Services has responded since 2001. But the city still covered the plant, including a freebie on Sept. 24, 2001, to rescue four people working at the site who got trapped in a basket 80 feet in the air. Now, the plant is in the middle of a fire protection controversy. After the city went to the company about the past due bill, El Paso decided to sign a contract with Southside Fire & Emergency Services. "I'm not sure what their thinking is, but I can tell you if they want real fire protection for an industry, the city of Savannah is the only entity that can provide that level of service," **Morrill** said. "So it must be about money."

El Paso spokesman Bill Baerg would only say that Southside is a better fit, although city officials say Southside doesn't have the same capabilities. Fire aside, the plant and others like it are concerns for environmental activists and politicians alike. Area activists argue that the plant poses a serious fire and explosion threat. Liquefied natural gas is a natural gas cooled to minus-260 degrees, but it won't burn in its liquid state. Industry officials say that means it won't explode and level houses for miles as opponents claim. The Elba Island facility opened in 1978 but closed two years later. It re-opened in 2001 and has never had any incident with the 200 ships that have delivered cargo there since.

The U.S. Congress is worried about terrorists attacking liquefied natural gas ships. Last week, the House of Representatives passed a bill requiring the Coast Guard to enforce security zones around arriving tankers. El Paso's Savannah site is approved to nearly double to 15.7 billion cubic feet by 2012.

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

From studies and surveys to sketches with various colors, typography and imagery, the two teams collaborated throughout the process.

PLACE BRANDING

"With so much competition for businesses, for visitors, you have to put out a positive image," **Morrill** said. "You have to put out an image that says 'we have our act together.' "

Janzen and Crockett researched other cities with successful rebranding and conducted surveys with Savannah residents, which they used to help compile a list of identity requirements, design specifications and branding goals with the committee.

"As with any identity problem, the challenge was one of perception," Crockett said. "Many city employees did not feel good about their outdated 1950s-style, institutional business cards. Additionally, because each of the city's departments had a unique logo, citizens were not always able to identify which services the city was actually delivering."

WHAT'S IN A NAME

"We realized that the word 'Savannah' itself has a very positive message in it," Self said. "It's a beautiful name to visitors and to locals alike. Instead of minimizing that, the word 'Savannah' is in the center of the logo."

Deciding on an accompanying icon proved more taxing than choosing the main part of the logo. After considering numerous icons, the committee selected one of the city squares tipped on point because of its messages. The committee realized Savannah means different things to different people, however, the one thing unique to the city when compared to others is the public city squares.

"The central core of the Oglethorpe plan and the ward is the square, the open space, the green space, the sense of public," **Morrill** said. "For us it's the simplicity of the symbol and the allusion to the public city squares," Crockett said. "This is important because the square not only represents Savannah's beauty and livability, but it reminds us that the city has always been responsible for their care."

The official design brief explained that the shading of the city square "creates a positive forward motion." The use of green does justice to the countless parks and trees while emphasizing an environmental focus, and the feminine serif font of "Savannah" captures the welcoming spirit. "Even though the symbol is kind of a downtown symbol, those values radiate throughout our community," Self said, "not only in public land planning and public spacing but also with access and involvement."

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

Augusta Chronicle, The (GA)
August 20, 2004

PROPOSAL BENEFITS TOURISM GATEWAY

Author: *Scott M. Larson and Mary Carr Mayle, Morris News Service*

SAVANNAH, Ga. - The tourist boulevard along Savannah's quaint River Street will expand soon with the construction of a \$570 million mixed-use development that city officials say will transform a chunk of land - next door to downtown Savannah - that resembles a wasteland.

"If you look at it right now as you drive in, it's one of the gateways to Savannah, and it's ugly looking," said Assistant City Manager **Chris Morrill**. "There are not many large sites in the city so close to downtown where you could really do a quality development that could extend the Historic District."

In the past, the site has scared off developers because of extremely poor drainage.

City officials said that, in the past couple of years, six or seven developers have met with the city about the property but couldn't make anything work.

Mr. **Morrill** and John Hutton, the city's acting inspections director, are more optimistic about this proposal because three developers, including a group building a mall just to the south, are working together to address the big issues, such as drainage.

"All of a sudden, you are looking at doing something for one-third of the cost," Mr. Hutton said.

**Internet Research
Morrill, Christopher**

Note: This research will be presented in reverse chronological order

Savannah Morning News (GA)
September 13, 2002

**LOST SOLUTION MAY BE FOUND
NEGOTIATORS TENTATIVELY AGREE HOW TO SPLIT ABOUT \$45 MILLION A
YEAR, BUT THE COUNTY COULD BLOCK THE PLAN TODAY.**

Author: *Jennifer Moroz, Savannah Morning News*

After months of bitter back-and-forth, negotiators for Chatham County and eight municipalities have reached a tentative agreement on how to split up millions of dollars in sales-tax revenue. Under the proposed distribution of the Local Option Sales Tax (LOST), the cash-strapped county would get about \$2.3 million a year more than it does under the current arrangement. County Commission Chairman Billy Hair and representatives of the municipalities, including Savannah, agreed the deal was a fair compromise. But some county commissioners say that it does not go far enough, and their voices count: The proposal needs the stamp of the majority on the nine-member commission to become final.

The commission is expected to consider the matter at its regularly scheduled meeting this morning. Pooler Mayor Buddy Carter was confident: "We've got five votes lined up." County Commissioner Frank Murray, one of two designated negotiators for the county, wasn't so certain.

"I don't think it's an offer that has the support to pass," he said.

Murray himself is against the proposal, which was hammered out over the last few days between Hair and Savannah Mayor Floyd Adams Jr. Representatives of the other seven municipalities, which have teamed up with Savannah in the negotiations, have signaled their approval. "I think we're getting close," Murray said, "but I don't feel the offer is where it needs to be right now."

Proceeds from the 1-percent sales tax represent a major source of revenue for local governments, which use the money to fund services - and lessen the property-tax burden on homeowners. Over the next 10 years, the tax is expected to generate about \$500 million. About 35 percent, or \$175 million, of that comes from tourist spending. The proceeds are divided based on a number of criteria, including population, level of services provided by each government, and where the tax is generated. The first split is between the county and the municipalities as a group; the municipalities then decide how to divvy up their share. Under the current distribution formula, negotiated in 1995, the county gets 19.22 percent of the annual proceeds - about \$8.3 million last year. Savannah gets the bulk at 68.73 percent - about \$30 million last year. Over the last three months, county officials have argued that they have lost millions a year as a result of the 1995 deal, when they picked up the cost of housing municipal prisoners in return for a slightly larger piece of the sales-tax pie.

Commissioners, who just finished closing an \$11.7 million hole in the county's operations budget, have blamed a large part of the county's ongoing financial woes on the prisoner issue.

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

Savannah Morning News (GA)
February 1, 2002

**SAVANNAH AGREES TO IMPROVE ACCESS
SETTLEMENT WITH JUSTICE DEPT. COMES ALMOST 2 YEARS AFTER AUDIT
FOR COMPLIANCE WITH ADA**

Author: *Kate Wiltrout*

Navigating Savannah's streets - and its bureaucracy - will soon get a little easier for disabled people. The city is one of 21 state and local governments that settled Wednesday with the U.S. Department of Justice regarding compliance with the Americans with Disabilities Act. Now almost 10 years old, the act requires that public facilities be made accessible to all people.

Chris Morrill, an assistant Savannah city manager, said the 11-point agreement should take about two years to complete. He estimated it would cost about \$300,000, and that money would be found in the budget for the improvements.

Some of the changes are easier than others. For instance, all letters sent from city offices will have a central TTY telephone number on them, so hearing-impaired residents can contact the city.

City Council chambers will be fitted with listening systems for the hard-of-hearing, as will Grayson Stadium and the Martin Luther King Jr. Arena at the Civic Center.

Others are more labor intensive. The city agreed to physical modifications so that "parking, routes into buildings, entrances, doors, elevators, signage, public telephones, restrooms, dressing rooms, locker rooms, service counters, drinking fountains and swimming pools are accessible to people with disabilities."

Carol Bell, Central Services director, said the city would go beyond what's required.

"We don't really have any qualms with the agreement," she said. City Hall will get one wheel-chair accessible bathroom, though it was technically compliant already, with bathrooms in the nearby hospitality center on River Street, said city architect Thomas Perdue.

"God only knows whether the original City Hall even had bathrooms," Perdue said. "The city occupies a lot of buildings that are very historic and very old, and most of those are the ones we have problems with."

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

Savannah Morning News (GA)

June 8, 2001

SAVANNAH HIRES NEW ASSISTANT CITY MANAGER

Author: *Bret Bell*

Chris Morrill has spent much of the past five years helping to privatize the Ukraine and create a new financial framework for local governments in post-apartheid South Africa.

With that kind of background, City Manager Michael Brown figures he will have little trouble coming up with a budget for little old Savannah. Brown announced Thursday that he hired **Morrill**, who helped create annual budgets for the city of Savannah for the better part of a decade, as assistant city manager for management and financial services.

Considered one of the top three most powerful positions in city government, **Morrill** fills a position that had remained vacant since October, when Bob Bartolotta left to run the city of Jupiter, Fla. Finance Director Richard Evans served as assistant city manager in the interim.

Morrill will start work Aug. 13 with a \$98,000 annual salary.

While working for the city from 1990-1992, and again, from 1994-1999, **Morrill** led an eight-member team that prepared and monitored a \$170 million budget.

"**Chris** made many improvements in our budget and financial management systems, as well as in the quality and clarity of our presentation and public information materials," Brown said.

In his new position, **Morrill** will oversee 10 city departments, including vehicle maintenance, finance, human resources, purchasing, central services and parking services.

Bartolotta drew some heat from city employees during his tenure when Vehicle Maintenance Department employees claimed abuse and unsafe working conditions. The department's director later resigned during a city investigation.

Some of those worker complaints led to the unionization of service employees earlier this year.

CHRIS MORRILL'S RESUME

WORK HISTORY

1999-present: senior municipal policy adviser for the National Treasury of South Africa -- United States Agency for International Development

1990-1992, 1994-1999: research and budget director, city of Savannah

Columbus Ledger-Enquirer (GA)

October 14, 1996

GEORGIA BRIEFSAuthor: *From wire reports*

City to be compensated for Olympic security costs

SAVANNAH -- Savannah will receive \$57,308 from the Legislature to compensate for non-personnel security costs incurred during Olympic yachting events.

"The request was passed by the state legislature earlier on, and the governor's office gave it final approval late last week," said state Rep. Tom Bordeaux, D-Savannah. "The city is getting everything it asked for, which is a good sign for Savannah and its planning department."

The money is coming from a \$500,000 governor's discretionary grant fund approved by the Legislature so cities hosting satellite Olympic venues -- such as Savannah with yachting or Columbus with softball -- could be compensated for security costs.

Savannah's budget director, **Chris Morrill**, said the money is welcome, even though all Olympic costs are already covered by the city's \$88.5 million general fund budget for 1996.

"It's like getting a bonus at work -- you don't go out and spend it right away," **Morrill** said.

ACOG already paid Savannah \$290,000 to help defray police overtime in a deal negotiated earlier this year by Mayor Floyd Adams Jr. The city still incurred an additional \$244,000 in police overtime during the Games, although all of it was budgeted by city officials.

Savannah requested compensation for computers, police vehicle maintenance, bulletproof vests and extra barricades and other items needed around the venues.

Research Completed by: Vanessa Garner
 Colin Baenziger & Associates

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;

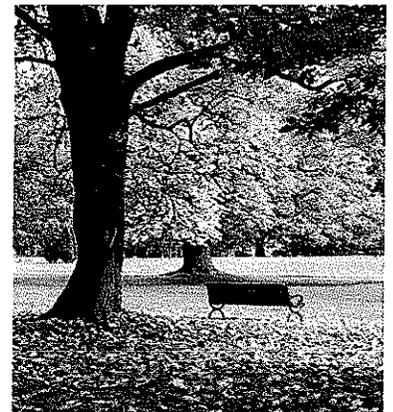
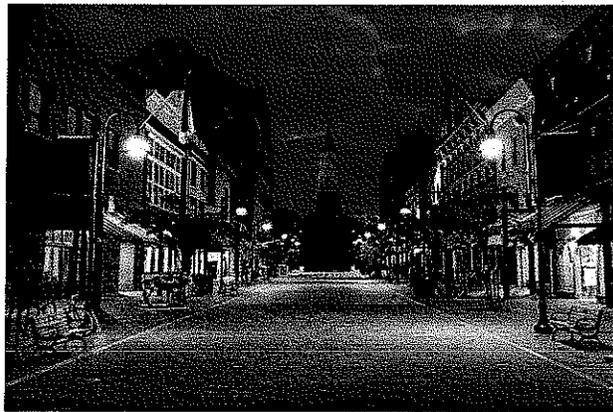
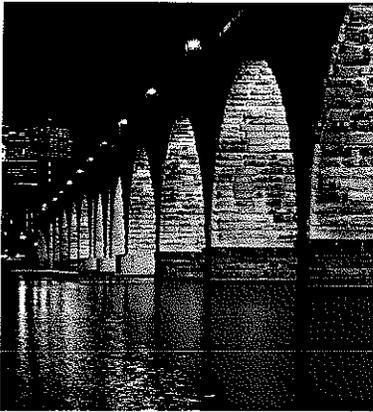
WHEREAS, CB&A's staff worked diligently to find and produce excellent candidates, and then provided the County Commission with comprehensive materials concerning the candidates' aptitude, experience, background, complete and thorough interviews, references, extensive checks of criminal, civil and financial 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.



Proposal

City of Deltona, Florida

Executive Search Consulting Services

September 23, 2014

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LETTER OF TRANSMITTAL

September 23, 2014

Ms. Kate Krauss
 Purchasing Manager
 City of Deltona
 2345 Providence Blvd.
 Deltona, FL 32725

Re: Request for Proposal to Provide Executive Search Services

Dear Ms. Krauss:

I appreciate the opportunity to submit our proposal for executive recruitment services for the City of Deltona's next City Manager. Our extensive experience in providing executive recruitment services to cities, counties, non-profits, special districts and other public sector organizations nationwide, especially in Central Florida with the Cities of Eustis and Sanford, will be beneficial for this recruitment and allow us to find the ideal candidate for the City.

We know that you have options for using other recruitment firms. However, we believe that our approach sets us apart from our competitors in the following unique ways:

- Our web-based survey to determine the key attributes essential of the candidate completed by the organization's employees and community members. The results of the survey will provide the City Council with important feedback from these key stakeholders for development of the profile for the ideal candidate;
- Management Style Assessment Analysis completed by the candidate that determines if the candidate's management style matches the needs of Deltona
- ☐ Video interviews that can be made available to the City Council and the designees to augment the selection process;
- Utilization of a proprietary online application system (exclusively licensed to Waters & Company, A *Springsted Company*) to facilitate talent management. The System has been designed by Waters & Company, A *Springsted Company* to customize applicant flow and tracking. It allows ease of communication with applicants and the ability to conduct database inquiries for candidates based on characteristics important to the City such as, geographic location, particular experience, and credentials.

The proposal document will provide you the details about our approach, expertise, client references, and pricing for this executive recruitment. If you have any questions, please contact me at 972.481.1950 or by email at rwaters@waters-company.com. Our Team would consider it a professional privilege to provide these services to the City of Deltona.

Respectfully submitted,
 Rollie Waters
 Executive Vice President

**City of Deltona, FL
Proposal to Provide
Executive Search Consulting Services**

I. Executive Summary

Waters & Company Executive Recruitment recently merged with the Springsted Group, establishing the largest public sector executive search and organizational management firms in the United States. Our company combines the executive search service expertise and resources of two highly respected firms, Waters & Company and Springsted Incorporated. WCER and Springsted are Women's Business Enterprise ("WBE") firms. Springsted, the parent corporation, is a certified WBE with the City of St. Paul, Minnesota. Three employee-owners lead the firms and its 70-member staff. Our headquarters are located in Saint Paul, Minnesota, with regional offices in Dallas, Texas; Richmond, Virginia; Cleveland, Ohio; Milwaukee, Wisconsin; Des Moines, Iowa; Kansas City, Missouri; Denver, Colorado and Los Angeles, California.

WCER has a team of seven primary search consultants available to meet your executive search needs. Each consultant has extensive experience working with Cities and the many different disciplines that comprise the City of Deltona, the leadership team, and its constituencies. Our consultants bring an experienced, participatory and energetic perspective to each engagement; our unique approach and personal touch are reflected in our internal standard to provide outstanding services that exceed the City's expectations. Over the past five years, our combined consultant team has conducted over 1,000 executive recruitments.

The WCER project team will partner with the City Council and other designates as your technical advisor to ensure that the recruitment process for your next City Manager, is conducted in a thorough and professional manner. Our objective is to generate high quality candidates and assist you with the screening and evaluation of these candidates.

Authorized Personal:

Rollie Waters, Executive Vice President
Waters & Company Executive Recruitment
14285 Midway Road, Suite 340
Addison, Texas 75001

II. Prior Experience and Success Rate

Mr. Rollie Waters, Executive Vice President

Direct Phone: (214) 466-2424

Email: rwaters@waters-company.com

Ms. Sharon Klumpp, Senior Vice President

Direct Phone: (651) 223-3053

Email: sklumpp@springsted.com

Mr. John Anzivino, Senior Vice President Client Representative

Direct Phone: (804) 726-9750

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Mr. Chuck Anderson, Senior Vice President

Direct Phone: (817) 965-3911

Email: canderson@waters-company.com

Mr. Chuck Rohre, Senior Vice President

Direct Phone: (214) 466-2436

Email: crohre@waters-company.com

Ms. Andrea Sims, Vice President, Proposed Project Team Leader

Direct Phone: (216) 695-4776

Email: asims@waters-company.com

Mr. David Unmacht, Senior Vice President

Direct Phone: (651) 223-3047

Email: dunmacht@springsted.com

Ms. Kendra Bradley, Project Coordinator

Direct Phone: (214) 466-2445

Email: kbradley@waters-company.com

All team members are highly experienced with extensive experience in executive recruitment in the public sector. The success rate for the team is approximately 99%, we satisfy our clients with high quality recruitment processes

Rollie Waters

Executive Vice President

Rollie O Waters is an Executive Vice President, of the Waters & Company, a Springsted Company. Since 1976, Rollie has been a management consultant to private and public sector clients. He has consulted with national and international clients in the area of HR Management system design and strategic management. He has given various lectures and seminars for organizations in the areas of compensation as it relates to performance management. He is viewed on a national level as one of the foremost authorities in succession planning and performance management system design for the public sector. He has spoken before such organizations as the International City/County Managers Association, American Management Association, The Alliance for innovation, Southern Methodist University, the University of Maryland, National Forum of Black Public Administrators, California Institute of Technology, the Texas Municipal League (TML), the International Personnel Management Association (IPMA-HR), several international companies in Great Britain, and various other U.S. public and private sector agencies and organizations.

Rollie has been actively involved in the development of competency-based knowledge selection and development tools over the past twenty years. He has been instrumental in ensuring the proprietary profiles that he has designed attract the right candidates that fit the organization's needs. In addition, Rollie's extensive knowledge of performance management solidifies matching the management style most compatible with the organization's success. His research on succession planning has led him and his team to be able to help shape the future of organizations through their executive recruitment activities.

Rollie has been widely published in national journals and magazines focusing on human resource challenges. His publications include a research article in the Public Personnel Management Journal titled "The Impact of Behavioral Traits on Performance Appraisal." Prior to founding W&C, Rollie held an executive position with Dun & Bradstreet Co., Inc., and a management position with Owens Corning Fiberglass.

Areas Of Expertise

- Executive Recruitment
- Web- Based Compensation Support
- Management Development
- Organizational Strategy
- Mentoring Programs
- Performance Management
- Competency-based Systems and Development Systems
- Succession Planning

Professional Accomplishments And Education

Rollie is a member of Mensa, a Strategic Partner with the International City/County Managers Association, International Management Consultants, and Alliance for Innovation, a member of the National Corporation Advisory Council of the National Forum for Black Public Administrators, and numerous other professional groups. He also has appeared in several professional directories such as Who's Who in the World, Who's Who in Finance and History, and many others. Rollie has an extensive background in the behavioral sciences; strategic planning and He received his MBA at Pepperdine University and his Bachelors of Science degree in psychology from the University of South Carolina. In addition, he is a Certified Management Consultant (CMC). CMC is a certification mark awarded by the Institute of Management Consultants USA and represents evidence of the highest standards in consulting and adherence to the ethical canons of the profession.

Sharon G. Klumpp*Senior Vice President and Consultant*

Sharon Klumpp is an organization and management consultant with Waters & Company, a *Springsted Company*. She has extensive experience specializing in organizational and departmental studies, human resource management and executive search for public agencies.

She also assists governing bodies and senior-level managers in the development, execution and evaluation of strategic plans.

Ms. Klumpp has extensive experience in serving government. She has served as Executive Director of the Metropolitan Council, a seven-county regional planning agency for the Minneapolis-Saint Paul metropolitan area, and as Associate Executive Director for the League of Minnesota Cities. Her experience also includes serving as City Administrator in Oakdale, Minnesota and as Assistant City Manager in both St. Louis Park, Minnesota and Saginaw, Michigan. Her private sector experience includes serving as the chief administrative officer for the Minneapolis office of a major global engineering and design firm.

Ms. Klumpp also served as an adjunct instructor at Walden University, where she taught public administration and organizational change in the University's School of Management. She served two terms on the Ramsey County Charter Commission and was chair for two years.

Professional Accomplishments And Education*Education*

University of Kansas, Lawrence, Kansas
Masters of Public Administration

Miami University, Oxford, Ohio
Bachelor of Arts in Political Science

Affiliations

International City/County Management
Association

Minnesota City/County Management
Association

International Public Management
Association for Human Resources

John Anzivino*Senior Vice President, Client Representative*

Mr. Anzivino joined Springsted in December 2001 as Vice President and Client Representative. In July 2006, he was named Senior Vice President of the firm and, in December 2006, as Director of Springsted's Mid-Atlantic group. He assists Mid-Atlantic cities, counties, towns and non-profit organizations in addressing human resources, staffing, organizational management, financial, housing and economic development challenges in a variety of innovative ways. In addition, Mr. Anzivino oversees the bond issuance process for clients, ensuring that debt offerings are marketed and delivered in a timely and effective manner.

Mr. Anzivino has over 25 years of experience in state and local government. He served as Town Manager for Warrenton, Virginia for more than 12 years. Prior to Warrenton, he served as County Administrator for four years in Caroline County, Virginia, and for six years in Amelia County, Virginia. Each of these communities received state and national recognition for developing creative and innovative approaches to resolving complex financial and programmatic issues that they faced during his tenure. During this time, Mr. Anzivino authored chapters in the *VML Handbook for Mayors and Council Members* and the *Virginia Association of Counties Handbook for County Supervisors*. He has also held positions in West Virginia with the Governor's Office of Economic and Community Development, specializing in resolving complex utility and project financing issues and with a regional planning and development agency, as its Assistant Director.

Mr. Anzivino has been an active participant in professional associations, having served as Vice President of the Virginia Local Government Management Association and as President of the Virginia Association of County Administrators. He has addressed several national and regional organizations on changes in the workforce and their relationship to hiring patterns in the public sector.

Professional Accomplishments And Education***Education***

University of Georgia, Athens, Georgia
Master of Public Administration

Concord College, Athens, West Virginia
Bachelor of Arts

University of Virginia, Charlottesville,
Virginia
Senior Executive Institute

Affiliations

International City Management Association
(ICMA)

Virginia Local Government Management
Association (VLGMA)

International Public Management Association
for Human Resources (IPMA)

Virginia Local Government Management
Association (VLGMA), Life Member

North Carolina Government Finance Officers
Association (NCGFOA)

Charles (Chuck) Anderson

Senior Vice President

Charles (Chuck) S Anderson is a Senior Vice President for Waters & Company, a Springsted Company. Prior to joining the Waters & Co, Chuck worked for local governments and non-profit organizations, including City Manager for Dallas, Texas; Executive Director for the Dallas Area Rapid Transit (DART); and Executive Director for the Michigan Education Association.

Chuck also served as Director for Local Government Reform for the International City/County Association (ICMA), managing a U.S. government contract for the planning and delivery of technical assistance to local governments in Central and Eastern Europe. His last assignment in this role with ICMA was to recruit and supervise a team of technical consultants to assist in re-building local governments in Bosnia following agreement on the Dayton Accords

During his service with the Michigan Education Association, Chuck also served as Senior Consultant for Urban Planning and Management for Michigan State University's Institute for Public Policy and Social Research

Areas Of Expertise

- Executive Recruitment
- Leadership/Management Development
- Organizational Design
- Organizational Development

Professional Accomplishments And Education

Chuck received a Bachelor of Arts degree in political science and human resources management and a Masters of Public Administration degree from the University of Kansas. He received the prestigious L.P. Cookingham Award for Development of Young Professionals from the International City/County Management Association (ICMA) and the Minority and Women Advancement Award from the American Public Transit Association (APTA). He was also recognized as Public Administrator of the Year by the American Society of Public Administration (ASPA) and Outstanding Management Innovator (Honorable Mention) by ICMA. Chuck was recognized in 2007 with the Lifetime Achievement Award from his Public Administration Alumni Association at the University of Kansas.

Chuck Rohre
Senior Vice President

Chuck Rohre a Senior Vice President for Waters & Company, a Springsted Company. In this role, he is responsible for managing and conducting executive recruitment engagements for the firm to insure their integrity, timeliness and adherence to budget parameters. Chuck has more than 35 years of experience in managing and consulting in both the private and public sectors. He has served as Police Chief and Director of Public Safety for North Texas municipalities with populations ranging from 9,000 to 200,000 plus. Prior to beginning his consulting career, Mr. Rohre served for three years as Police Chief of Plano, Texas.

Chuck joined the firm in January 2006 following a 13-year engagement with another nationally recognized public sector search firm where he managed the Texas and Southwestern operations. He has an extensive and successful track record of completed recruitment across the nation, especially in the Midwestern and Southwestern states. Among others, he has led recruitment processes for City and Assistant City Managers, Police Chiefs, Fire Chiefs, Library Directors, Chief Information Officers, City/County Attorneys, Parks & Recreation Directors, Finance Directors and Public Works Directors. The clients range from as small as 2,500 to as large as 700,000 in population. He has also conducted management consulting assignments in a number of areas including public safety, career development and strategic planning. He has written and presented training in a variety of subject areas including personnel assessment, leadership and management skills, and career development for public sector employees.

Areas Of Expertise

- Executive Recruitment
- Background Investigations
- Assessment Centers
- Career Development
- Strategic Planning
- Organizational Assessment

Professional Accomplishments And Education

Chuck received his Bachelor's degree in Career Development from the Dallas campus of Abilene Christian University and his Master's degree in Human Relations and Management from the same institution. He has completed advanced management training at the Institute for Law Enforcement Administration and now serves on its adjunct faculty and advisory board. Chuck completed the Federal Bureau of Investigation's prestigious LEEDS course at Quantico, Virginia. He is a veteran of the United States Army, serving in the United States and the Republic of Viet Nam.

Andrea Sims
Vice President

Andrea Battle Sims has been working in executive recruitment for over twelve years, managing all phases of the recruitment process for public sector executives, including: City and Assistant City Managers, Human Resources Directors, Police Chiefs, Chief Information Officers, Library Directors, City/County Attorneys, Parks & Recreation Directors, Finance Directors and Workforce Development Executive Directors. She has extensive experience in Florida including the Cities of Sanford, Eustis, Dunedin, as well as Broward County, Collier County, Escambia County, and Pinellas County.

Andrea is an experienced professional with over twenty years of prior experience in Information Technology, IT Audit and Management experience in both the public and private sector. Her local government leadership roles include serving as the IT Director at Cleveland Public Schools with a staff of 50 and Deputy Director of IT at Cuyahoga County with a staff of 70. In addition, her county experience includes creating a start-up venture to sell public computer access to the legal community. Ms. Sims has held management positions at AT&T, Progressive Insurance, and National City Bank (now PNC), managing IT projects as well as IT professionals, along with serving as an internal consultant/auditor.

Areas Of Expertise

- Executive Recruitment
- Recruitment and Retention Training
- Diversity-based Recruitment and Retention
- Information Technology Leadership
- Organizational Assessment
- Strategic Planning and Implementation
- Project Management
- Process Improvement
- Change Management

Professional Accomplishments And Education

Andrea's educational background includes a Bachelor of Arts in Mathematics from Spelman College, Atlanta, Georgia, and a Master of Science in Operations Research from The Wharton School at the University of Pennsylvania, Philadelphia, Pennsylvania. In addition, her post-graduate education includes numerous executive development seminars and certification from the Leadership Academy at Cleveland State University, the Anderson School at UCLA and the Gartner Group. Andrea's current and past civic involvement includes the Board of Trustees at the Gathering Place; American Cancer Society, Cuyahoga Unit; Junior League of Cleveland, along with leadership positions with the Links, Inc, the Spelman Alumnae Association, and Delta Sigma Theta, Inc

David Unmacht
Senior Vice President

Mr. Unmacht is a Consultant for the Waters & Company, a Springsted Company. He works closely with local governments in many different fields including budget and resource planning, organizational and leadership development, staff/elected official relations, intergovernmental collaborations, communication strategies, facilitation services and strategic planning.

Mr. Unmacht has over 30 years of local government experience having served both cities and counties and now in private practice. Prior to joining Springsted, Mr. Unmacht served for 11 years as Administrator for Scott County, Minnesota. Prior to that, he was Deputy County Administrator in Dakota County, City Manager in Prior Lake and City Administrator in Belle Plaine, Minnesota. While with Scott County, Mr. Unmacht oversaw a budget that surpassed \$100 million, a workforce of approximately 700 and a population of 125,000. During his tenure, the County was awarded the Association of Minnesota Counties Achievement Award five times for a program, person or service.

His main focus has been creating and maintaining strong organizational cultures and establishing excellent labor/management relations. By emphasizing a leadership-focused training and development foundation, Mr. Unmacht has successfully guided the communities he's worked with in a progressive and positive manner.

Mr. Unmacht is a frequent writer, speaker and panelist for conferences and training groups. He has been recognized with the Excellence in County Government Award by the Minnesota Association of County Administrators (2000) and the Manager of the Year Award by the Minnesota City/County Management Association (2006). Mr. Unmacht has also served as President of the Minnesota City/County Management Association.

Professional Accomplishments And Education

Education

Drake University, Des Moines, Iowa
Master of Public Administration

Wartburg College, Waverly, Iowa
Bachelors in Business Administration and
Political Science

Affiliations

International City Management Association

Minnesota City/County Management
Association

Credentialed Manager, ICMA Management
Certification

Participant, Senior Executive Institute,
University of Virginia

Kendra Bradley
Project Coordinator

Kendra Bradley is the Project Coordinator at Waters & Company, a *Springsted Company* responsible for managing the recruitment process in support of Lead Consultants. She also acts as an assistant to company President Rollie Waters.

In this role Kendra coordinates mailings including acknowledgement letters and other communications with candidates, the handling of resumes, and the sending of questionnaires to candidates. She also assists in the scheduling of semifinal interviews, submission of background checks and education verifications, and the notification of finalists. Her responsibilities extend to editing of presentations, the scheduling and placement of advertisements, and office logistics and supplies.

Previously, Kendra served as an assistant manager of a spa and salon, taking inventories, placing orders and tracking revenue as well as helping to direct the team. Kendra also has previous experience in teaching for she worked as an assistant teacher in a preschool.

Areas Of Expertise

- Communication
- Customer Service
- Team Building
- Editing

Professional Accomplishments And Education

Kendra is a graduate of the University of Kansas with a Bachelor of Arts degree in African American Studies and a minor in Health Science and Exercise Science. An Honor Roll student, Kendra was a member of the University's track and field team. Twice named All American, she was a member of a team that set the school record in the 4x400m relay.

III. Past Performance

The following is a partial list of relevant recruitments conducted by WCER:

<i>Client</i>	<i>Position</i>
<i>Alexandria, Virginia</i>	<i>Assistant City Manager and Fire Chief</i>
<i>Altus, Oklahoma</i>	<i>City Administrator</i>
<i>Ann Arbor, Michigan</i>	<i>City Manager</i>
<i>Arlington, Texas</i>	<i>Deputy City Manager</i>
<i>Atlantic Beach, Florida</i>	<i>City Manager (CURRENT)</i>
<i>Bath County, Virginia</i>	<i>County Administrator</i>
<i>Belle Plaine, Minnesota</i>	<i>City Administrator</i>
<i>Bellevue, Wisconsin</i>	<i>Village Administrator</i>
<i>Beltrami County, Minnesota</i>	<i>County Administrator</i>
<i>Bedford, Virginia</i>	<i>City Manager</i>
<i>Boulder, Colorado</i>	<i>City Manager</i>
<i>Bristol, Virginia</i>	<i>City Manager</i>
<i>Brooklyn Park, Minnesota</i>	<i>City Manager</i>
<i>Brunswick County, North Carolina</i>	<i>County Manager</i>
<i>Carrollton, Texas</i>	<i>City Manager</i>
<i>Clinton, North Carolina</i>	<i>City Manager</i>
<i>College Station, Texas</i>	<i>Assistant City Manager</i>
<i>Commerce City, Colorado</i>	<i>City Manager</i>
<i>Corpus Christi, Texas</i>	<i>City Manager</i>
<i>Danville, Virginia</i>	<i>City Manager</i>
<i>Dallas, Texas</i>	<i>Chief Building Official</i>
<i>Denton, Texas</i>	<i>City Manager</i>
<i>El Paso, Texas</i>	<i>Deputy City Manager</i>
<i>Escambia County, Florida</i>	<i>County Manager</i>
<i>Eustis, Florida</i>	<i>City Manager (CURRENT)</i>
<i>Fairview, Texas</i>	<i>Town Manager</i>
<i>Farmers Branch, Texas</i>	<i>City Manager</i>
<i>Fate, Texas</i>	<i>City Manager</i>
<i>Fort Collins, Colorado</i>	<i>City Manager</i>
<i>Fort Myers, FL</i>	<i>Assistant City Manager</i>
<i>Fort Worth, Texas</i>	<i>City Manager , Assistant City Manager (3) and other executive recruitments</i>
<i>Fredericksburg, Texas</i>	<i>City Manager</i>
<i>Fresno, California</i>	<i>Assistant City Manager</i>
<i>Grand Rapids, Michigan</i>	<i>City Manager</i>
<i>Great Falls, Montana</i>	<i>City Manager</i>
<i>Greenville, South Carolina</i>	<i>Assistant City Manager</i>
<i>Greenwich, Connecticut</i>	<i>Town Administrator and various executive recruitments</i>
<i>Highland Park, Texas</i>	<i>Town Administrator</i>

Client	Position
<i>Iowa City, Iowa</i>	<i>City Manager</i>
<i>Irving, Texas</i>	<i>City Manager (2)</i>
<i>Jefferson County, Alabama</i>	<i>County Manager</i>
<i>Juneau, Alaska</i>	<i>City Manager</i>
<i>Justin, Texas</i>	<i>City Manager</i>
<i>Kerrville, Texas</i>	<i>City Manager</i>
<i>Little Rock, Arkansas</i>	<i>City Manager</i>
<i>Loudoun County, Virginia</i>	<i>County Administrator</i>
<i>Loveland, Colorado</i>	<i>City Manager (2)</i>
<i>Lubbock, Texas</i>	<i>City Manager</i>
<i>Midland, Texas</i>	<i>City Manager</i>
<i>Muskegon, Michigan</i>	<i>City Manager</i>
<i>Norfolk, Virginia</i>	<i>Assistant City Manager (3)</i>
<i>Norman, Oklahoma</i>	<i>City Manager</i>
<i>Novi, Michigan</i>	<i>City Manager</i>
<i>Pflugerville, Texas</i>	<i>City Manager</i>
<i>Pinellas County, Florida</i>	<i>County Administrator</i>
<i>Plano, Texas</i>	<i>Assistant City Manager (3)</i>
<i>Port of Cincinnati</i>	<i>President/Chief Executive Officer</i>
<i>Richardson, Texas</i>	<i>Assistant City Manager</i>
<i>Sachse, Texas</i>	<i>City Manager</i>
<i>San Diego, California</i>	<i>Deputy City Manager</i>
<i>San Jose, California</i>	<i>Assistant City Manager</i>
<i>Sanford, Florida</i>	<i>City Manager, Police Chief (2)</i>
<i>Spokane, Washington</i>	<i>Chief Administrative Officer</i>
<i>Town of Apex, North Carolina</i>	<i>City Manager</i>
<i>Town of Marana, Arizona</i>	<i>Assistant Town Manager</i>
<i>Virginia Beach, Virginia</i>	<i>Assistant City Manager/CFO, Deputy City Manager, Chief Operating Officer</i>
<i>Waco, Texas</i>	<i>City Manager</i>
<i>West Des Moines, Iowa</i>	<i>City Manager</i>

City of Dunedin, Florida

Mr. Rob Dispirito
 City Manager
 542 Main St.
 Dunedin, FL 34698
rdispirito@dunedinfl.net
 (727) 298-3007

Project: Selection of Director of Human Resources, Director of Finance, and Public Works/City Engineer

Pinellas County, FL

Ms. Beverly Waldron
 Manager, Workforce Analysis & Planning
 315 Court St.
 Clearwater, FL 33756
bwaldron@co.pinellas.fl.us
 (727) 464-3000

Project: Selection of County Administrator

City of Sanford, FL

Mr. Norton Bonaparte
 City Manager
 P.O. Box 1788
 Sanford, FL 32772
nbonaparte@sanfordfl.gov
 (407) 688-5009

Project: Selection of City Manager and Police Chief

Escambia County, FL

Mr. Thomas Turner
 Director of Human Resources
 221 Palafox Place
 Pensacola, FL 32502
tturner@co.escambia.fl.us
 (850) 595-1637

Project: County Manager

City of Eustis, FL

Ms. Ann Isaacs
 Director of Human Resources
 10 N. Grove St.
 Eustis, FL 32727
isaacsa@ci.eustis.fl.us
 (352) 483-5472

Project: Selection of City Manager and Deputy Finance Director

IV. Cost

The all-inclusive professional fee to conduct the recruitment is provided below and includes the cost of professional services by an assigned Project Team Leader and the project support staff, and all project-related expenses such as advertising, printing, candidate background and reference checks, and travel expenses for on-site visits. Travel expenses incurred by candidates for on-site interviews with the client are not the responsibility of WCER and are handled directly by the client organization. If there is a preference for separate billings for the professional services and project-related expenses, please advise us and the agreement can reflect such an arrangement.

The all-inclusive professional fee will be billed in three installments; 40% of the fee will be billed at the beginning of the recruitment; 40% at the implementation of Phase III; and 20% upon acceptance of offer by the candidate. We are open to negotiate an alternative payment schedule if selected for this search.

If candidates from this recruitment process are selected for another position within your organization within one year of the close of the recruitment, a fee of 50% of the above mentioned proposal amount will be due to Waters & Company.

All questions regarding the professional fees and project-related expenses should be directed to Rollie Waters, Executive Vice President, at rwaters@waters-company.com or via phone at 972.481.1950.

PHASE	DESCRIPTION OF PROFESSIONAL SERVICES	FEES
Phase I	Task 1 – Candidate Profile Development/Advertising/Marketing (includes one day on site by Project Team Leader) Task 2 – Identify Quality Candidates	
Phase II	Task 3 – Screening of Applications and Submission of Recommended Finalists to Client. Task 4 – Reference Checks, Background Checks, and Academic Verifications	
Phase III	Task 5 – Final Process/On-Site Interviews with Finalists (includes two days on site by Project Team Leader)	
Conclusion	Acceptance of offer by candidate	
TOTAL ALL-INCLUSIVE PROFESSIONAL FEE		\$24,500.00

OPTIONAL SERVICES FOR CONSIDERATION	FEES
Additional work related to the search process and as specifically requested by the client that is outside of the scope of this project (i.e. additional onsite meetings) is additional. The fixed professional fee for this recruitment anticipates no more than three onsite consulting days with one consultant. However, we would be pleased to provide additional onsite consulting visits for our standard daily rate of \$1,500 plus expenses.	\$1,500.00 per day plus expenses

Triple Guarantee

Our Triple Guarantee is defined as: (1) A commitment to remain with the recruitment assignment until you have made an appointment for the fees and tasks quoted in this proposal. If you are unable to make a selection from the initial group of finalists, WCER will work to identify a supplemental group until you find a candidate to hire; (2) your executive recruitment is guaranteed for 24 months against termination or resignation. The replacement recruitment will be repeated with no additional professional fee, but only for project-related expenses. Candidates appointed from within your organization do not qualify for this guarantee. This guarantee is subject to further limitations and restrictions of your state laws; and (3) WCER will not directly solicit any candidates selected under this contract for any other position while the candidate is employed with your organization.

V. Understanding of Project and Project Requirements

As previously stated, WCER understands that the selection of the City Manager is one of most important decisions a City Council makes. We have a solid process that is detailed in Section VI that speaks to our need to fully understand the unique features that the City of Deltona faces, the type of City Manager that will fit with the culture of the Council, citizenry and successfully lead the staff. We understand that the need to find a person with the technical and managerial experience as well as the overall fit with the organization.

In addition, we understand the type of scrutiny the City faces in such recruitments and allow for a thorough vetting of candidates with attention to referencing, media checks, credit, criminal, civil and driver's license checks.

WCER offers a triple guarantee, defined as: (1) A commitment to remain with the recruitment assignment until you have made an appointment for the fees and tasks quoted in this proposal. If you are unable to make a selection from the initial group of finalists, WCER will work to identify a supplemental group until you find a candidate to hire; (2) your executive recruitment is guaranteed for 24 months against termination or resignation. The replacement recruitment will be repeated with no additional professional fee, but only for project-related expenses. Candidates appointed from within your organization do not qualify for this guarantee. This guarantee is subject to further limitations and restrictions of your state laws; and (3) WCER will not directly solicit any candidates selected under this contract for any other position while the candidate is employed with your organization.

The proposal is all-inclusive, with most of the work performed by the Project Team Leader, with support from a Project Coordinator and other peer Project Team Leaders. The approximate number of hours are as follows:

Task One:
Project Team Member- 14
Project Coordinator- 16

Task Three:
Project Team Member- 18
Project Coordinator- 20

Task Two:
Project Team Member- 14
Project Coordinator- 16

Task Four:
Project Team Member- 11
Project Coordinator- 12

Task Five:
Project Team Member- 14
Project Coordinator- 16

Below is an estimated Timeline for the executive recruitment process. You will be asked during the first on-site meeting to review and approve a Timeline for the recruitment project. It is our intent to conduct the recruitment expeditiously, but not at the expense of finding high-quality candidates for you.

CITY OF DELTONA, FL EXECUTIVE RECRUITMENT CITY MANAGER PRELIMINARY TIMELINE		
<p>The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of November 10, 2014. Actual target dates will be developed in consultation with and approved by the City of Deltona.</p>		
Project Milestone	Deliverables	Proposed Date
Recruitment and Candidate Outreach	<ul style="list-style-type: none"> • WCER completes on-site interviews to develop candidate profile and recruitment brochure; City of Deltona (City) approves ad placement schedule and timeline. • WCER sends draft recruitment brochure to the City. • The City returns draft recruitment brochure (with edits) to WCER. • WCER commences executive recruitment advertising and marketing. • Online data collection and profile development. 	November 10 – November 23
Applicant Screening and Recommendation of Semi-Finalist	<ul style="list-style-type: none"> • WCER commences formal review of applications and sends most promising applicants a Candidate Questionnaire to provide additional information about background and experience. Candidates complete recorded interview online. • WCER completes formal review of applications and sends selected resumes and questionnaire responses to the City for review. Also candidates recorded interview are presented. • Semi-finalist complete candidate management style assessment and responses are reviewed and interview questions are developed. • WCER meets with the City and recommends semi-finalists; the City selects finalists for on-site interviews. 	December 8 - Week of January 4
Comprehensive background check completed on finalist	<ul style="list-style-type: none"> • WCER completes reference checks/background checks/ academic verification on finalists. 	January 11, 2015
First and second interviews	<ul style="list-style-type: none"> • WCER sends documentation for finalists to the City. • The City conducts on-site interviews with finalists. 	January 18- January 22
Offer made / accepted	<ul style="list-style-type: none"> • The City extends employment offer to selected candidate. 	Week of January 25

VI. Approach and Method

Task I: Recruitment Brochure Development and Advertising

The development of a comprehensive recruitment brochure that includes a profile of the ideal candidate is an important first step in the recruitment process. This profile includes the required qualifications, professional experience, personal characteristics and other factors related to the success of the candidate in the position of your City Manager.

The recruitment brochure will also have a profile that captures the essence of the City of Deltona as a highly-attractive venue for the successful candidate to live and work. To prepare the recruitment brochure, the Project Team Leader will come on-site to meet with the City Manager and others as requested, to discuss the required background, experiences, and management and leadership characteristics for your senior management positions. We will also request organizational charts, budgetary information, operational reports, and other documentation describing the current issues and responsibilities of the position. We meet individually (or collectively depending upon your preference) with the City to broaden our understanding of the position's leadership and management requirements, current issues, strategic priorities and to identify expectations for the senior management positions. We also obtain input from department leaders to increase our understanding of the City's strength and needs [See example of a recruitment brochure in Appendix I.]

Information obtained from these meetings, coupled with our review of the job description and other City documents, is used to prepare a position profile. The completed profile and job announcement will be approved by the City Council, and the City's leadership team before recruitment begins. The position profile will be central to our recruitment as well as candidate outreach.

The Team will also work with Deltona to develop an advertising and marketing strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a talented and diverse pool of candidates. Our team will place ads in appropriate professional publications, websites and local print media. Additionally, WCER has a highly-accessed website that has a special location attracting many potential candidates to upload their resumes. The aggressive advertising and marketing campaign for top talent will include national, state, regional, and local elements as determined during our initial meetings with the City's representatives. Our customized mailing list, selected from our extensive database and contacts collected at appropriate public sector conferences will be utilized to further promote the position.

Project Milestone	Deliverables	Proposed Date
Position review and analysis	<ul style="list-style-type: none"> Onsite interview with the City WCER will receive information regarding City of Deltona's budgets, organizational charts, images, logos, etc. Develop draft documents (Recruitment Brochure, Advertisement, Advertising Table and Timeline). 	November 10
Approve brochure and marketing letter	<ul style="list-style-type: none"> Brochure sent to City for final approval. Marketing letter developed and distributed. 	November 17

Task II: Execution of Recruitment Strategy and Identification of Quality Candidates

Utilizing the information developed in Task I, WCER will identify and reach out to individuals who will be outstanding candidates for the position of City Manager. Often, well-qualified candidates are not actively seeking new employment and will not necessarily respond to an advertisement. However, if a potential candidate is presented with the opportunity directly and in the proper manner, he or she may apply. We take pride in our ability to locate highly qualified candidates across the nation based on the professional contacts and relationships we have developed and maintained throughout the years.

In consultation with the City, we will develop a customized recruitment strategy for the City Manager position to include placing job ads with professional local government associations. We anticipate job postings to be placed in the International City/County Management Association (ICMA) and other national recruitment sites. To increase the exposure of this position, we will strategically place the job postings with Florida city/county management associations and public administration schools that are in regular contact with alumni regarding job opportunities. We will discuss and determine the overall strategy (state, region, national) with you during our first meetings.

Our recruitment outreach emphasizes personal contacts with prospective candidates. We also contact ICMA-credentialed managers and managers who demonstrate an ongoing commitment to professional leadership development. Finally, we draw upon our knowledge of qualified local government managers from our database and from the professional network of our team.

These efforts will be supplemented by the creation of an appropriate database utilizing our extensive, interactive applicant database for the City of Deltona's City Manager position. This will provide the WCER team with the ability to customize applicant flow and tracking, communication with applicants and the ability to conduct database inquiries for candidates based on characteristics important to the organization such as geographic location, particular experience, and credentials. We encourage candidates to maintain updated information within our database for consideration in future recruitment engagements. WCER's commitment to customer service extends to the candidate as well as the client.

During this part of the process our Team will work with the City Council and others as designated to reach consensus on the interpersonal profile. Our research will determine the key competencies, work values, and management styles of the position and match the candidates to each attribute. Each candidate submitting a resume is sent a timely acknowledgement by our Team, giving an approximate schedule for the recruitment. Further communications are maintained with each candidate regarding information about the recruitment progress and their status in the process. We take pride in the many complimentary comments made by candidates regarding the level of communication and the professional manner in which they are treated during our recruitments.

Project Milestone	Deliverables	Proposed Date
Recruitment and candidate outreach	<ul style="list-style-type: none"> • Online data collection and profile development. • Development of the interactive searchable applicant database for recruitment of the City Manager. • Candidates requiring hard copy mailings are identified and hard copies are mailed • WCER performs direct outreach to prospective candidates identified in the recruitment strategy. • Utilizing the extensive applicant database to identify applications and review applicant pool for competencies/demographics. 	November 23

Task III: Screening of Applicants and Recommendation of Semi-Finalists

Our recruiting efforts in Task II are directed towards the quality of the candidates we contact, not the quantity. The minimum qualifications for the candidate will include the requisite experience and skills needed to successfully perform the position's duties. In Task III the Project Team, under the direction of the Team Leader, will screen the candidates against the criteria within the candidate profile and develop a list of semi-finalists for recommendation to Deltona's Selection Committee.

The most promising applicants will receive a candidate essay questionnaire to complete that will provide additional information about the candidates' background and experience. We will then narrow the list to a group of 10-15 semifinalists for your review and to select finalists.

Another unique aspect of our recruitment process is our use of online recorded interviews for the screening process. Responses are timed and questions are not submitted in advance. This tool allows our team to develop a more comprehensive understanding of the candidate's ability to think on their feet as well as their personality, abilities, and cultural fit.

Our team will provide a link to representatives of the City who have input into the hiring decision, allowing them to review and rate the recorded responses. This provides the organization with additional candidate assessments that can be customized to fit the unique needs of this City.

Throughout the process, you will have access to our Master Applicant List (MAL) a list of all prospective candidates who applied for the position, which will provide pertinent data about each applicant.

Project Milestone	Deliverables	Proposed Date
Applicant screening and recommendation of Semi-finalist	<ul style="list-style-type: none"> • WCER compares applications to the recruitment template developed in our searchable applicant database • Top 10-15 semi-finalists are identified. • WCER develops customized candidate questionnaire & due diligence questionnaire to provide to semi-finalists • Semi-finalist books are developed including the following: brochure, master applicant list, cover letter, resume, and candidate questionnaire of candidates to be considered. • WCER and the City review and rate video interviews • WCER sends links to City to review the aggregate responses and ratings. • Semi-finalists complete candidate management style assessment and responses are reviewed and interview questions are developed. 	December 7- December 14

Task IV: Conducting Background Checks, Reference Checks and Academic Verifications

When the organization approves of a group of finalists for on-site interviews, WCER will begin the process of conducting reference checks, background checks and academic verifications. Contact is then made with direct and indirect references to verify accomplishments and work experiences of the candidates. The purpose of the reference interviews is to allow WCER to complete our understanding of the work experience, professional performance and work characteristics of the finalists.

For the background checks, WCER will develop information on the candidates in the following areas:

- Consumer Credit
- City/County Criminal
- City/County Civil Litigation
- Judgment/Tax Lien
- Motor Vehicle
- Bankruptcy
- State District Superior Court Criminal
- State District Superior Court Civil Litigation
- Federal District Criminal
- Federal District Civil Litigation

To ensure that our quality standards are maintained, we do require a minimum of ten business days between the time that you select the finalists for on-site interviews and when we send you candidate documentation for your final interview process.

Project Milestone	Deliverables	Proposed Date
Finalist complete questions	<ul style="list-style-type: none"> Finalists complete their professional accomplishments, critical problem analysis, & reference list 	December 31
Interview design	<ul style="list-style-type: none"> WCER confirms interviews with candidates. Travel logistics are scheduled for the candidates. 	January 5
Comprehensive background check completed for finalist candidates	<ul style="list-style-type: none"> WCER conducts background investigations of finalist candidates 	January 15

Task V: Final Interview Process

Upon completion of Task IV, we will work with you to develop the final interview process. We will send you documentation on each of the finalists, which will provide the highlights of their professional experience and leadership/management profile (Gap Analysis), and a summary of the results of the reference checks, background checks, and academic verifications. In addition, the report will include guidelines for interviewing the candidates, suggested interview questions, and a candidate assessment process for your interview panel(s).

The Project Team Leader(s) will be available during the final interview process to answer questions and, if requested, assist with the final evaluation and selection of the successful candidate. In addition, if the Selection Committee requests the service, we will assist you with the development of a compensation package and related employment considerations, and assist with the negotiation of an employment agreement if applicable.

Project Milestone	Deliverables	Proposed Date
Finalist books are presented	<ul style="list-style-type: none"> Finalist books are developed including brochure, interview schedule, cover letter, resume, candidate questionnaire, candidate descriptive profile, accomplishments, suggested interview questions, candidate assessment form, and management style probing questions. 	January 16
First and second client interviews	<ul style="list-style-type: none"> Interviews are scheduled Consultant attends client interviews and is available to facilitate discussions of candidates. 	Week of January 18
Offer made / accepted	<ul style="list-style-type: none"> If requested, WCER participates in candidate employment agreement negotiations WCER notifies candidates of decision WCER confirms final process close out with the City of Deltona. 	Week of January 25

Strategy for Recruitment of Diverse Candidates

Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity, and cross-cultural respect. We have established strong and credible networks with minority and female leaders nationwide. In addition, we are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Hispanic Network and are on their National Corporate Advisory Council. On a regular basis, we participate in their membership events.

To that end, we take responsibility for diversity in our organization, our recruitment strategy, and our candidate pools. In this search, we will use our established networks to make direct and personal contacts with prospective minority and female candidates and encourage them to consider the City of Deltona's City Manager position. Because of our performance record in presenting a diverse applicant pool, these prospective candidates know they will be fairly considered in the process.

Waters & Company, A Springsted Company, is committed to ensuring equitable participation in our business and employment opportunities without regard to race, color, religion, sex, national origin, age, disability, veteran status, marital status, or sexual orientation. As a leader in the Executive Recruitment industry, we take positive actions to prevent and to remedy any discriminatory effects of business and employment practices.

VII. References

**RFP 14022 Executive Search Firm
REFERENCES – include in Tab 7**

#1	Agency	City of Dunedin, FL	
	Address	542 Main St.	
	City, State, ZIP	Dunedin, FL 34698	
	Contact Person	Rob Dispirito	
	Telephone	727-298-3007	Email: rdispirito@dunedinfl.net
	Date(s) of Service	2009, 2012, 2013	
	Type of Service	Selection of Director of Human Resources, Director of Finance, and Public Works/City Engineer	
	Comments:		
#2	Agency	Escambia County, FL	
	Address	221 Palafox Place	
	City, State, ZIP	Pensacola, FL 32502	
	Contact Person	Thomas Turner	
	Telephone	850-595-1637	
	Date(s) of Service	Sept. 2013-March 2014	
	Type of Service	Selection of County Manager	
	Comments:		
#3	Agency	Pinellas County, FL	
	Address	315 Court St.	
	City, State, ZIP	Clearwater, FL 33756	
	Contact Person	Beverly Waldron	
	Telephone	727-464-3000	
	Date(s) of Service	2008	
	Type of Service	Selection of County Administrator	
	Comments:		

REFERENCES-CONTINUED

#4 Agency	City of Eustis, FL
Address	10 N. Grove St.
City, State, ZIP	Eustis, FL 32727
Contact Person	Ann Isaacs
Telephone	352-483-5472
Date(s) of Service	Current
Type of Service	Selection of City Manager and Deputy Finance Director
Comments:	
#5 Agency	City of Sanford, FL
Address	P.O. Box 1788
City, State, ZIP	Sanford, FL 32772
Contact Person	Norton Bonaparte
Telephone	407-688-5009
Date(s) of Service	Nov 2011- 2012
Type of Service	Selection of City Manager and Police Chief
Comments:	

VIII. City Forms

RFP 14022 Executive Search Firm

ADDRESS TO:
THE CITY OF DELTONA
KATE KRAUSS, PURCHASING MANAGER
2345 PROVIDENCE BLVD.
DELTONA, FLORIDA 32725

I acknowledge receipt of Addenda No (s) _____

I have included:

- Vendor Information Sheet _____
- References (Include in Tab 7)
- Non-Collusion Affidavit
- Drug Free Workplace Form
- Conflict of Interest

(Check mark items above, as a reminder that they are included)

Mailing Address: 14285 Midway Road, suite 340 Addison, TX 75001

Telephone: 972-481-1950

Fax: 972-481-1951

Date: 9-22-14

Signed: Rollie O. Waters

Printed Name: Rollie Waters

Title: Executive Vice President

CITY OF DELTONA VENDOR INFORMATION SHEET

The information below is required to complete your proposal packet. Type or print only.

Company Name: Waters & Company Executive Recruitment

Address 1: 14285 Midway Road, suite 340

Address 2: _____

City: Addison

State: Texas

Zip Code: 75001

Phone Number: 972-481-1950

Fax Number: 972-481-1951

Project Contact: Andrea Sims

e-mail address: asims@waters-company.com

Remittance (Payment) Mailing Information

Address 1: 14285 Midway Road, suite 340

Address 2: _____

City: Addison State: Texas

Zip Code: 75001

Phone Number: 972-481-1950

Fax Number: 972-481-1951

Project Contact: Andrea Sims

e-mail address: asims@waters-company.com

Federal Tax ID No.: _____

Tax ID Type: Federal Tax ID Social Security Number

NON-COLLUSION AFFIDAVIT

I, Rollie Waters

depose and say that:

1. I am Executive Vice President of the firm of Waters & Company,
the firm submitting the response described in this Request for Proposals for:

RFP 14017 Auditing Service and that I executed the said response with full authority to do so:

2. the prices in this bid have been arrived at independently without collusion, consultation,
communication or agreement for the purpose of restricting competition, as to any matter relating to
such prices with any other bidder or with any competitor;

3. unless otherwise required by law, the prices which have been quoted in this bid have not been
knowingly disclosed by the bidder and will not knowingly be disclosed by the bidder prior to bid
opening, directly or indirectly, to any other bidder or to any competitor; and

4. no attempt has been made or will be made by the bidder to induce any other person, partnership
or corporation to submit, or not to submit, a bid for the purpose of restricting competition;

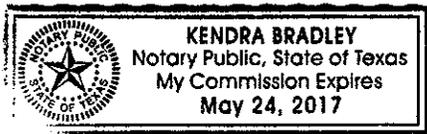
5. the statements contained in this affidavit are true and correct, and made with full knowledge that
the City of Deltona relies upon the truth of the statements contained in this affidavit in awarding
contracts for said project.

Signature of Bidder: Rollie O Waters Date: 9-22-14
STATE OF: Texas CITY OF: Dallas

PERSONALLY APPEARED BEFORE ME, the undersigned authority,
who, after first being sworn by me, (name of individual signing) affixed his/her signature in the
space provided above on this 22 day of 2014

NOTARY PUBLIC

My Commission Expires: May 24, 2017



DRUG-FREE WORKPLACE FORM

The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that:

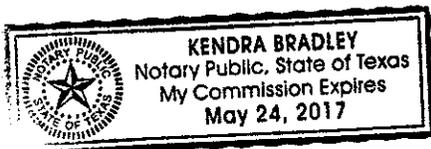
Waters & Company Executive Recruitment
(Name of Business)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 (Florida Statutes) or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, or any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements

Rellie O. Waters
Proposer's Signature
9-22-14

Date
NOTARY PUBLIC
My Commission Expires:



**LOBBYING AND CONFLICT OF INTEREST CLAUSE
ETHICS CLAUSE**

“ “

(Company)

“ Waters & Company warrants that he/it has not employed, retained or otherwise had act on his/its behalf any former City officer or employee or any City officer or employee. For breach or violation of this provision the City may, in its discretion, terminate this contract without liability and may also, in its discretion, deduct from the contract or purchase price, or otherwise recover, the full amount of any fee, commission, percentage, gift, or consideration paid to the former City officer or employee”.

Signature Kellie O. Wood

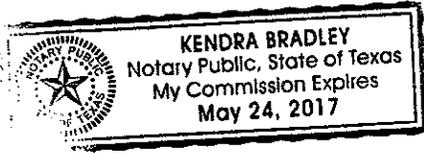
Date: September, 22, 2014

STATE OF: Texas CITY OF: Dallas

Subscribed and sworn to (or affirmed) before me on (date) by (name of affiant). He/She is personally known to me or has produced as identification. (type of identification)

NOTARY PUBLIC

My commission expires:



Submission of Proposals

APPENDIX I Sample Brochure



CITY MANAGER

THE CITY OF EUSTIS, FLORIDA SEEKS A PROVEN, INNOVATIVE MUNICIPAL LEADER AND PROFESSIONAL WITH HIGH ETHICAL STANDARDS TO SERVE AS ITS NEXT...

CANDIDATE PROFILE

The City Manager will be a proven leader, and accustomed to leading groups to work towards a common vision. The successful Candidate must provide focused leadership, promoting an outcome-oriented environment. He/she must be able to show consideration and respect to existing staff and encourage them to offer ideas that will improve the organization. The next City Manager must be able to be politically neutral even on highly political issues. He/she must have the ability to have frank talks with constituencies while being respectful and non-confrontational, without alienating others or displaying defensiveness. The City Manager is expected to have a genuine interest in being a part of the Eustis community as well as becoming well-connected within the community of Florida public sector managers.



THE COMMUNITY

The City of Eustis is located in Lake County, Florida, about 25 miles northwest of Orlando, Florida. The City was incorporated in 1883 and adopted its present charter in 1992. With a population of 18,500+, Eustis is ideally located on beautiful Lake Eustis within easy driving distance of Orlando, as well as the Atlantic and Gulf Coast beaches, the Ocala National Forest and the Florida Space Coast. The City has a diverse economy with businesses and industries in agricultural technology, food products, graphics, forest products, manufacturing and regional transportation. It is a welcoming atmosphere for entrepreneurship, small business, light manufacturing, and sustainable technology. A few of the nearby major industries located in or near Eustis include Florida Food Products, Mercer Products, Inc., Service Trucking, U.S. Nutraceuticals, Lake Mechanical Contractors and AgriStarts.

Eustis has great attractions for visitors and residents alike including extensive outdoor activities at beaches, the lakefront and at well-regarded golf courses. The Downtown Waterfront Entertainment District offers unique shopping, dining and live entertainment venues. The First Friday Street Party provides a family-friendly community social event

promoting downtown businesses and showcases the Historic Downtown. Other highlights include the Lake Eustis Museum of Art, Eustis Historical Museum (Clifford House) and the performing artistry of the Bay Street Players at the Historic State Theatre. The City's George Washington Birthday Festival and Parade, also known as Georgefest, is the nation's second oldest commemoration of the Nation's first President. It is also the longest running festival of any kind in the State of Florida.

A variety of excellent public and private schools and a City public library, which celebrated its Centennial anniversary, are indicative of the value placed on education. Nearby, Lake-Sumter State College, Lake Technical College, and the University of Central Florida, Rollins College, Stetson University, St. Leo College, Nova Southeastern University, and Embry-Riddle Aeronautical University provide paths for continued education.



GOVERNANCE

The City utilizes a Commissioner/Manager form of government. Five (5) Commission members are elected to staggered four (4)-year terms. Each year, the Commission chooses a new Mayor from the existing group of Commissioners. The current estimated population is over 18,850 with the expectation that there will be growth to about 22,000 by 2020. The City of Eustis' Goals as part of the 2013-2014 Strategic Plan are:

- To be a beautiful, livable City with a vibrant lakefront identity
- To expand the local economy
- To provide quality, cost-effective public services in accordance with the Vision and Mission created in conjunction with this plan.

VISION

Eustis is a vibrant lakefront community with a well-integrated local economy strengthened by creativity and innovation. It is a community that respects and honors its history and its rich natural environment. It provides residents, workers, and visitors a friendly, welcoming sense of place.

MISSION

Create a superior quality of life by engaging and partnering with a community to provide financially prudent and customer-friendly services.

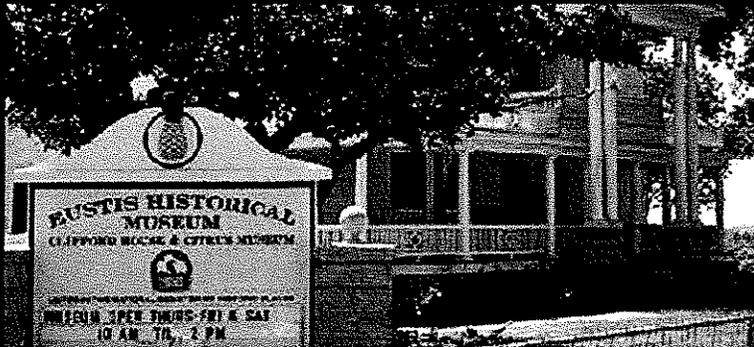
POSITION AND ORGANIZATIONAL PROFILE

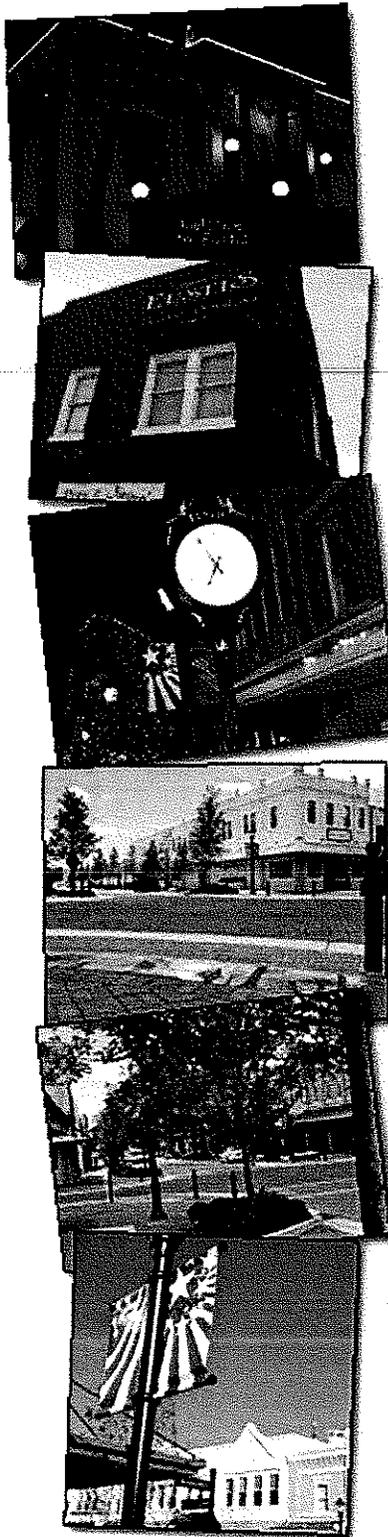
The City Manager is a full-time position appointed by the Commission, serving as the City's Chief Executive/Administrative Officer. The City Manager appoints all administrative officers, however, appointment of both the Finance Director and the City Clerk require approval by the City Commission. The City's Charter authorizes Departments for Finance, Police, Fire, Water, Sewer, and Public Works; the City Manager may establish other Departments by ordinance upon approval by the City Commission.

The City provides a full range of services including Public Safety (Building, Fire and Police), Finance (Financial Services, Payroll, Purchasing, Utility Billing and Information Technology), Public Works (Engineering, Streets, Stormwater, Garage, Cemetery and Building Maintenance), Human Resources, Library, Parks and Recreation, Development Services (Planning, Building and Code Enforcement), and other General

Government Services. The City employs a staff of 215 full-time, 47 part-time with an Operating Budget of \$13.9 million and a Capital Improvement Budget of \$4.8 million. The tax base of the City is primarily residential in nature, with the direction shifting from an agricultural community to one that is substantially residential, with moderate growth in a clean industrial base. The City recently hired its first Economic Development Director to aid in the City's commercial growth.

The City Commission held a workshop with a consultant to discuss the City's vision and articulate the characteristics and needs in the next City Manager. The top seven (7) characteristics are: Team Builder, Experienced, Ethical, Visionary, Communicative, Confident and Results-Oriented. The next City Manager will be an approachable, confident and diplomatic leader of the utmost integrity.





POSITION AND ORGANIZATIONAL PROFILE (CONTINUED...)

He/she must possess the ability to speak with all racial, ethnic and economic groups; with both intelligence and "street smarts/ experience;" Mutual Respect; the Ability to Sell Ideas; Experience in Team-Building and Implementing Strategic Plans; Contemporary Skills, i.e., technology, new ideas, etc.; the Ability to Work with other Cities/County/State/Federal Government; and be a Resourceful/Creative Fund-Raiser and Budget Manager.

The ideal candidate has been described by the Commission and staff as having

excellent people skills with the ability to demonstrate empathy in challenging environments. The successful Candidate will have proven experience in making difficult recommendations with follow-through on these decisions in a timely fashion. He/she will be politically astute and a collaborator on regional issues. Most importantly, the new City Manager will be a high-energy, proven manager and leader with the ability to assist a diverse Commission, with engaged Boards and community leaders in the decision-making process.

CURRENT ISSUES

The following listing is representative of the challenges and opportunities the new City Manager will face in the first twelve to eighteen months on the job and is not intended to be a comprehensive listing. This list was compiled after discussions with the Mayor, City Commissioners, the Acting City Manager and Department Directors.

Leadership Transition - The next City Manager must be purposeful in establishing him/herself in this leadership role. He/she must be committed to learning and respecting the City and all of the constituencies in the City of Eustis. This includes respecting its "small town nature," while having ideas and expectations for it being the best City possible. This role is expected to provide the Department Directors direction, while asking for and respecting their input and/or suggestions.

Strategic Planning - The City's Strategic Plan was developed in 2013 and the next City Manager is expected to validate and work with all constituencies in the implementation of this plan. The Goals are as follows:

- To be a beautiful, livable City with a vibrant lakefront identity
- To expand the local economy
- To provide quality, cost-effective public services.

City Economic Growth - The City has accomplished a lot since the recession, giving raises for the first time last year after facing layoffs and budget cuts in recent years. The City is seeking a strong fiscal and growth-oriented leader, with the ability to lead the effort to achieve long-term growth with the support of the Commission and the City's leadership team.



EDUCATION & EXPERIENCE

The successful candidate will have a strong background and knowledge of municipal finance, economic development and community redevelopment. The Commission is seeking a leader that has a reputation as being an effective team-builder, with a record of being an ethical, highly communicative and confident leader. He/she must be able to speak with all ethnic and racial groups, display both intelligence and street-smarts with the ability to convey mutual respect for all constituencies. He/she must demonstrate the ability to sell ideas, lead a team in the development and implementation of a strategic plan with strong technical skills. Prior experience as a City Manager or Administrator is preferred. Strong consideration will be given to candidates who have 5 - 10 years experience as a City Manager/Administrator, Assistant City Manager/Administrator or department head with direct exposure to an elected body. A Bachelor's degree in Public or Business Administration, Government Operations, or a similar program is required with an advanced degree preferred. Substantial experience leading diverse and complex communities and commissions is highly desirable. The City Manager must have a demonstrated track record of working effectively with elected officials, senior leadership, engaged citizenry and professional organizations.

The City Manager must have proven experience successfully managing consultants, contracts and vendors, and a demonstrated track record of working effectively with elected officials, senior leadership, an engaged citizenry and professional organizations. The next City Manager must be a person with strong values and ethical standards, and a model of professionalism for the organization.

COMPENSATION AND BENEFITS

The starting salary and benefits are highly competitive and negotiable, depending upon the experience and qualifications of the successful candidate, with an anticipated starting range of the low- to mid-\$100s, a city-provided vehicle, the ICMA 401(a) retirement plan, the ICMA 457 (deferred compensation program), health, dental, vision and life insurance, paid leave and other benefits. The State of Florida has very favorable tax advantages that make it attractive to live and work in the State and the City of Eustis, constituting significant additional benefits for the successful candidate. The successful candidate is required by City Charter to become a resident of the City of Eustis.



**THE WATERS
CONSULTING
GROUP, INC.**

Executive Recruiting
Executive Recruitment
100 based HR Solutions

1100 Quorum Pk. Phone: 972.441.1914
Suite 200 Dallas, TX 75234 Toll-free: 800.699.6916
Dallas, TX 75234 Fax: 972.441.1914

watersconsulting.com



APPLICATION & SELECTION PROCESS

Qualified candidates please submit your resume online by visiting our website at www.watersconsulting.com/recruitment. This position is open until filled; however, the first review of applicants will take place July 24, 2014. Following the first review date, resumes will be screened in relation to the criteria outlined in this brochure. Candidates with relevant qualifications will be given preliminary interviews with the Consultant. Those deemed qualified will be referred to the hiring authority for further consideration. Final interviews in EUSTIS will be offered to those candidates named as finalists, with reference checks conducted after receiving candidates' permission. The final interview process will be held in mid/late-August 2014.

For more information, please contact:

Andrea Battle Sims
Phone: (216) 695-4776 (direct)
Toll free: (877) 356-2924
www.watersconsulting.com/recruitment
Visit the City's website at www.eustis.org

Applicants selected as finalists for this position will be subject to a criminal history/credit/driver's license check prior to the interview. Florida "Sunshine" or public disclosure laws require that candidate information presented for consideration may be made available upon request by any interested parties.

The City of Eustis is an Equal Opportunity Employer and values diversity at all levels of its workforce!



At the Workshop held on August 25, 2015 the Commission discussed the City Manager selection process and concurred that the process would be as follows:

- Staff provides a copy of the RFP to the Commission within the next day or two (2);
- The Commission provides staff any changes to the RFP within three (3) days;
- The RFP will run approximately for 30 days;
- The Commission will review and make a decision the end of September or the first part of October on a consultant and to include in the consultants contract that if the City Manager leaves within the first year of hire that the consultant will repeat the process at no cost to the City;
- Staff will schedule discussions with the consultant at a workshop in October or special meeting if necessary; and
- The consultant will create the advertisement for the position to go out to print after the November election, November 5, 2014.



AGENDA MEMO

TO: Mayor & City Commission **AGENDA DATE:** 10/13/2014
FROM: Dale Baker, Acting City Manager **AGENDA ITEM:** 4 - B
SUBJECT: Presentation and update on alternative water projects, water quality issues and future potential water supplies. Discussion of the Volusia County Resolution.

LOCATION:	N/A
BACKGROUND:	A presentation to provide an update on alternative water projects, water quality issues, and future potential water supplies. Discussion of the Volusia County Resolution relating to water quality.
ORIGINATING DEPARTMENT:	Public Works/Deltona Water
SOURCE OF FUNDS:	N/A
COST:	N/A
REVIEWED BY:	Public Works Director, Acting City Manager
STAFF RECOMMENDATION PRESENTED BY:	N/A - For discussion and direction to staff as necessary.
POTENTIAL MOTION:	N/A - For discussion and direction to staff as necessary.
AGENDA ITEM APPROVED BY:	<hr/> Dale Baker, Acting City Manager
ATTACHMENTS:	<ul style="list-style-type: none">• Volusia County Resolution No. 2014-132



Jason P. Davis
County Chair

JASON P. DAVIS
COUNTY CHAIR

PAT PATTERSON
VICE-CHAIR
DISTRICT 1

JOYCE M. CUSACK
AT-LARGE

JOSHUA J. WAGNER
DISTRICT 2

DEBORAH DENYS
DISTRICT 3

DOUG DANIELS
DISTRICT 4

PATRICIA NORTHEY
DISTRICT 5

JAMES T. DINNEEN
COUNTY MANAGER

September 24, 2014

Mr. John Masiarczyk, Mayor
City of Deltona
2345 Providence Blvd.
Deltona, FL 32725

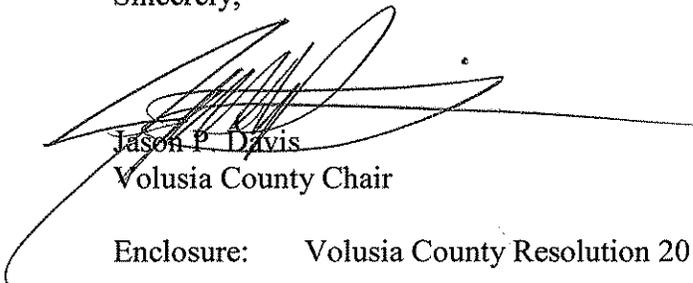
Subject: Water Quality Resolution

Dear Mayor Masiarczyk:

On September 18, 2014, the Volusia County Council approved the attached resolution supporting projects and activities to improve surface water quality. These efforts require a commitment to partnerships to secure the resources needed and to achieve meaningful impacts.

On behalf of the Council I am asking for your community's participation in this initiative. Please agenda for consideration by your elected body.

Sincerely,



Jason P. Davis
Volusia County Chair

Enclosure: Volusia County Resolution 2014-132

cc: Members of the Volusia County Council
James T. Dinneen, County Manager

RESOLUTION 2014-132

A RESOLUTION OF THE COUNTY COUNCIL OF VOLUSIA COUNTY, FLORIDA, SETTING FORTH GOALS TO IMPROVE WATER QUALITY IN VOLUSIA COUNTY AND REQUESTING THE MUNICIPALITIES PASS A RESOLUTION SUPPORTING THE ACTION PLAN; PROVIDING AN EFFECTIVE DATE.

WHEREAS, the quality of our rivers, estuaries, streams, lakes and the offshore waters of the Atlantic Ocean is critical to the health, safety, and welfare of the citizens of Volusia County; and

WHEREAS, the County of Volusia has invested in a stormwater management program to reduce non-point source pollution, a surface water quality monitoring program to track and respond to changes in nutrient and other pollution levels, and has eliminated surface water discharge of treated wastewater; and

WHEREAS, the cities within the county also recognize the importance of the water quality of the rivers, estuaries, streams, lakes and the offshore waters of the Atlantic Ocean is critical to the health, safety, and welfare of its citizens; and

WHEREAS, the majority of municipalities within the county have made long-term investments in stormwater and wastewater management programs and infrastructure to reduce nutrients and other pollution; and

WHEREAS, water quality is a multi-jurisdictional issue of regional significance; and

WHEREAS, it will require the cooperation of the county, municipalities, and state and federal agencies to realize measureable and sustainable improvements in water quality.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF VOLUSIA COUNTY, FLORIDA, IN OPEN MEETING DULY ASSEMBLED IN THE THOMAS C. KELLY ADMINISTRATION CENTER, DELAND, FLORIDA THIS 18TH DAY OF SEPTEMBER, 2014, AS FOLLOWS:

Section I. The county council resolves to work together in good faith with all local, regional, state, and federal governments, educational institutions, and non-profit agencies to improve the water quality in Volusia County for all citizens to enjoy. The council further establishes the following goals and associated actions to improve water quality in Volusia County:

- a. Promote clean water initiatives within all priority surface waters in the county, including the Tomoka River, Halifax River, Spruce Creek, Indian River/Mosquito Lagoons, St. Johns River, Blue Spring, and Gemini Springs.

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- b. Eliminate the discharge of all treated wastewater to surface water bodies.
- c. Identify water quality capital projects and commit funding.
- d. Develop and implement Reasonable Assurance Plans for priority surface waters that have not been declared impaired.
- e. Aggressively promote springs water quality restoration.
- f. Adopt policies to support and implement the elimination of septic systems within priority watersheds.
- g. Improve stormwater conveyance and treatment systems to reduce nutrient pollution.

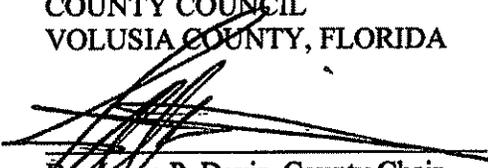
Section II. The county council requests each municipality pass a resolution stating its commitment to support these actions and to work cooperatively with the county to improve water quality in Volusia County by:

- a. Actively lobby at the state and federal levels for funding for the above actions.
- b. Partnering on agency or other grant and funding opportunities.
- c. Eliminating the discharge of all treated wastewater to surface water bodies countywide.
- d. Identifying water quality capital projects and committing funding/matching funds.
- e. Developing and implementing Reasonable Assurance Plans for priority surface waters that have not been declared impaired.
- f. Aggressively promoting springs water quality restoration.
- g. Adopting policies to support and implement the elimination of septic systems within priority watersheds.
- h. Improving stormwater conveyance and treatment systems to reduce nutrient pollution.
- i. Adopting and implementing a strict fertilizer ordinance, which includes a seasonal ban on application of nitrogen and phosphorus.
- j. Fully supporting and participating in meaningful education and outreach programs to inform citizens about water quality.
- k. Engaging area colleges, universities, and non-profit organizations in advancing the state of our knowledge through research and analysis.

Section III. This resolution shall take effect immediately upon adoption.

DONE AND ORDERED IN OPEN MEETING.

COUNTY COUNCIL
VOLUSIA COUNTY, FLORIDA


By: Jason P. Davis, County Chair

ATTEST


James T. Dineen, County Manager

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AGENDA MEMO

TO: Mayor & City Commission **AGENDA DATE:** 10/13/2014
FROM: Dale Baker, Acting City Manager **AGENDA ITEM:** 4 - C
SUBJECT: Discussion re: Ordinance No. 11-2014, regarding the City's Rental Regulatory License.

LOCATION:

N/A

BACKGROUND:

At the Regular Commission Meeting held on Monday, October 6, 2014, the Commission discussed and adopted Ordinance No. 28-2014, Repealing Business Tax Receipt for Rental Properties. After discussion the Commission directed staff to place Ordinance No. 11-2014, regarding the City's Rental Regulatory License on the next workshop for further discussion.

The ordinance is proposed as a replacement for the business tax receipt ordinance for rental houses. The regulatory fees that will be imposed under this ordinance are based upon the actual cost to the city of the regulation provided under the terms of the ordinance. It also requires that renters provide to Deltona Water a copy of the rental regulatory license and a notarized statement of authorization from the record owner of the property prior to turning on water/sewer services. This will assist the city in keeping track of rental properties and help prevent squatters from taking over abandoned properties.

Attached for review is Ordinance No. 11-2014, regarding the City's Rental Regulatory License (adopted July 21, 2014), Ordinance No. 28-2014, Repealing Business Tax Receipt for Rental Properties (adopted October 6, 2014) and Resolution No. 31-2014, Setting Registration Fees for Implementation of Deltona Rental Regulatory License Ordinance (adopted September 15, 2014). A Workshop was held on Monday, June 23, 2014 to discuss this ordinance.

ORIGINATING DEPARTMENT:

City Manager's Office

SOURCE OF FUNDS:

N/A

COST:

N/A

REVIEWED BY:

Acting City Manager

**STAFF
RECOMMENDATION
PRESENTED BY:**

N/A - For discussion and direction to staff as necessary.

**POTENTIAL
MOTION:**

N/A - For discussion and direction to staff as necessary.

**AGENDA ITEM
APPROVED BY:**

Dale Baker, Acting City Manager

ATTACHMENTS:

- Ordinance No. 11-2014
- Ordinance No. 28-2014
- Resolution No. 2014-31

ORDINANCE NO. 11– 2014

AN ORDINANCE OF THE CITY OF DELTONA, FLORIDA, ADDING A NEW CHAPTER 36, “DELTONA RENTAL REGULATORY LICENSE ORDINANCE”; PROVIDING INTENT, AUTHORITY, FINDINGS OF FACT, AND DEFINITIONS; REQUIRING A RENTAL REGULATORY LICENSE AND FEE, PROVIDING FOR AN APPLICATION; PROHIBITING CERTAIN OCCUPANCY; PROVIDING FOR INTERIOR RENTAL INSPECTIONS FOR CAUSE, EMERGENCY INSPECTIONS AND REMEDIATION, AND DELINQUENCIES, REVOCATION AND PENALTIES; REQUIRING CERTAIN DOCUMENTS PRIOR TO UTILITY ACTIVATION, AND PROVIDING FOR CONFLICTS, CODIFICATION, SEVERABILITY AND FOR AN EFFECTIVE DATE.

BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF DELTONA, FLORIDA:

BE IT ORDAINED by the City Commission of the City of Deltona, Florida, as follows:

SECTION 1. Chapter 36, “Deltona Rental Regulatory License Ordinance,” is added to the Code of Ordinances of the City of Deltona to read as follows:

Sec. 36-1. Short title

This article shall be known and may be cited as the "Deltona Rental Regulatory License Ordinance".

Sec. 36-2. Authority

This chapter is enacted under the home rule of power of the city in the interest of the health, peace, safety and general welfare of the people of the city, and pursuant to Florida Statutes, Section 166.221.

Sec. 36-3. Intent

The intent of the city commission in adopting this chapter is to i) establish reasonable and uniform regulations for the rental of residential dwelling units that will protect the health, safety, property values and general welfare of the people, businesses and industries of the city; ii) provide the means to give adequate notice to owners of residential dwelling units in the city who do not reside in that property as to their responsibilities under city codes and ordinances; iii) ensure that rental residential dwelling units are maintained in a high quality manner as

required of all residential properties; and iv) maintain the tax base of the City of Deltona.

Sec. 36-4. Findings of fact

The City of Deltona is primarily a residential community composed of residential dwelling units with a mix of owner-occupied residential dwelling units and rental residential dwelling units. Historically, rental residential dwelling units in Deltona have disproportionately been the subject of code enforcement violations, and the expense of code enforcement activities by the city relating to rental residential dwelling units is disproportionately high compared to the expense of code enforcement activities relating to owner-occupied residential dwelling units. The property values of all residential dwelling units can be dramatically negatively impacted by rental properties in the area that are not appropriately maintained in compliance with applicable city codes. The rental of a residential dwelling unit is a business that can be regulated by the city to protect the health, safety, property values and general welfare of the people, businesses and industries of the city. The ability of City of Deltona code enforcement to contact a responsible party designated by the owner of a rental property greatly aids in the successful resolution of code enforcement issues.

Sec. 36-5. Definitions

The following words, terms and phrases, when used in this article, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

Immediate family means any individual who is a relative or legal dependent of the property owner, to include spouse, children, step-children, parent, step-parent, foster parent, foster children, grandparent, brother, sister, father-in-law, mother-in-law, son-in-law, daughter-in-law, sister-in-law, brother-in-law, or legal guardian.

Local point of contact means a person who resides or has a business location within a 50-mile radius of the subject property.

Residential dwelling unit means a single family residence, a duplex, or a multi-family dwelling.

Rent means to lease or rent, or allow a person or persons who are not a member of the owner's immediate family to occupy, a residential dwelling unit.

Rental inspector means any designated employee or agent of the city whose duty it is to enforce codes and ordinances enacted by the city.

Sec. 36-6. Rental Regulatory License Required; Exception

Prior to the rental of any residential dwelling unit in the City of Deltona, the owner of the property to be rented must obtain a Rental Regulatory License. In the case of a duplex, if one of the two parts of the duplex is occupied by the owner of the duplex, a Rental Regulatory License is not required for the rental of the other part of the duplex. In the case of a multi-family dwelling, if one of the units of the multi-family dwelling is occupied by the owner, or an on-site manager who isn't necessarily the owner, a Rental Regulatory License is not required for the rental of the other units in the multi-family dwelling.

Sec. 36-7. Rental Regulatory License Fee

The city commission of the City of Deltona shall annually, as a part of its budgeting process, set the amount of the Rental Regulatory License Fee. Such fee shall be determined to generate revenue commensurate with the cost of the regulatory activity.

Sec. 36-8. Application for license

On or before September 30 of each year, or at the same time thereafter as a residential dwelling unit is first offered for rent, an owner of a residential dwelling unit desiring to rent such residential dwelling unit shall file with the city manager, or his or her authorized designee, a sworn license application on a standard application form supplied by the city manager, or his or her authorized designee. Such application shall set forth the address of the rental property, and a local point of contact person ("Contact Person") of each rental property. A separate Rental Regulatory License is needed for each and every tax parcel on which a rental residential dwelling unit is located. A Contact Person of one or more owners may apply for multiple Rental Regulatory Licenses, upon certifying that such person has received written authorization from each owner represented provided that such authorization acknowledges receipt of a copy of this ordinance and applicable sections of the International Property Maintenance Code and acknowledges that failure to abide by this ordinance or other applicable codes and ordinances may result in a lien upon the property of the owner. The owner of record shall notify the city within 30 days when the Contact Person changes.

Sec. 36-9. Prohibition of rental without license

It shall be unlawful for any owner of a residential dwelling unit to rent any residential dwelling unit within the city, without first obtaining a Rental Regulatory License as required by the provisions of this article.

Sec. 36-10. Copies of Violations sent to Contact Person

In the event a rental residential dwelling unit, or its occupant, is cited for a code violation, a copy of the violation shall be also sent to the Contact Person of the rental residential dwelling unit.

Sec. 36-11. Interior rental inspections for cause

Nothing in this Ordinance shall prohibit the rental inspector from inspecting the interior of properties if he or she has probable cause, supported by a sworn affidavit, or by invitation of the tenant or the property owner, to believe a health or safety violation exists inside the dwelling.

Sec. 36-12. Emergency inspections and remediation

(a) Nothing in this Ordinance shall limit or supplant the power of the rental inspector under the International Property Maintenance Code to placard and order the vacation of property which:

(1) Is so damaged, decayed, dilapidated, unsanitary, unsafe, or vermin-infested that it creates a serious hazard to the health or safety of the occupants or the public.

(2) Lacks illumination, ventilation or sanitation facilities adequate to protect the health or safety of the occupants of the public.

(b) Nothing in this Ordinance limits the right of the city to abate or remediate such emergency or nuisance by any other lawful means or proceedings.

Sec. 36-13. Delinquencies, revocation; penalties

(a) If a Rental Regulatory License is required under this article and it is not renewed when due and payable, it shall be deemed delinquent and subject to a delinquency fee of ten percent (10%) for the first month of delinquency, plus an additional five percent (5%) delinquency fee for each subsequent month or portion thereof that the fee remains paid. However, the total delinquency fee may not exceed twenty-five percent (25%) of the Rental Regulatory License fee for the delinquent property.

(b) Any person owning or operating a rental residential dwelling unit without first obtaining a Rental Regulatory License, if required in accordance with this article, shall be subject to a fee of twenty five percent (25%) of the license fee, in addition to any other fee or penalty provided by law or ordinance.

(c) Any person who owns or operates a residential dwelling unit covered by this article, who does not pay the required Rental Regulatory License Fee within 150

days after the initial notice of license fee due, and who does not obtain the required license is subject to civil actions and penalties, including court costs, reasonable attorneys' fees, additional administrative costs incurred as a result of collection efforts, and an additional fee of up to \$250.00.

(d) All costs of collection and enforcement of the terms of this article, to include attorneys' fees whether or not litigation is commenced, shall be the responsibility of the person or corporation for which a Rental Regulatory License is or was required.

(e) Notifications to the Contact Person when applicable will be mailed by First Class U.S. Mail, or hand delivered.

(f) As an additional means of ensuring compliance with the provisions of this article, the City of Deltona Special Magistrate shall have jurisdiction and authority to hear and decide alleged violations occurring in the corporate limits of the city and to impose administrative fines and liens for violations. Proceedings before the special magistrate shall be governed by its rules and procedures, and Chapter 162, Florida Statutes.

Sec. 36-14. Utility Accounts

Deltona Water shall require, prior to activating water and/or sewer accounts, that any applicant for service, other than the record owner of the property as determined in accordance with the Volusia County Property Appraiser's Office, or as determined by the city attorney, shall provide a copy of the rental regulatory license for the rental or other use of the property, and shall provide a notarized statement of authorization to turn on the water and/or sewer service by the record owner of the property.

SECTION 2. CONFLICTS. All Ordinances or parts of Ordinances insofar as they are inconsistent or in conflict with the provisions of this Ordinance are hereby repealed to the extent of any conflict.

SECTION 3. CODIFICATION. The provisions of this Ordinance shall be codified as and become and be made a part of the Code of Ordinances of the City of Deltona. The sections of this Ordinance may be renumbered or relettered to accomplish such intention.

SECTION 4. SEVERABILITY. In the event that any portion or section of this Ordinance is determined to be invalid, illegal or unconstitutional by a court of competent jurisdiction, such decision shall in no manner affect the remaining portions or sections of this Ordinance which shall remain in full force and effect.

SECTION 5. EFFECTIVE DATE. This Ordinance shall take effect immediately upon its final passage and adoption.

PASSED AND ADOPTED THIS ____ DAY OF _____, 2014.

FIRST READING: _____

ADVERTISED: _____

SECOND READING: _____

JOHN C. MASIARCZYK SR., MAYOR

ATTEST:

JOYCE RAFTERY, CITY CLERK

Approved as to form and legality for use
and reliance by the City of Deltona, Florida

GRETCHEN R. H. VOSE, CITY ATTORNEY

ORDINANCE NO. 28-2014

AN ORDINANCE OF THE CITY OF DELTONA, FLORIDA, REPEALING ARTICLE VIII, "RENTAL PROPERTIES" OF CHAPTER 22, "BUSINESSES", OF THE CODE OF ORDINANCES OF THE CITY OF DELTONA, REPEALING THE REQUIREMENT FOR BUSINESS TAX RECEIPT FOR RENTAL PROPERTIES; AND PROVIDING FOR CONFLICTS, CODIFICATION, SEVERABILITY AND FOR AN EFFECTIVE DATE.

BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF DELTONA, FLORIDA:

SECTION 1: Article VIII, "Rental Properties", of Chapter 22, "Businesses", of the Code of the City of Deltona, is hereby repealed in its entirety as follows:

~~ARTICLE VIII. - RENTAL PROPERTIES - RESERVED~~

~~Sec. 22-231. - Short title.~~

~~This article shall be known and may be cited as the "Deltona Real Property Rental Ordinance".~~

~~Sec. 22-232. - Intent.~~

~~The intent of this article is to protect the public health, safety and welfare; to provide the means to give adequate notice to owners of residential property in the city who may not reside in that property as to their responsibilities under city codes and ordinances; and to ensure that rental properties are maintained in a high quality manner as required of all residential properties.~~

~~Sec. 22-233. - Definitions.~~

~~The following words, terms and phrases, when used in this article, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:~~

~~*Immediate family* means any individual who is a relative or legal dependant of the property owner, to include spouse, children, step children, parent, step parent, foster parent, foster children, grandparent, brother, sister, father in law, mother in law, son in law, daughter in law, sister in law, brother in law, or legal guardian.~~

City of Deltona, Florida
 Ordinance No. 28-2014
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~~*Local business tax receipt* means the document issued by the city which evidences that the person in whose name the document is issued has complied with the provisions of the city ordinance relating to the local business tax for the privilege of engaging in or managing any business, profession, or occupation within its jurisdiction.~~

~~*Local point of contact* means a person who resides or has a business location within a 50-mile radius of the subject property.~~

~~*Rental inspector* means any designated employee or agent of the city whose duty it is to enforce codes and ordinances enacted by the city.~~

~~Sec. 22-234.— Prohibition of occupancy.~~

~~It shall be unlawful for any owner of residential property to let any single family rental dwelling or multi-family dwelling unit within the city, unless there is a local business tax receipt issued as required by the provisions of this article.~~

~~Sec. 22-235.— Local business tax receipt application.~~

~~(a) *Inclusions.* On or before September 30 of each year, or at the same time thereafter as residential property is first offered for rent, the owner of record of each dwelling unit or rooming house in which residential quarters are rented or offered for rent to persons other than the owner or owner's immediate family, shall make written application to the city for a local business tax receipt to engage in the business of renting residential property, setting forth the address, classification (whether single family, multiple family or rental room), and the local point of contact person of each dwelling unit to be issued a business tax receipt for rental, in such form or forms as the City of Deltona shall from time to time designate, together with such fees as the city commission may from time to time adopt by resolution. A separate business tax receipt is needed for each and every tax parcel on which a residential rental property is located. An agent of one or more owners may apply for multiple tax receipts, upon certifying that the agent has received written authorization from each owner represented provided that such authorization acknowledges receipt of a copy of this ordinance and applicable sections of the International Property Maintenance Code and acknowledges that failure to abide by this ordinance or other applicable codes and ordinances may result in a lien upon the property of the owner. The owner of record shall notify the city within 30 days when the local point of contact person changes.~~

~~(b) *Exceptions.* No tax receipt is required for any (1) owner occupied single family dwelling unit; (2) rented duplex units in which the property owner, or members of their immediate family as evidenced by submittal of a sworn affidavit indicating the relationship between the property owner and the family member, resides within the attached on-site dwelling unit; or (3) apartment building or condominiums in which there is on-site property management and maintenance; provided that nothing in these~~

City of Deltona, Florida
 Ordinance No. 28-2014
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~~exceptions otherwise excuses such owners from compliance with the International Property Maintenance Code or any other applicable code or ordinance.~~

~~(c) Local business tax receipt fee. The local business tax fee shall be set by the city commission.~~

~~Sec. 22-236.— Interior rental inspections for cause.~~

~~Nothing in this Ordinance shall prohibit the rental inspector from inspecting the interior of properties if he or she has probable cause, supported by a sworn affidavit, or by invitation of the tenant or the property owner, to believe a health or safety violation exists inside the dwelling.~~

~~Sec. 22-237.— Emergency inspections and remediation.~~

~~(a) Nothing in this Ordinance shall limit or supplant the power of the rental inspector under the International Property Maintenance Code to placard and order the vacation of property which:~~

~~(1) Is so damaged, decayed, dilapidated, unsanitary, unsafe, or vermin infested that it creates a serious hazard to the health or safety of the occupants or the public.~~

~~(2) Lacks illumination, ventilation or sanitation facilities adequate to protect the health or safety of the occupants of the public.~~

~~(b) Nothing in this Ordinance limits the right of the city to abate or remediate such emergency or nuisance by any other lawful means or proceedings.~~

~~Sec. 22-238.— Delinquencies, revocation; penalties.~~

~~(a) If a local business tax receipt is required under this article and the tax receipt is not renewed when due and payable it shall be deemed delinquent and subject to a delinquency penalty of ten percent for the month of October, plus an additional five percent penalty for each subsequent month or portion thereof that the delinquency tax remains paid. However, the total delinquency penalty may not exceed 25 percent of the local business tax for the delinquent property.~~

~~(b) Any person operating a rental property without first obtaining a local business tax receipt, if required in accordance with this article, shall be subject to a penalty of 25 percent of the license, in addition to any other penalty provided by law or ordinance.~~

~~(c) Any person who operates a rental property covered by this article, who does not pay the required local business tax within 150 days after the initial notice of tax due, and who does not obtain the required receipt is subject to civil actions and penalties, including~~

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Ordinance No. 28-2014
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~~court costs, reasonable attorneys' fees, additional administrative costs incurred as a result of collection efforts, and a penalty of up to \$250.00.~~

~~(d) All costs of collection and enforcement of the terms of this article, to include attorneys' fees whether or not litigation is commenced, shall be the responsibility of the person or corporation for which a receipt is or was required.~~

~~(e) Notification of violation to the rental agent or property owner when applicable will be mailed certified mail or hand delivered when possible and serve as the initial notice of tax due in compliance with section 22-238(e).~~

~~(f) As an additional means of ensuring compliance with the provisions of this article, the City of Deltona Special Magistrate shall have jurisdiction and authority to hear and decide alleged violations occurring in the corporate limits of the city and to impose administrative fines and liens for violations. Proceedings before the special magistrate shall be governed by its rules and procedures, and F.S. ch. 162.~~

SECTION 2. CONFLICTS. All Ordinances or parts of Ordinances, insofar as they are inconsistent or in conflict with the provisions of this Ordinance, are hereby repealed to the extent of any conflict.

SECTION 3. CODIFICATION. The provisions of this Ordinance shall be codified to the extent that the sections previously a part of the repealed ordinance shall be removed from the codification and such sections reserved for later use.

SECTION 4. SEVERABILITY. In the event that any portion or section of this Ordinance is determined to be invalid, illegal or unconstitutional by a court of competent jurisdiction, such decision shall in no manner affect the remaining portions or sections of this Ordinance on which shall remain in full force and effect.

SECTION 5. EFFECTIVE DATE. This Ordinance shall take effect immediately upon its final passage and adoption.

PASSED AND ADOPTED THIS ____ DAY OF _____, 2014.

FIRST READING: _____

ADVERTISED: _____

SECOND READING: _____

JOHN C. MASIARCZYK SR., MAYOR

City of Deltona, Florida
Ordinance No. 28-2014
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ATTEST:

JOYCE RAFTERY, CITY CLERK

Approved as to form and legality for use
and reliance by the City of Deltona, Florida

GRETCHEN R. H. VOSE, CITY ATTORNEY

RESOLUTION NO. 2014-31**A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF DELTONA, FLORIDA, SETTING REGISTRATION FEES FOR IMPLEMENTATION OF DELTONA RENTAL REGULATORY LICENSE ORDINANCE; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.**

WHEREAS, Article VIII, Section 2(b) of the Florida Constitution states that municipalities shall have the governmental powers to enable them to conduct municipal government, perform municipal functions and render municipal services, and may exercise any power for municipal purposes, except when expressly prohibited by law; and

WHEREAS, the City Commission of the City of Deltona enacted Ordinance No. 11-2014, the Deltona Rental Regulatory License Ordinance to establish a process to address the regulations for the rental of residential dwelling units. It was the city's further intent to establish a registration fees as a mechanism to ensure reasonable and uniform regulations for the rental of residential dwelling units that will protect the health, safety, property values and general welfare of the people, businesses and industries of the city; provide the means to give adequate notice to owners of residential dwelling units in the city who do not reside in that property as to their responsibilities under city codes and ordinances; that rental residential dwelling units are maintained in a high quality manner as required of all residential properties; and maintain the tax base of the City of Deltona; and

WHEREAS, Section 36-7 of the Deltona Rental Regulatory License Ordinance provides that a non-refundable annual registration fee in an amount set by resolution of the city commission, shall accompany the registration form required under the ordinance. Such fee shall be determined to generate revenue commensurate with the cost of the regulatory activity.

WHEREAS, it is determined that an annual fee of \$50 per unit for a single family residence, and \$50 for multi-family residences plus \$10 per dwelling unit in each such multi-family residence, for registration under the Deltona Rental Regulatory License Ordinance will generate revenue commensurate with the cost of the regulatory activity,

and the administration costs of city personnel in the administration of the Deltona Rental Regulatory License Ordinance provisions.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF DELTONA, FLORIDA:

SECTION 1. REGISTRATION FEES. The non-refundable annual registration fee called for under Section 36-7 of the Deltona Rental Regulatory License Ordinance is hereby set at \$50 per unit for a single family residence, and \$50 for multi-family residences plus \$10 per dwelling unit in each such multi-family residence.

SECTION 2. CONFLICTS. All Resolutions or parts of Resolutions insofar as they are inconsistent or in conflict with the provisions of this Resolution are hereby repealed to the extent of any conflict.

SECTION 3. SEVERABILITY. In the event that any portion or section of this Resolution is determined to be invalid, illegal or unconstitutional by a court of competent jurisdiction, such decision shall in no manner affect the remaining portions or sections of this Resolution which shall remain in full force and effect.

SECTION 4. EFFECTIVE DATE. This Resolution shall take effect immediately upon passage.

PASSED AND ADOPTED THIS ____ DAY OF _____, 2014.

JOHN C. MASIARCZYK SR., MAYOR

ATTEST:

JOYCE RAFTERY, CITY CLERK

Approved as to form and legality for use
and reliance by the City of Deltona, Florida

GRETCHEN R. H. VOSE, CITY ATTORNEY