

COLIN BAENZIGER & ASSOCIATES

EXECUTIVE RECRUITING



**EXECUTIVE SEARCH FIRM SERVICES  
FOR VILLAGE MANAGER**

**RFP #2015-01**

***Colin Baenziger & Associates***

**Project Manager and Contact Person:**

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



June 18, 2015

The Honorable Mayor Nick Batos, Vice Mayor Howard Levitan and Council Members  
Bill Ribble, Donald Brown, Katy Errington, Jim Boesch and Jim Wilson

**ATTN: Village Manager's Office**

Village of Estero  
21500 Three Oaks Parkway  
Estero, FL 33928

Dear Mayor Batos, Vice Mayor Levitan and Council Members Ribble, Brown, Errington,  
Boesch and Wilson:

Colin Baenziger & Associates (CB&A) would like to take this opportunity to submit a proposal to assist in finding your next Village 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 95 of the last 131 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.

Some of our Florida searches include City Managers for Cape Canaveral, Cocoa Beach, Destin, Key Biscayne, Madeira Beach, Melbourne, Mount Dora, Palm Coast, Satellite Beach, and St. Pete Beach. Nationally we have found City Managers for Ankeny, IA; Bellevue, WA; Medina, WA; Fayetteville, NC; Portland, ME; Roanoke, VA; Scottsdale, AZ; and Tacoma, WA. We sought the Borough Manager for Matanuska-Susitna Borough, Alaska (a county the size of West Virginia), County Managers for Brevard County, FL; Clackamas County, OR; Clay County, FL; El Paso County, TX; James City County, VA; Polk County, IA; St. Johns County, FL; Union County, NC; and York County, VA.

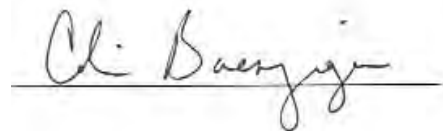
Our current searches include, among others, the City Managers for Seminole, FL, and Sequim, WA. We are also seeking the Director of Power and Light for Danville, VA, the Growth Manager Director for Collier County, FL, the Water Resources Director for Asheville, NC, the Parks and Recreation Director, Hillsborough County, FL, and the Director of Technology Services for Weston, FL.

I would also note that one of our specialties is finding the first managers for new cities in Florida. For example, we have helped the following communities find their first managers: Cutler Bay, Doral, Islamorada, Miami Gardens, Palmetto Bay, and West Park, all in Florida. Further, Mr. Baenziger, our proposed project manager for the Estero recruitment, has served as the interim manager for two new Florida communities: Wellington and Islamorada.

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

Sincerely,

Kathryn Knutson  
Vice President for Operations



Colin Baenziger  
Principal / Owner

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

# PROPOSAL TO PROVIDE EXECUTIVE SEARCH FIRM SERVICES

## TABLE OF CONTENTS

SECTION		<u>PAGE</u>
<b>VOLUME I</b>	LETTER OF TRANSMITTAL	
<b>I.</b>	QUALIFICATIONS AND EXPERIENCE OF THE FIRM	<b>1</b>
	The Firm	
	Technical Capabilities and Organizational Structure	
	Completion of Projects within Budget	
	Completion of Projects on Schedule	
	Diversity	
	Prior Names and Litigation	
	Insurance	
	Overall Executive Search Experience	
<b>II.</b>	SEARCH METHODOLOGY	<b>14</b>
	Search Methodology	
	The Village's Obligations	
	Proposed Schedule	
<b>III.</b>	FEE AND WARRANTY	<b>22</b>
<b>IV.</b>	PROPOSED PROJECT STAFF	<b>23</b>
	Project Team and Involvement	
	Resumes of Key Staff	
<b>V.</b>	REFERENCES	<b>29</b>
<b>VI.</b>	PROPOSAL; REQUIRED FORMS	<b>33</b>
<b>VOLUME II</b>		
	APPENDIX A: ALL GOVERNMENTAL SEARCH ASSIGNMENTS	<b>A-1</b>
	APPENDIX B: SAMPLE RECRUITMENT BROCHURE	<b>B-1</b>
	APPENDIX C: SAMPLE CANDIDATE REPORT	<b>C-1</b>
	APPENDIX D: RESOLUTION OF ST. JOHNS COUNTY, FL	<b>D-1</b>



## ***I. Qualifications and Experience of the Firm***

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### ***The Firm, Its Philosophy, & Its Experience***

Colin Baenziger & Associates (CB&A) is a nationally recognized executive recruiting firm established in 1997 and owned and operated by Colin Baenziger. We are a sole proprietorship headquartered in Volusia County, FL with offices in Centerville, MD; Rhinelander, WI; Richland, WA and Salt Lake City, UT. As a sole proprietorship, we are not registered with any states as a corporation, foreign or otherwise. Although our primary focus is executive search, we are often involved in operational reviews of governmental operations. Our consultants live in other areas of the country and converge wherever the client's needs exist. We develop an operational plan prior to arrival and our team of experts quickly studies the issues, identifies problems and opportunities, performs the necessary analysis, develops solutions, prepares reports and action plans, and completes the assignment. The client receives prompt, professional service, and its needs are effectively addressed. We are available for follow-up work, however, our goal is to provide the client with solutions that its existing staff can implement without additional outside assistance.

Colin Baenziger & Associates' outstanding reputation is derived from our commitment to timeliness and quality. Our work is not done until you are satisfied. That means we go the extra mile and, at times, expend more effort and energy than originally anticipated in our fee or in our action plan. We do not ask the client for additional fees. Rather, we accept these situations as part of our cost of doing business. We believe that once a contract is signed we have an obligation to fulfill its requirements excellently and within the budgeted amount.

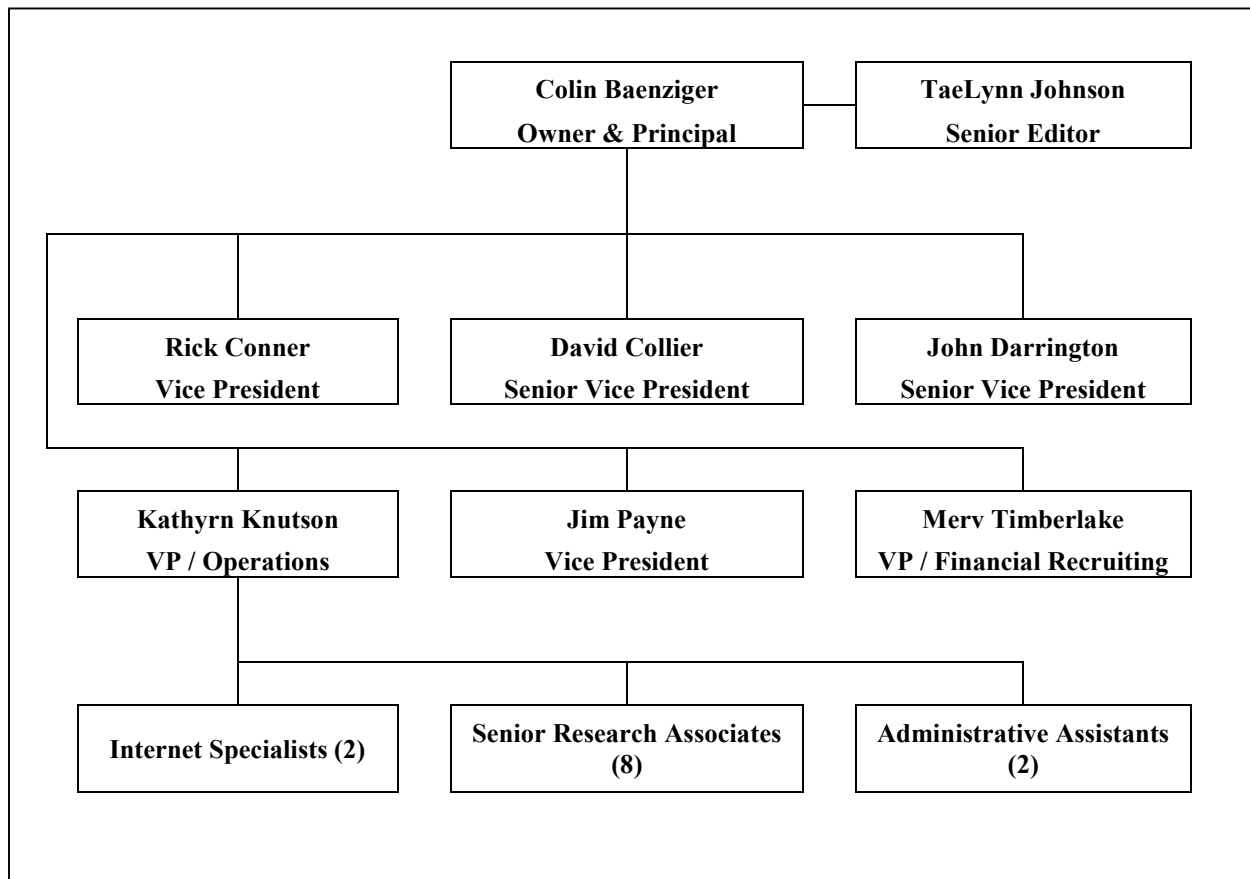
Since beginning our search practice in 1998, we have conducted searches and other related work for clients in nineteen states. Overall our staff has performed over 150 City, County, and Special District Manager searches and approximately 200 local government searches. The basic approach we have presented herein is the approach we have used in each of our searches. It has been refined over the years to the point where it is problem-free.

### ***Technical Capabilities and Organizational Structure***

Colin Baenziger & Associates has developed its business model over the past 15 years. The model has proven to be extremely effective in every state where we have applied it and for every type of position for which we have searched. In fact, we are often called when a government has a particularly difficult position to fill or where one of our competitors has failed. Overall, we utilize approximately eighteen people. Most staff members are independent contractors and are given assignments on a task order basis. Consequently we can pay well while having a great deal of flexibility without the overhead of many firms. In addition to Mr. Baenziger, other senior staff members are former City and/or County Managers or elected officials. As a result, we understand multiple perspectives and have been very successful in identifying the right candidates for our clients. CB&A's other staff are all competent researchers and writers and most have been with us for a long time.

## ***I. Qualifications and Experience of the Firm (continued)***

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### ***Completion of Projects within Budget***

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

### ***Completion of 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.***

### ***Diversity***

CB&A has extensive contacts with individuals and organizations representing women and minorities. We are thus able to identify and bring a diverse group of finalists to the City. The proof is that from the beginning of 2009 through the end of 2011, forty-three percent of the individuals whom we placed as City and County Managers were minorities and/or women. Our placement percentage of women and minorities in 2014 was also 43%.



## ***I. Qualifications and Experience of the Firm (continued)***

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### ***Prior Names and Litigation***

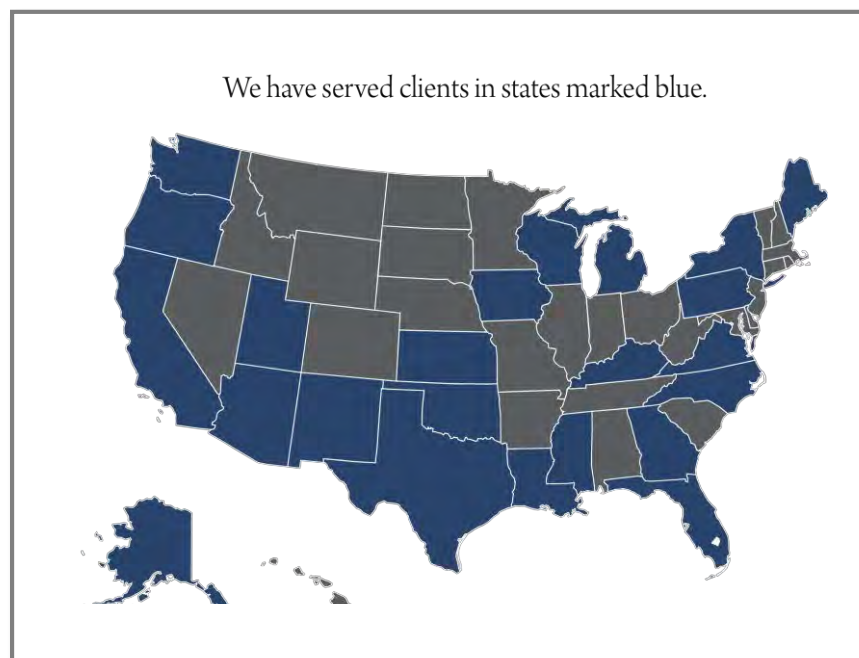
Colin Baenziger & Associates has always operated under its current name and has never been involved in any litigation, except to testify as an expert witness on behalf of one of the parties. Our performance has never been questioned nor have we or any of our clients been involved in any legal action as a result of our work.

### ***Insurance***

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

### ***Overall Executive Search Experience***

CB&A started its executive search business in 1998 from scratch. As a single father, he needed to stay nearby and so his goal was to become Florida's preeminent recruiter. In 2007 with his children mature, he branched out into other states. His firm has now worked in 23 states, from Maine to California and Florida to Alaska. See the map below.



A listing of our searches since 2011 follows and a complete list of our searches is contained in Appendix A.

***I. Qualifications and Experience of the Firm (continued)***

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<b>2015 City / County Manager Searches Completed</b>					
	<b>Position</b>	<b>Client</b>	<b>Population</b>	<b>Placement</b>	<b>Agency Size: Number of Employees</b>
1	City Manager	Ocala, FL	56,600	John Zobler	940
2	County Manager <sup>(1)</sup>	Fulton County, GA	984,300	Richard Anderson	6,500
3	City Manager	Cocoa Beach, FL	11,200	Ron McLemore	249
4	City Manager	Mill Creek, WA	18,800	Rebecca Polizotto	62
5	City Manager	Normandy Park, WA	6,600	Mark Hoppen	27
6	City Manager	Palm Bay, FL	105,000	Greg Lynk	748
7	County Administrator	York County, VA	66,300	Neil Morgan	721

- (1) Partial Search. We performed background checks for two candidates, coordinated the interviews and negotiated the employment contract. We did not search for candidates.

***I. Qualifications and Experience of the Firm (continued)***

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<b>2015 City / County Manager Searches Completed (continued)</b>					
	<b>Client</b>	<b>Contact Name</b>	<b>Title</b>	<b>Phone</b>	<b>Email</b>
1	Ocala, FL	Kent Guinn	Mayor	(352) 572-0312	kguinn@ocalafl.org
2	Fulton County, GA	Mark Massey	Clerk to the Commission	(404) 219-0451	Mark.Massey@fultoncountyga.gov
3	Cocoa Beach, FL	Laurie Kalaghchy	City Clerk	(321) 868-3235	lkalaghchy@cityofcocoabeach.com
4	Mill Creek, WA	Pam Pruitt	Mayor	(425) 338-7158	ppruitt@cityofmillcreek.com
5	Normandy Park, WA	Susan West	Mayor	(206) 248-7603	Susan.West@ci.normandy-park.wa.us
6	Palm Bay, FL	William Capote	Mayor	(321) 292-0382	Mayor@PalmBayFlorida.org
7	York County, VA	Thomas Shepperd, Jr.	Chairman	(757) 868-8591	shepperd@yorkcounty.gov

***I. Qualifications and Experience of the Firm (continued)***

<b>2014 City / County Manager Searches Completed</b>					
	<b>Position</b>	<b>Client</b>	<b>Population</b>	<b>Placement</b>	<b>Agency Size: Number of Employees</b>
1	County Manager	Alachua County, FL	251,400	Lee Niblock	855 under the Manager
2	City Manager	Bellevue, WA	132,000	Brad Miyake	1,229
3	City Manager	Connell, WA	4,200	Jed Crowther	19 + temp & seasonal
4	City Manager	Delray Beach, FL	64,100	Donald Cooper	800
5	Chief Administrator	El Paso County, TX	827,700	Stephen Norwood	480 under the Administrator
6	City Manager	Ellensburg, WA	18,300	Jack Akers	128
7	County Administrator <sup>[1]</sup>	Emmet County, MI	32,900	Marty Krupa	163
8	County Administrator	James City County, VA	67,000	Bryan Hill	750
9	City Manager	Marco Island, FL	13,300	Roger Hernstadt	210
10	City Manager	Mount Pleasant, MI	26,200	Nancy Ridley	119
11	City Manager	Mountlake Terrace, WA	20,200	Arlene Fisher	153
12	City Manager	North Miami, FL	60,600	Aleem Ghany	364
13	City Manager	Oakland Park, FL	42,800	David Hebert	240
14	Township Manager	Springettsbury Township, PA	26,700	Kristin Denne	100
15	County Administrator	St. Lucie County, FL	277,800	Howard Tipton	583 under the Administrator
16	City Manager	St. Pete Beach, FL	9,400	Wayne Saunders	88
17	Town Manager	Surfside, FL	6,000	Guillermo Omedillo	121
18	City Manager	Titusville, FL	43,900	Steve Larese	478
19	City Manager	Winchester, VA	26,900	Eden Freeman	560 under the Manager

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

***I. Qualifications and Experience of the Firm (continued)***

<b>2014 City / County Manager Searches Completed (continued)</b>					
	<b>Client</b>	<b>Contact Name</b>	<b>Title</b>	<b>Phone</b>	<b>Email</b>
1	Alachua County, FL	Lee Pinkson	Commissioner	(352) 264-6900	lpinkoson@alachuacounty.us
2	Bellevue, WA	Kevin Wallace	Deputy Mayor	(425) 452-7810	KWallace@bellevuewa.gov
3	Connell, WA	Bruce Blackwell	Mayor	(509) 234-2701	bblackwell@connellwa.org
4	Delray Beach, FL	Cary Glickstein	Mayor	(561) 441-0222	glickstein@mydelraybeach.com
5	El Paso County, TX	Sergio Lewis	Former Commissioner	(915) 204-0191	Not available
6	Ellensburg, WA	Rich Elliott	Mayor	(509) 962-7221	elliotr@ci.ellensburg.wa.us
7	Emmet County, MI	Jim Tamlin	Board Chair	(231) 622-2433	jtamlyn@emmetcounty.org
8	James City County, VA	Mary Jones	Board Chair	(757) 871-5977	mary.jones@jamescitycountyva.gov
9	Marco Island, FL	Larry Sacher	Councilor	(239) 588-0112	LSacher@marcocitycouncil.com
10	Mount Pleasant, MI	Kathleen Ling	Commissioner	(989) 773-7823	kling@mt-pleasant.org
11	Mountlake Terrace, WA	Scott Hugill	Assistant City Manager	(425) 744-6208	SHugill@ci.mlt.wa.us
12	North Miami, FL	Rene Monestine	City Attorney	(305) 895-9810	rmonestime@northmiamifl.gov
13	Oakland Park, FL	Shari McCartney	Mayor	(954) 295-0527	ShariM@oaklandparkfl.gov
14	Springettsbury Township, PA	George Dvoryak	Board Chair	(717) 683-4665	gdvoryak@Springettsbury.com
15	St. Lucie County, FL	Dan McIntyre	County Attorney	(772) 462-1420	mcintyred@stlucieco.org
16	St. Pete Beach, FL	Elaine Edmonds	Administrative Services Director	(727) 580-5178	elaine@stpetebeach.org
17	Surfside, FL	Daniel Dietch	Mayor	(305) 861-4863	ddietch@townofsurfsidefl.gov
18	Titusville, FL	Jim Tulley	Mayor	(321) 567-3702	Mayor@titusville.com
19	Winchester, VA	John Willingham	Council President	(540) 931-4655	John.Willingham@winchesterva.gov

***I. Qualifications and Experience of the Firm (continued)***

<b>2013 City / County Manager Searches Completed</b>					
	<b>Position</b>	<b>Client</b>	<b>Population</b>	<b>Placement</b>	<b>Agency Size: Number of Employees</b>
1	City Manager	Ankeny, IA	45,000	David Jones	210
2	City Manager	Ashland, KY	21,000	Benjamin Bitters	300
3	Village Manager	Bal Harbour, FL	2,500	Jorge Gonzalez	37
4	County Manager	Clackamas County, OR	380,000	Donald Krupp	2,300
5	City Manager	Elmira, NY	29,000	Kim Middaugh	293
6	City Manager	Fruitland Park, FL	4,100	Gary La Venia	52
7	City Manager	Leesburg, FL	20,600	Alfred Minner	515
8	City Manager	Medina, WA	3,000	Michael Sauerwein	30
9	City Manager	Miramar, FL	122,000	Kathleen Woods-Richardson	960
10	City Manager	Monroe, NC	36,397	John D'Agostino	750
11	City Manager	Normandy Park, WA	6,300	Glenn Akramoff	27
12	County Manager	Okaloosa County, FL	170,000	Ernie Padgett	820
13	City Manager	Satellite Beach, FL	10,000	Courtney Barker	120
14	City Manager	Scottsdale, AZ	220,000	Fritz Behring	2,423
15	City Manager	Sunnyside, WA	15,000	Donald Day	95

***I. Qualifications and Experience of the Firm (continued)***

<b>2013 City / County Manager Searches Completed (continued)</b>					
	<b>Client</b>	<b>Contact Name</b>	<b>Title</b>	<b>Phone</b>	<b>Email</b>
1	Fruitland Park, FL	Chris Bell	Mayor	(352) 326-4291	cbell@fruitlandpark.org
2	Ashland, KY	Chuck Charles	Mayor	(606) 327-2001	ccharles@ashlandky.org
3	Normandy Park, WA	Clarke C. Brant	Mayor	(206) 248-7603	clarke.brant@ci.normandy-park.wa.us
4	Leesburg, FL	David Knowles	Mayor	(352) 326-9300	Allstate2@earthlink.net
5	Okaloosa County, FL	Don Amunds	Commission Chair	(850) 585-8012	damunds@co.okaloosa.fl.us
6	Satellite Beach, FL	Frank Catino	Mayor	(321) 223-7700	fcatino@satellitebeach.org
7	Ankeny, IA	Gary Lorenz	Mayor	(515) 371-2141	garyl@ljmd.com
8	Bal Harbour, FL	Jaime Sanz	Council Member	(786) 427-4154	jsanz@balharbour.org
9	Sunnyside, WA	James Restucci	Mayor	(509) 643-4343	jrestucci@sunnyside-wa.gov
10	Monroe, NC	Lynn Keziah	Vice Mayor	(704) 221-2365	lkeziah@monroenc.org
11	Medina, WA	Michael Luis	Mayor	(425) 233-6400	mluis@medina-wa.gov
12	Clackamas County, OR	Paul Savas	Commissioner	(503) 655-8581	psavas@co.clackamas.or.us
13	Elmira, NY	Susan Skidmore	Mayor	(607) 738-3714	mayor@cityofelmira.net
14	Scottsdale, AZ	Suzanne Klapp	Vice Mayor	(480) 312-7402	sklapp@scottsdaleaz.gov
15	Miramar, FL	Yvette Colbourne	Commissioner	(954) 560-5161	ycolbourne@ci.miramar.fl.us

***I. Qualifications and Experience of the Firm (continued)***

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



***I. Qualifications and Experience of the Firm (continued)***

<b>2012 City / County Manager Searches Completed (continued)</b>					
	<b>Client</b>	<b>Contact Name</b>	<b>Title</b>	<b>Phone</b>	<b>Email</b>
1	Fort Pierce, FL	Anne Satterlee	Communications Manager	(772) 460-2200	asatterlee@city-ftpierce.com
2	North Palm Beach, FL	David Norris	Council Member	(561) 841-3355	dnorris@village-npb.org
3	Doraville, GA	Donna Pittman	Mayor	(678) 328-9181	donna.pittman@Doravillega.us
4	Panama City Beach, FL	Gale Oberst	Mayor	(850) 235-1541	goberst@pcbgov.com
5	Fayetteville, NC	Jim Arp	Mayor Pro Tem	(910) 728-2569	JArp@ci.fay.nc.us
6	Hallandale Beach, FL	Joy Cooper	Mayor	(954) 457-1318	jcooper@hallandalebeachfl.gov
7	Sunrise, FL	Kim Kisslan	City Attorney	(954) 746-3300	KKisslan@sunrisefl.gov
8	Cocoa Beach, FL	Laurie Kalaghchy	City Clerk	(321) 868-3235	lkalaghchy@cityofcocoabeach.com
9	Yakima, WA	Micah Cawley	Mayor	(509) 901-9114	micah_cawley@ci.yakima.wa.us
10	Melbourne, FL	Paul Googleman	City Attorney	(321) 608-7200	cityattorney@melbourneflorida.org
11	Cape Coral, FL	Rana Erbrick	Council Member	239-574-0437	rerbrick@capecoral.net
12	Hernando County, FL	Ronald F. Pianta	Assistant County Administrator	352) 754-4002	RPianta@co.hernando.fl.us
13	Key West, FL	Shirley Freeman	Chair, Citizen's Advisory Committee	(305) 304-1975	shirleyfreemankeywest@gmail.com
14	Sarasota, FL	Susanne Atwell	Commissioner	(941) 954-4115	Suzanne.Atwell@sarasotagov.com

***I. Qualifications and Experience of the Firm (continued)***

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

***I. Qualifications and Experience of the Firm (continued)***

<b>2011 City / County Manager Searches Completed (continued)</b>					
	<b>Client</b>	<b>Contact Name</b>	<b>Title</b>	<b>Phone</b>	<b>Email</b>
1	Clay County, FL	Travis Cummings	Former Commission Chair	(904) 376-5189	Not Available
2	Orange Park, FL	Sarah Campbell	Town Clerk	(904) 278-3018	scampbell@townop.com
3	Chamblee, GA	Marc Johnson	Interim Manager / Police Chief	(404) 819-9346	chiefmj@chambleepd.com
4	North Port, FL	Jim Blucher	Vice Mayor	(941) 628-2916	jblucher@cityofnorthport.com
5	Matanuska-Susitna, AK	Sonya Conant	Human Resources Director	(907) 746-7432	Sonya.Conant@matsugov.us
6	Sunny Isles Beach, FL	Norman Edelcup	Mayor	(305) 792-1701	NSEdelcup@aol.com
7	Albany, GA	Nathan Davis	City Attorney	(229) 431-2805	NDavis@albany.ga.us
8	Portland, ME	Cheryl Leeman	Search Chair / City Council Member	(207) 774-4308	cl@portlandmaine.gov
9	Pinecrest, FL	Guido Inguazo	Village Clerk	(305) 234-2121	inguanzo@pinecrest-fl.gov
10	Yakima, WA	Micah Cawley	Mayor	(509) 901-9114	micah_cawley@ci.yakima.wa.us
11	Polk County, IA	E.J. Giovannati	Former County Supervisor	(515) 371-0782	EJGiovannetti@hhlawpc.com
12	Destin, FL	Chuck Garcia	Human Resources Director	(850) 837-4242	cgarcia@cityofdestin.com
13	Madeira Beach, FL	Travis Palladeno	Mayor	(727) 239-5549	tpalladeno@madeirabeachfl.gov
14	Key Biscayne, FL	Conchita Alvarez	Village Clerk	(305) 365-5506	calvarez@keybiscayne.fl.us
15	Tacoma, WA	Joy St. Germain	Human Resources Director	(253) 591-2060	jstgermain@ci.tacoma.wa.us



## ***II. Search Methodology***

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The following search methodology has been refined over the past sixteen years and now is virtually foolproof. We will 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 Mayor and Council, other key parties (such as Village staff) and stakeholders (such as community groups, business owners, residents, government officials and property owners). Our goal is to develop a strong sense of your organization, 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 Council 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 Council wish to conduct the interviews.

If the Village wishes, we routinely incorporate meetings with other stakeholders (such as the business community, the non-profit community, Village 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 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 comprehensive recruitment profile. We will provide our draft for your review and comment. We will then meet with the Council to discuss the results of our interviews and the resulting recruitment profile. Your suggestions will be incorporated, and the final document 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. Search Methodology***

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among them. You then select the top three to five people to interview and ultimately choose the candidate who is the best fit with you and your community. The approaches we use are:

- ***Networking:*** The best approach is diligent outreach. We will network with our colleagues and consult our data base. As we identify outstanding candidates (many of whom are not in the market), we will approach them and request that they apply. Often excellent candidates are reluctant to respond to advertisements because doing so may alienate their current employers. When we approach them, their credentials are enhanced rather than diminished. We also use LinkedIn as a source of candidates.
- ***Advertising*** While we will seek out the best, we will not ignore the trade press as it often also yields strong candidates. We intend to advertise through organizations such as the International City/ County Management Association, Florida League of Cities, Florida City and County Management Association and so on. We will also post it on our website, [www.cb-asso.com](http://www.cb-asso.com). We generally do not use newspapers or generic websites because while they produce large numbers of applications, they generally do not produce the type of candidates our clients are seeking.
- ***Email:*** We will also e-mail the recruitment profile to our listserv of ten thousand managers and professionals who are interested in local government management. One of the advantages of e-mail is that if the recipient is not interested, he/she can easily forward the recruitment profile to someone else who may be interested.

### ***Phase III: Screening and Finalist Selection***

#### ***Task Four: Evaluate the Candidates***

Based on our most recent recruiting efforts, we anticipate receiving resumes from sixty to one hundred applicants. We will narrow the field as described above and present information on candidates to the Mayor and Council. This process requires a mixture of in-depth research and subjective evaluation. Our process is as follows.

It should be noted that selecting strong candidates is more an art than a science. While we consider standard ranking factors and the elements of the job, ultimately the most important factor is who we believe will be a good fit with the Village and the community. Typically forty percent of our finalists are women and/or minorities.

Specifically, our efforts will involve:

**Step One. Resume Review.** CB&A will evaluate all resumes and identify the eight to fifteen high quality candidates.

**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.

## ***II. Search Methodology***

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**Step Three. Prepare a Report.** We will prepare a written report summarizing the Results of the Recruitment and the top seven to ten candidates. We will forward our report to the Council.

**Step Four. Evaluate the Best Candidates.** We will develop materials and background investigations for the to five to six candidates. 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 Village to evaluate the candidates written and communicative skills.
- **Candidate Disclosure Statement:** 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.
- **Interviews of References:** We tell the candidate with whom we wish to speak. These include current and former Council Members, the municipal attorney, the external auditor, staff members, peers, news media representatives, the director of the local chamber of commerce, community activists, and others who know the candidate. We also attempt to contact some individuals who are not on the candidate's list. Typically we reach eight to ten people and prepare a written summary of each conversation.
- **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.

**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 governing body. 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.

- **Verification of Education:** We also verify claimed educational degrees to assure the candidate is being totally forthright.

## ***II. Search Methodology***

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- **Verification of Work History:** We verify employment for the past fifteen years.

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

### ***Task Five: Preparation and Presentation of Candidate Materials***

For the selected candidates, CB&A will compile the information we have developed into a complete written report for each recommended candidate. Specifically, this information will include: the candidates' resumes, introductions, references, background checks and internet / newspaper archive search results. A complete sample candidate report is included as Appendix C. We will also provide some advice on interviewing, a series of questions the elected officials may wish to ask (as well as some areas that it is not wise to get into), and some logistical information. The preceding information will be forwarded to you *electronically*.

The goal in conducting these checks is to develop a clear picture of the candidates and to determine which best meet the criteria established in Phase I. Each of the avenues we pursue adds a piece of the puzzle. We will crosscheck sources, search for discrepancies, and resolve them when we find them. When sensitive or potentially embarrassing items are discovered, they are thoroughly researched. If we conclude the situation is damaging or even questionable, the situation reported to the Village, with the Village's concurrence, the candidate will be dropped from further consideration.

### ***Task Six: Finalist Confirmation***

Approximately a week after the Village has received the candidate materials, CB&A will meet with the elected officials to discuss our findings and make a final determination concerning who will be invited to interview. The goal is to select four to six candidates to interview.

We will then notify the selected finalists of their status and schedule the interviews with the Mayor and Village Council.

### ***Task Seven: Notify All Candidates of Their Status***

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



## ***II. Search Methodology***

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### ***Phase IV: Coordinate the Interview Process and Village Manager Selection***

#### ***Task Eight: Coordinate the Candidate Assessment Process***

Prior to the interviews, we will recommend an interview/assessment process for the Village'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 Village Council 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 by a knowledgeable staff member or resident.

Later, that evening, the Mayor and Council host a reception for the candidates. The purpose is to observe how the finalists respond to a social situation. Your next Village Manager will, after all, represent your local government in numerous 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 Council Members and the candidates get to know one another informally.

**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 Village Council Members 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, Managers succeed and fail based on their interaction with the Village Council and the one-on-one interviews are an excellent way to test that interaction.

After lunch, the Mayor and Council 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 Council can observe the candidates' presentational skills.

#### ***Task Nine: Debriefing and Selection***

Once the interviews have concluded, CB&A suggests the Village Council Members adjourn and hold a meeting a day or two later to select the next Village Manager. Although the selection can be made the same day as the interviews, this decision is quite important and we recommend you take 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. Search Methodology***

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### ***Phase V: Negotiation and Continuing Assistance***

#### ***Task Ten: Notification, Contract Negotiations and Warranty***

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

#### ***Task Eleven: Continuing Assistance***

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

**Communications:** We will provide weekly reports about the status of the search, in writing or by phone, depending upon your preference. At significant milestones we will make the reports in person. We are also available at any time, day or night, to address any questions you have along the way. To do so, we will provide you with our cellphone numbers and you should feel comfortable contacting us whenever you have a question whether it is directly related to the search or, for that matter, anything else related to local government. We want to be responsive and to assist in any way we can.

#### ***The Village's Obligations***

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

The Village should also plan to provide the following information, if it is not available on the Village'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 Village Charter, any job descriptions and other materials defining the role and duties of the Village Manager, and any evaluations of the organization completed in the last year.

## ***II. Search Methodology***

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### ***Possible Project Schedule***

The following is the schedule we would suggest and assumes CB&A is selected to perform the search by July 1<sup>st</sup>. We realize the schedule may need to be adjusted to accommodate the Mayor's and Council Members' availability.

#### ***Phase I: Needs Assessment / Information Gathering***

- July 7<sup>th</sup>: CB&A begins working with the Mayor, Council Members and other stakeholders to understand the job and its challenges
- July 10<sup>th</sup>: CB&A submits the draft of the full recruitment profile to the Village for its review.
- July 14<sup>th</sup>: CB&A meets with the Council to discuss the results of the one-on-one interviews and the recruitment profile.

#### ***Phase II: Recruiting***

- July 16<sup>th</sup>: CB&A posts the full recruitment profile on its website and submits it to the appropriate publications. It is also e-mailed to over 12,500 local government managers and professionals.
- August 5<sup>th</sup>: Closing date for submission of applications.
- August 5<sup>th</sup>: CB&A reports the results of the recruitment to the Mayor and Council.

#### ***Phase III: Screening, Reference Checks and Credential Verification***

- August 31<sup>st</sup>: CB&A forwards complete semi-finalist material electronically to the Village.
- September 3<sup>rd</sup>: Village reviews and confirms finalists.

#### ***Phase IV: Interview Process Coordination and Village Manager Selection***

- September 10<sup>th</sup>: Village holds reception for the finalists.
- September 11<sup>th</sup>: One-on-one and full Village Council Interviews.
- September 14<sup>st</sup>: Village selects its first Village Manager.

#### ***Phase V: Negotiation, Warranty & Continuing Assistance***

- Post-Selection: CB&A works with Village representatives and the selected candidate on an employment agreement.

*Some of CB&A Clients...*



*Alachua County, FL*

*County Manager*



*Titusville, FL*

*City Manager*



*City of Deltona, FL*

*City Manager*



*Sewall's Point, FL*

*Town Manager  
Building Official,  
Police Chief*

### ***III. Fee and Warranty***

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#### **Fee**

CB&A offers a firm, fixed fee of \$23,250 ***which includes all our expenses and costs.*** In other words, the only thing the Village will pay CB&A is the agreed upon fee. The only other costs the Village will be responsible for are the costs associated with the candidates' (and spouses, if invited) travel, accommodations and meals for the interview process. The advantage to the Village is it knows exactly what it will pay. The advantage to CB&A is that we do not have keep track of every minor expense.

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

<b>Requested Services</b>	
<b>Phase I:</b> Needs Analysis / Information Gathering	\$ 3,250
<b>Phase II:</b> Recruiting	8,000
<b>Phase III:</b> Screening and Warranty	9,000
<b>Phase IV:</b> Interview Process Coordination and Manager Selection	1,500
<b>Phase V:</b> Negotiation and Continuing Assistance	1,500

If the Village 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 Village instructs us with conducting a full search (Phases I-V) 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 Village.
- 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 in the second year, CB&A will repeat the search at no charge for our services.
- 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.



## ***IV. Proposed Project Staff***

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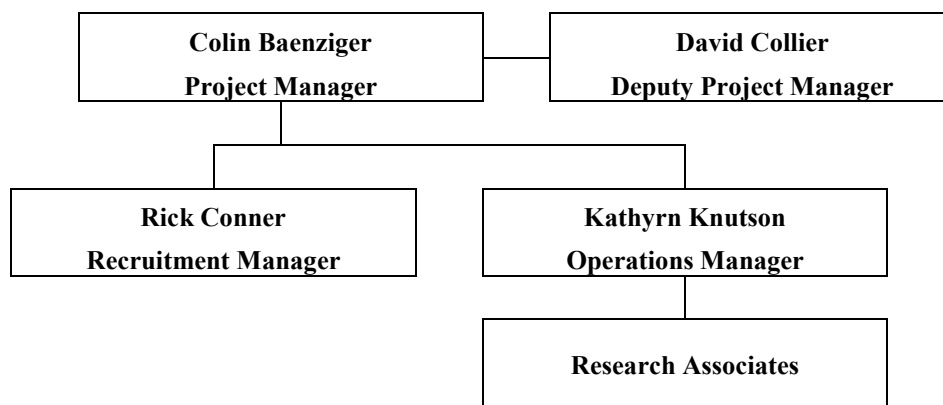
### ***Project Team and Involvement***

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.

David Collier, senior vice president, will be the Deputy Project Manager and support for Mr. Baenziger. Mr. Andrews will assist in virtually every aspect of the search effort but will focus on the search for strong candidates and candidate evaluation. Before joining 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. He is a past president of the Maryland City Managers Association and the Florida Association of County Administrators.

Rick Conner, vice president, will serve as the recruitment manager and assist with the identification and screening of candidates. 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.

Kathyrn 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.



#### ***IV. Proposed Project Staff*** (continued)

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##### ***Colin Baenziger, M.P.A.***

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**Principal**

Colin Baenziger is a student of local government and responsible for the executive recruitment functions at Colin Baenziger & Associates. Over the years, he has worked with a number of cities on recruitments and on management, operational, and organizational issues. As a former manager and someone who actively consults with governments, he understands what it takes to do the manager's job effectively. Furthermore, because he is active in a number of professional associations, he knows many of the nation's managers on a first-name basis.



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

- City Manager, Coral Gables, FL (population 42,000)
- City Manager, Cottonwood Heights, UT (population 34,000)
- City Manager, Fife, WA (population 8,200)
- City Manager, Fayetteville, NC (population 208,000)
- Village Manager, Key Biscayne, FL (population 11,000)
- Economic Development Director, Loudoun County, VA (population 326,000)
- Community Development Director, Miami, FL (population 373,000)
- Borough Manager, Matanuska-Susitna Borough, Alaska (population 88,000)
- City Manager, Mount Dora, FL (population 12,000)
- County Manager, Clackamas County, OR (population 380,000)
- City Manager, Palm Coast, FL (population 51,000)
- City Manager, Portland, ME (population 65,000)
- City Manager, Roanoke, VA (population 96,000)
- City Manager, Tacoma, WA (population 200,000)
- General Manager, Tampa Bay Water Authority (serving a population of 2.4 million)
- County Manager, Union County, NC (population 290,000)

Other recent efforts include a strategic planning session for the Florida Association of Special Districts, an operational review of Tamarac's water utility, a business practices review for a division of Martin County government, an operational reconciliation for Palm Beach County Water, development of an automated system to pay royalties to featured recording artists for the Recording Industry Association of America, and a review of financial procedures for a division of the Marriott Corporation.

Mr. Baenziger has a master's degree with distinction in public administration from Cornell University's Graduate School of Management, and a Bachelor of Arts degree from Carleton College. He is also active in the International City Management Association and the Florida City and County Management Association. He has also been called upon frequently to speak at conferences of the Utah and Florida City/County Managers' Associations, and the Florida Public Personnel Association.



#### ***IV. Proposed Project Staff*** *(continued)*

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##### ***Dave Collier, M.P.A.***

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##### **Senior Vice President**

Before joining CB&A in 2006, Dave Collier spent over 30 years of management experience in county and city government. Since there is not much that he has not seen previously, Dave quickly produces efficient and effective solutions to problems for his clients.

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



Dave has overseen the recruitment and selection of:

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

While serving as City Manager of Stuart, Florida for 14 years, he improved the professionalism of City Department Heads and staff through an emphasis on professional development and team building. He also used his hands-on management style to emphasize the need for effective project management and maintaining tight timelines in order to show citizens that the city government was effectively managed and had a strong commitment to its customers. Prior serving in Stuart, Dave was a County Manager in Florida, Kansas and Michigan. He also has extensive experience in local government consulting.

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

#### ***IV. Proposed Project Staff*** (continued)

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#### ***Rick Conner, P.E.***

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**Vice President**

Rick Conner is a recent addition to CB&A's 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. Some of these include:

- 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.

#### ***IV. Proposed Project Staff*** *(continued)*

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#### ***Kathryn Knutson***

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#### **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.

***More CB&A Clients...***



***City of Roanoke, VA***  
***City Manager***  
***City Attorney***  
***Economic Development Director***  
***Finance Director***  
***Human Resources Director***  
***Planning, Building and***  
***Development Director***



***Oregon City, OR***  
***Finance Director***



***James City County, VA***  
***County Administrator***



***City of Scottsdale, AZ***  
***City Manager***

## *V. References*

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The following are relatively comparable and relatively recent Florida City Manager placements as well as a few others.

### ***City Manager, Delray Beach, FL (64,100)***

**Contact:** Mayor Cary Glickstein at ((561) 441-0222, or [glickstein@mydelraybeach.com](mailto:glickstein@mydelraybeach.com)

CB&A was selected in early August 2014 to perform this search. Our effort involved searching the country to locate the best people for the job, interviewing them, conducting thorough background checks, and recommending finalists for the city to interview. Interviews were held on November 6<sup>th</sup> and 7<sup>th</sup>. Donald Cooper, former City Manager of Port St. Lucie, FL, was selected on November 10, 2014.



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

**Contact:** Mayor Joy Cooper at (954) 632-5700 or [JCooper@cohb.org](mailto: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 24<sup>th</sup>. *Hallandale Assistant City Manager Mark Antonio* was selected on September 20<sup>th</sup> 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, Village of Key Biscayne, FL (population 11,000)***

**Contact:** Village Clerk Conchita Alvarez at (305) 365-5506, or [calvarez@keybiscayne.fl.gov](mailto:calvarez@keybiscayne.fl.gov)

CB&A was hired on May 3, 2007 to find the Village's next Manager. We were requested to conduct a national search but to focus our efforts on finding people with strong contacts with Miami-Dade County. Interviews were held on July 27<sup>th</sup> and 28<sup>th</sup>. *Chip Iglesias, formerly Chief of Staff to County Commissioner Carlos Gimenez*, was selected on July 30<sup>th</sup>. When Mr. Iglesias was appointed Deputy Mayor for Miami-Dade County in 2011, we were retained to find his successor. We followed a similar process and *John Gilbert, the Village's Fire Chief*, was selected.



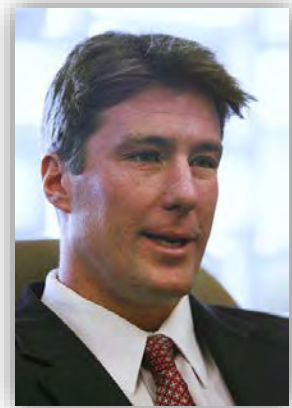
## ***V. References*** (continued)

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### ***City Manager, City of Madeira Beach, FL (population 4,200)***

**Contact:** Mayor Travis Palladeno at (727) 239-5549, or  
[TPalladeno@madeirabeachfl.gov](mailto:TPalladeno@madeirabeachfl.gov)

Madeira Beach is a tropical tourist location on the Western Coast of Florida in Pinellas County. Colin Baenziger and Associates began searching for a **City Manager** on September 30, 2011. 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. *Shane Crawford, former Assistant County Administrator with Walworth County, WI* was selected as the next manager on November 22<sup>nd</sup>. He remains with



### ***City Manager, City of Melbourne, FL (population 76,000)***

**Contact:** *Mayor Kathy Meehan* at (321) 984-7588, or  
[cityhall@melbourneflorida.org](mailto:cityhall@melbourneflorida.org)

Melbourne is located Florida's east coast near Cape Canaveral. On August 30<sup>th</sup>, Colin Baenziger and Associates was selected by the City of Melbourne to find its next **City Manager**. Our work included recruiting and advertising for candidates, conducting background checks, selecting the most qualified, recommending them for interviews, coordinating the interview process, and assisting in the contract negotiations. *Mr. Michael McNeese, formerly City Manager of Sarasota, FL*, was selected to become Melbourne's next City Manager on November 30<sup>th</sup>.



### ***City Manager, Titusville, FL (population 44,200)***

**Contact:** Mayor Jim Tulley at (321) 383-5802 or  
c/o [Kathy.Daniels@Titusville.com](mailto:Kathy.Daniels@Titusville.com)  
Assistant City Manager Tom Abbate at (321) 567-3702,  
or [thomas.abbate@titusville.com](mailto:thomas.abbate@titusville.com)

CB&A was hired in early May 2014 to find Titusville's next **City Manager**. Titusville is located on Florida's Space Coast and is home to many of the individuals who supported the space shuttle program. We were asked to identify someone with strong leadership capabilities. Our efforts involved searching the country for strong candidates, conducting extensive background checks, recommending a strong field of candidates, overseeing the interviews and providing a small amount of assistance with the contract negotiations. *Scott Larese, formerly the Director of the Cunningham Center at Columbus State University and Garrison Commander at Fort Rucker, AL*, was selected on August 4<sup>th</sup>.



## ***V. References*** (continued)

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### ***Candidate References***

While it is important to deliver what the City or County expects, it is also important to keep candidates informed and to treat them with respect and dignity. Accordingly, we have provided references from three of those candidates.

<b>Placement</b>	<b>Formerly</b>	<b>Recruited To Be</b>	<b>Contact at</b>
Kristen Denne	City Manager Johnstown, PA	Township Manager Springettsbury Township, PA Appointed August 2014	(717) 757-3521 <a href="mailto:kristen.denne@springettsbury.com">kristen.denne@springettsbury.com</a>
Eden Freeman	Assistant City Manager Sandy Springs, GA	City Manager Winchester, VA Appointed June, 2014	(540) 667-1815 <a href="mailto:citymanager@winchesterva.gov">citymanager@winchesterva.gov</a>
Bryan Hill	Deputy County Administrator Beaufort County, SC	County Administrator James City County, VA Appointed July 2014	(757) 253-6604 <a href="mailto:bryan.hill@jamescitycountyva.gov">bryan.hill@jamescitycountyva.gov</a>

*More CB&A Clients...*



*City of Fruitland Park, FL*

*City Manager*



*City of Leesburg, FL*

*City Manager*



*City of Fife, WA*

*City Manager*



*City of Hallandale Beach, FL*

*City Manager*



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*Proposal Required Forms*

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SECTION IV  
PROPOSAL FORMS

**RFP # 2015-01**

The undersigned hereby declares that after examining the Proposal Documents, does hereby submit a response to the proposal and warrants that:

- a. She/He is an officer of the organization.
- b. She/He is authorized to offer a proposal in full compliance with all requirements and conditions, as set forth in the RFP.
- c. She/He has fully read and understands the RFP and has full knowledge of the scope, nature, quantity and quality of the work to be performed, and the requirements and conditions under which the work is to be performed.

<hr/> <p>Authorized Signature</p>  <hr/> <p>Colin Baenziger &amp; Associates</p> <p>Company Name</p>  <hr/> <p>Daytona Beach Shores, FL 32118</p> <p>City, State, Zip Code</p>  <hr/> <p>(561) 707-3537</p> <p>Phone Number</p>	<hr/> <p>Kathryn Knutson, V. P. for Operations</p> <p>Printed Name &amp; Title</p>  <hr/> <p>2055 South Atlantic Avenue, Suite 504</p> <p>Company Address</p>  <hr/> <p></p> <p>Date</p>  <hr/> <p>Colin@cb-asso.com</p> <p>Email Address</p>
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SWORN STATEMENT UNDER SECTION §287.133(3)(A), FLORIDA STATUTES, ON THE PUBLIC ENTITY CRIMES (To be signed in the presence Of a notary public or other officer authorized to administer oaths.)

STATE OF Wisconsin COUNTY Oneida

Before me, the undersigned authority, personally appeared, who, being by me first duly sworn, made the following statement:

Name of Proposer: Colin Baenziger & Associates  
Business Address: 2055 South Atlantic Avenue, Suite 504, Daytona Beach Shores, FL 32118

I understand that a public entity crime as defined in Section §287.133 of the Florida Statutes includes a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity in Florida or with an agency or political subdivision of any other state or with the agency or political subdivision of any other state or with the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or any such agency or political subdivision and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.

I understand that “convicted” or “conviction” is defined by the statute to mean a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

I understand that “affiliate” is defined by the statute to mean (1) a predecessor or successor of a person or a corporation convicted of a public entity crime, or (2) an entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime, or (3) those officers, directors, executives, partners, shareholders, employees, members and agents who are active in the management of an affiliate, or (4) a person or corporation who knowingly entered into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months.

**Please mark the appropriate paragraph below:**

Neither the proposer, contractor, nor any officer, director, executive, partner, shareholder, employee member or agent who is active in the management of the proposer or contractor nor any affiliate of the proposer or contractor has been convicted of a public entity crime subsequent to July 1, 1989.

\_\_\_\_\_ There has been a conviction of a public entity crime by the proposer or contractor, or an officer, director executive, partner, shareholder, employee, member or agent of the proposer or contractor who is active in the management of the proposer or contractor or an affiliate of the proposer or contractor. A determination has been made pursuant to Section §287.133(3) by order of the Division of Administrative Hearings that it is not in the public interest for the name of the convicted person or affiliate to appear on the convicted vendor list. The name of the convicted person or affiliate is \_\_\_\_\_.

A copy of the order of the Division of Administration Hearings is attached to this statement.

\_\_\_\_\_  
Proposer's Signature

Sworn to and subscribed before me on this 22 day of June, 20 15

(affix seal)

\_\_\_\_\_  
Notary Public Signature

NON-COLLUSION AFFIDAVIT

By submission of this affidavit, the proposer certifies that this proposal is made independently and free from collusion. Proposer shall disclose below, to the best of its knowledge, any Village of Estero officer or employee, or any spouse, son, daughter, stepson, stepdaughter, or parent of any such officer or employee, who is an officer or director of, or has a material interest in, the proposer's business who is in a position to influence the procurement. Any Village of Estero officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement. For purposes hereof, a person has a material interest if he or she directly or indirectly owns more than five percent (5%) of the total assets or capital stock of any business entity, or if he or she otherwise stands to personally gain if the contract is awarded to this vendor.

NAME

RELATIONSHIPS

\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

NONE:   X  

\_\_\_\_\_  
Signature of Proposer

Sworn to and subscribed before me on this   22   day of   June  , 20   15  

(affix seal)

\_\_\_\_\_  
Notary Public Signature



CITY OF DAYTONA BEACH SHORES  
2990 S. Atlantic Avenue  
Daytona Beach Shores, FL 32118

**BUSINESS TAX RECEIPT**

Business Mailing Address:

COLIN BAENZIGER & ASSOCIATES  
2055 S ATLANTIC AVENUE  
UNIT 504  
DAYTONA BEACH SHORES, FL 32118

Business Location Address:

COLIN BAENZIGER & ASSOCIATES  
2055 S ATLANTIC AVENUE  
UNIT 504  
DAYTONA BEACH SHORES, FL 32118

RECEIPT NO:  
1720

HOME BUSINESS TAX RECEIPT  
CONSULTANT  
THIS IS NOT A LICENSE

YEAR:  
2015

Fiscal Year:

10/01/2014 - 09/30/2015

BL086 HOME BUSINESS TAX RECEIPT


Issuance of a Business Tax Receipt does not permit the Business to violate any zoning or other Ordinances of the City, nor does it exempt the Business from any other License or Permit that may be necessary. Any change in location, Business Name, or Ownership must be reported to the City of Daytona Beach Shores.

**THIS TAX RECEIPT MUST BE POSTED CONSPICUOUSLY IN PLACE OF BUSINESS**

**2014/ 2015**

**Volusia County Business Tax Receipt**

Issued pursuant to F.S. 205 and Volusia County Code of Ordinances Chapter 114-1 by:  
Volusia County Revenue Division - 123 W Indiana Ave, Room 103, DeLand, FL 32720 - 386-736-5938



**Volusia County**  
FLORIDA

Receipt # 201404230010 Expires: September 30, 2015  
Business Location: 2055 S ATLANTIC AV STE 504  
Business Name: COLIN BAENZIGER & ASSOCIATES  
Owner Name: COLIN BAENZIGER  
Mailing Address: 2055 S ATLANTIC AV STE 504  
DAYTONA BEACH SHORES, FL 32118

BUSINESS TYPE	CODE	COUNT	TAX
Business Service	471	1	\$22.00

▪ This receipt indicates payment of a tax, which is levied for the privilege of doing the type(s) of business listed above within Volusia County. This receipt is non-regulatory in nature and is not meant to be a certification of the holder's ability to perform the service for which he is registered. This receipt also does not indicate that the business is legal or that it is in compliance with State or local laws and regulations.  
 ▪ The business must meet all County and/or Municipality planning and zoning requirements or this Business Tax Receipt may be revoked and all taxes paid would be forfeited.  
 ▪ The information contained on this Business Tax Receipt must be kept up to date. Contact the Volusia County Revenue Division for instructions on making changes to your account.

THIS PORTION OF THE BUSINESS TAX RECEIPT MUST BE POSTED CONSPICUOUSLY IN YOUR PLACE OF BUSINESS

COLIN BAENZIGER  ASSOCIATES

EXECUTIVE RECRUITING



**EXECUTIVE SEARCH FIRM SERVICES  
FOR VILLAGE MANAGER**

**RFP #2015-01**

**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](mailto:Colin@cb-asso.com)  
Fax: (888) 635-2430

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





# **PROPOSAL TO BE THE VILLAGE'S EXECUTIVE RECRUITING FIRM**

## **VOLUME II: APPENDICES**

### **TABLE OF CONTENTS**

	<b><u>PAGE</u></b>
APPENDIX A: ALL GOVERNMENTAL SEARCH ASSIGNMENTS	<b>A-1</b>
APPENDIX B: SAMPLE RECRUITMENT BROCHURE	<b>B-1</b>
APPENDIX C: SAMPLE CANDIDATE REPORT	<b>C-1</b>
APPENDIX D: RESOLUTION OF ST. JOHNS COUNTY, FL	<b>D-1</b>



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# **Appendix A**

*Searches by  
Colin Baenziger & Associate' Staff*

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# ***Governmental Search Assignments***

*Performed by the Staff of Colin Baenziger & Associates*

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## **Current Searches**

City Manager, Sequim, WA (population 6,700)  
City Manager, Seminole, FL (population 17,800)  
Chief Information Officer, Weston, FL (population 65,300)  
Director, Parks, Recreation and Conservation, Hillsborough County, FL (population 1,292,000)  
Division Director, Power and Light, Danville, VA (population 43,000)  
Water Resources Director, Asheville, NC (population 87,200)

## **Completed Searches in 2015**

City Manager, Cocoa Beach, FL (11,200)  
City Manager, Mill Creek, WA (18,828)  
City Manager, Normandy Park, WA (population 6,557)  
City Manager, Ocala, FL (population 56,600)  
City Manager, Palm Bay, FL (population 105,000)  
County Manager, Fulton County, GA, (partial search) (population 894,300)  
County Administrator, York County, VA (population 66,269)  
City Engineer and Assistant City Engineer, Plant City, FL (population 36,097)  
General Services Director, Loudoun County, VA (population 349,700)  
Director, Human Resources, Sunrise, FL (population 88,800)  
Director, Performing Arts and Convention Center, Federal Way, WA (population 92,700)  
Assistant Public Works Director, Sumter County, FL (107,000)

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## *Governmental Search Assignments* (continued)

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### Completed Searches Prior to 2015

#### 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  
City Manager, Bellevue, WA (population 122,400) in 2014  
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 Administrator, Connell, WA (population 4,200) in 2014  
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, Delray Beach, FL (population 64,100) in 2014  
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, Ellensburg, WA (population 18,350) in 2014  
City Manager, Elmira, NY (population 29,200) in 2014  
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  
Village Manager, Islamorada, Village of Islands, FL (population 7,500) in 1999 and 2005  
City Manager, Gainesville, FL (population 117,000) in 2005  
City Manager, Greensboro, NC (population 259,000) in 2009  
City Manager, Gulfport, FL (population 12,000) in 2003

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## *Governmental Search Assignments* (continued)

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### City/Town/Village Manager/Administrator (continued)

City Manager, Hallandale Beach, FL (population 39,000) in 2010 and 2012  
City Manager, Holly Hill, FL (population 13,000) in 2008 (partial search)  
City Manager, Homestead, FL (population 62,000) in 2010  
Town Manager, Juno Beach, FL (population 3,600) in 2005  
Village Manager, Key Biscayne, FL (population 11,000) in 2007 and 2011  
City Manager, Key West, FL (population 24,600) in 2012  
Town Manager, Lake Park, FL (population 9,100) in 2001 and 2003  
Town Manager, Lantana, FL (population 9,600) in 2000  
City Manager, Lakeland, FL (population 87,000) in 2003  
City Manager, Lake Worth, FL (population 37,000) in 2003 and 2007  
City Manager, Lauderdale Lakes, FL (population 32,000) in 1998 and 2002  
City Manager, Leesburg, FL (population 20,390) in 2013  
City Manager, Madeira Beach, FL (population 12,300) in 2011  
Town Manager, Mangonia Park, FL (population 1,400) in 2001  
City Manager, Marathon, FL (population 11,500 in 2002 and 2004  
City Manager, Marco Island, FL (population 15,000) in 2008 and 2014  
City Manager, Medina, WA (population 3,000) in 2013  
City Manager, Melbourne, FL (population 72,500) in 2002 and 2012  
City Manager, Miami Gardens, FL (population 101,000) in 2004  
City Manager, Miramar, FL (population 122,000) in 2013  
City Manager, Monroe, NC (population 33,500) in 2013  
City Manager, Mount Dora, FL (population 12,000) in 2005  
City Manager, Mount Pleasant, MI (population 26,000) in 2014  
City Manager, Mountlake Terrace, WA (population 20,700) in 2014  
City Manager, Naples, FL (population 21,000) in 2003 and 2007  
City Manager, New Smyrna Beach, FL, FL (population 23,000) in 2009  
City Manager, Normandy Park, WA (population 6,335) in 2013  
City Manager, North Miami, FL (population 62,000) in 2002, 2010 and 2014  
Village Manager, North Palm Beach, FL (population 12,500) in 2004, 2005, 2007 and 2012  
City Manager, North Port, FL (population 55,800) in 2011  
City Manager, Oakland Park, FL (population 42,800) in 2014  
City Manager, Ocala, FL (population 52,000) in 2008  
City Manager, Orange City, FL (population 10,000) in 2010  
City Manager, Orange Park, FL (population 9,100) in 2010  
CAO, Orlando, FL (population 197,000) in 2005  
City Manager, Oviedo, FL (population 33,000) in 2008  
City Manager, Palm Bay, FL (current population 101,000) in 2002  
City Manager, Palm Coast, FL (population 71,000) in 2006  
Village Manager, Palmetto Bay, FL (population 24,000) in 2003  
City Manager, 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

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## ***Governmental Search Assignments*** (continued)

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### **City/Town/Village Manager/Administrator** (continued)

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  
Township Manager, Springettsbury Township, PA (population 26,700) in 2014  
City Manager, St. Pete Beach, FL (population 10,000) in 2001 and 2014  
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  
Town Manager, Surfside, FL (population 6,000) in 2014  
City Manager, Tacoma, WA (population 200,000) in 2011  
City Administrator, Tavares, FL (population 11,000) in 2006  
City Manager, Titusville, FL (population 43,940) in 2014  
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, Winchester, VA (population 26,000) in 2014  
City Manager, Woodstock, GA (population 21,000) in 2008  
City Manager, Yakima, WA (population 91,000) in 2011 and 2012

### **County Administrator / Manager - Completed Searches**

County Manager, Alachua County, FL (population 251,400) in 2014  
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 Administrator, Emmet County, MI (population 32,900) in 2014  
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 Administrator, James City County, VA (population 69,000) in 2014  
County Manager, Lowndes County, GA (population 92,000) in 2001  
County Administrator, Martin County, FL (population 140,000) in 2005  
Borough Manager, Matanuska-Susitna Borough, AK (population 85,000) in 2011

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## *Governmental Search Assignments* (continued)

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### **County Administrator / Manager - Completed Searches (continued)**

County Administrator, Monroe County, FL (population 80,000) in 2004  
County Administrator, Nassau County, FL (population 60,000) in 2004  
County Administrator, Okaloosa County, FL (population 183,500) in 2013  
County Administrator, Okeechobee County, FL (population 39,000) in 2008  
County Manager, Osceola County, FL (population 235,000) in 2003 and 2007  
County Administrator, Polk County, IA (population 400,000) in 2007 and 2011  
County Manager, Seminole County, FL (population 410,000) in 2006  
County Administrator, St. Johns County, FL (population 162,000) in 2007  
County Administrator, St. Lucie County, MI (population 284,000) in 2014  
County Administrator, Sumter County, FL (population 70,000) in 2005  
County Manager, Union County, NC (population 198,600) in 2010

### **Completed Searches – Assistant/Deputy Managers**

Assistant City Manager / Operations, Corpus Christi, TX (population 308,000) in 2013  
Assistant City Manager / Utilities, Corpus Christi, TX (population 308,000) in 2014  
Deputy City Manager for Community Building, Durham, NC (population 220,000) in 2009  
Assistant County Administrator for Development and Infrastructure, Hillsborough County, FL  
(population 1,000,000) in 2006  
Assistant County Administrator for Human Services, Hillsborough County, FL (population  
1,000,000) in 2004  
Deputy County Administrator, Hillsborough County, FL (population 1,000,000) in 2004  
Assistant Town Manager, Jupiter Island, FL (population 654) in 2010  
Assistant Village Manager, Islamorada, Village of Islands, FL (population 7,500) in 1998  
Assistant to the City Manager, Lakeland, FL (population 87,000) in 2004  
Assistant City Manager, Lake Worth, FL (population 37,000) in 2004  
Assistant County Administrator, Martin County, FL (population 140,000) in 2006  
Deputy County Manager, Polk County, FL (population 500,000) in 2006  
Assistant City Manager, Tamarac, FL (population 55,500) in 2001  
Assistant City Manager, West Palm Beach, FL (population 101,000) in 2004 and 2013

### **Completed Searches – City Attorneys**

City Attorney, Roanoke, VA (population 96,000) in 2012  
City Attorney, West Melbourne, FL (population 15,000) in 2008



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## ***Governmental Search Assignments*** (continued)

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### **Completed Searches – Community Development/Growth Management/Planning**

Development Services Director, Daytona Beach, FL (population 65,000) in 2005  
Planning Administrator, Daytona Beach, FL (population 65,000) in 2007  
Assistant Director of Community Development, Largo, FL (population 74,000) in 2004 and 2005  
Director, Building and Development, Loudoun County, VA (population 336,900) in 2014  
Community Development Director, Miami, FL (population 408,000) in 2008  
Planning Director, Osceola County, FL (population 235,000) in 2005  
Director of Capital Projects, New Orleans, LA (population 323,000) in 2008  
Director of Planning, Building and Development, Roanoke, VA (population 96,000) in 2012  
General Manager, North Sarasota Redevelopment District, Sarasota (population 53,000) in 2008  
Community Development Director, Safety Harbor, FL (population 18,000) in 2006  
Growth Management Director, St. Lucie County, FL (population 261,000) in 2005  
Community Development Director, Tamarac, FL (population 55,500) in 2007  
Growth Management Manager, Wellington, FL (population 55,000) in 2009  
Housing and Community Development Director, West Palm Beach, FL (pop. 101,000) in 2007

### **Completed Searches – Economic Development / Redevelopment**

Executive Director, Camden County (GA) Joint Development Authority (pop. 51,400) in 2014  
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**

City Engineer, Gulfport, MS (population 90,000) in 2008  
Director/Engineering/Public Works /Utilities, Hallandale Beach, FL (population 39,000) 2013  
Deputy County Engineer, Martin County, FL (population 140,000) in 2006  
Assistant City Engineer, Melbourne, FL (population 75,000) in 2008  
County Engineer, Polk County, FL (population 500,000) in 2006  
Engineering Manager, Sumter County, FL (population 70,000) in 2005  
City Engineer, Sunny Isles Beach, FL (population 17,000) in 2006  
Staff Engineer, Wellington, FL (population 55,000) in 2009

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## *Governmental Search Assignments* (continued)

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### **Completed Searches – Facilities Management**

Lakeland Center Director, Lakeland, FL (population 87,000) in 2004  
Centroplex Director, Orlando, FL (population 197,000) in 2004  
Director, Landscaping, Weston, FL (population 65,300) in 2013

### **Completed Searches – Finance and Budget**

Finance Director, Altus, OK (population 19,800) (background check) in 2012  
Finance Director, Danville, VA (population 43,000) in 2014  
Finance Director, Daytona Beach, FL (population 31,860) in 2012  
Finance Director, Escambia County Housing Authority (population served: 302,700) in 2014  
Finance Director, Fort Walton Beach, FL (population 20,000) in 2006  
Chief Financial Officer, Hillsborough Area Regional Transit, FL (population 1,000,055) in 2005  
Director, Management & Financial Services, Loudoun County, VA (population 326,000) in 2012  
Manager, Office of Management and Budget, Lake Worth, FL (population 37,000) in 2010  
Finance Director, Lauderdale Lakes (population 32,000) in 1998  
Finance Director, Miami, FL (population 408,000) in 2013  
Treasurer, Miami, FL (population (408,000) in 2013  
Finance Director, Oregon City, OR (population 31,860) in 2012  
Chief Financial Officer, City of Orlando, FL (population 197,000) in 2005  
Controller, City of Orlando, FL (population 197,000) in 2007  
Deputy Director of Management, Budget and Accounting, Orlando, FL (pop. 197,000) in 2004  
Director of Financial Service, Clerk and Comptroller, Pasco County, FL (population 470,400)  
Budget and Financial Services Director, Polk County, FL (population 500,000) in 2006  
Finance Director, Roanoke, VA (population 99,000) in 2014  
Director of Finance and Administration, Roanoke Regional Airport, Roanoke, VA, in 2014  
Budget Director, St. Petersburg, FL (population 248,000) in 2009  
Finance Director, St. Petersburg, FL (population 248,000) in 2010  
Finance Director, Sunny Isles Beach, FL (population 17,000) in 2010  
Finance Director, Surfside, FL (population 5,700) in 2012  
Finance Director, Tamarac, FL (population 55,500) in 2005 and 2009  
Finance Director, West Palm Beach, FL (population 101,000) in 2007

### **Completed Searches – Housing/Building**

Asst. to the County Admin. – Affordable Housing, Broward County, FL (pop. 1,800,000), 2004  
Building Official, Jupiter Island, FL (population 580) in 2005 and 2010  
Building Official, Miami Beach, FL (population 91,000) in 2005  
Building Department Director, Osceola County, FL (population 235,000) in 2005  
Building Official, Jupiter Island, FL (population 580) in 2005 and 2011  
Building Official, Miami Beach, FL (population 91,000) in 2005  
Building Department Director, Osceola County, FL (population 235,000) in 2005  
Building Official, Sewall's Point, FL (population 2,000) in 2006  
Building Official, Tamarac (population 55,000) in 2008  
Housing and Community Development Director, West Palm Beach, FL (pop. 101,000), 2007

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## ***Governmental Search Assignments*** (continued)

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### **Completed Searches – Human Resources**

Human Resources Director, Boca Raton, FL (population 84,000) in 2006  
Human Resources Director, Cape Coral, FL (population 154,300) in 2013  
Director, Human Resources, Gainesville, FL (population 125,000) in 2014  
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, Sarasota, FL (population 55,000) in 2002  
Personnel Director, Vero Beach, FL (population 17,900) in 2003  
Director, Human Resources, Roanoke, VA (population 99,000) in 2014  
Human Resources Director, West Palm Beach, FL (101,900) in 2013 and 2104

### **Completed Searches – Human Services**

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

### **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  
Director, Parks and Recreation, Hobbs, NM (population (35,000) in 2014  
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  
Police Chief, Daytona Beach, FL (population 65,000) in 2006  
Police Chief, Golden Beach, FL (population 355) in 2011 (partial search)  
Police Chief, Farmington, NM (population 45,900) in 2014  
Fire Chief, Lauderdale Lakes, FL (population 32,000) in 1999

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## *Governmental Search Assignments* (continued)

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### **Completed Searches – Public Safety (continued)**

Police Chief, Lauderhill, FL (population 66,900) in 2011 (partial search)  
Police Chief, Melbourne, FL (population 76,000) in 2011 (partial search)  
Executive Director, South Sound 911 (serves a population of 808,000), Tacoma, WA, in 2013  
Police Chief, Sewall's Point, FL (population 2,000) in 2007  
Police Chief, St. Augustine Beach, FL (population 6,200) in 2012  
Police Chief, Sunny Isles Beach, FL (population 17,000) in 2010  
Fire Chief, West Palm Beach, FL (population 101,000) in 2005

### **Completed Searches – Public Works**

Public Works Director, Chandler, AZ (population 250,000) in 2007  
Public Works Director, Fort Lauderdale, FL (population 183,000) in 2004  
Solid Waste Director, Hillsborough County, FL (population 1,000,055) in 2005  
Vice President, Public Works & Operations, Ocean Reef Community Association (population 2,000), Key Largo, FL, in 2001  
Executive Director, Environment and Infrastructure, Pinellas County, FL (pop. 917,000) in 2012  
Public Works Director, Polk County, FL (population 500,000) in 2005  
Director / Capital Projects Manager / City Engineer, Sunny Isles Beach, FL (population 17,000) in 2007  
Assistant Public Works Director, Sunny Isles Beach, FL (population 17,000) in 2008  
Public Works Director, Tamarac, FL (population 55,500) in 2003  
Solid Waste Director, Tampa, FL (population 335,700) in 2014  
Director, Landscaping, Weston, FL (population 65,300) in 2013

### **Completed Searches – Transportation**

Executive Director, Central Florida Expressway Authority (population served: 2,147,500)  
Chief Financial Officer, Hillsborough Area Regional Transit, FL (population 1,000,055) in 2005  
Executive Director, Lakeland Area Mass Transit District, FL (population 87,000) in 2005  
Director of Traffic Engineering, Polk County, FL (population 500,000) in 2002  
Executive Director, Tampa-Hillsborough County Expressway Authority, FL (population 1,000,055) in 2007

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## *Governmental Search Assignments* (continued)

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### **Completed Searches – Utilities**

Executive Director, Des Moines (IA) Water Works (serves a population of over 500,000) in 2012  
Executive Director, Escambia County Utilities Authority, FL (90,000 customers) in 2002  
Executive Director, Florida Keys Aqueduct Authority, Key West, FL (pop. 90,000) in 2003  
Environmental Services Director, Largo, FL (population 74,000) in 2006  
Executive Director, Onslow Water & Sewer Authority (Jacksonville, NC) (pop. 160,000) in 2009  
Executive Director, Sewerage and Water Board of New Orleans (population 369,000)  
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, 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**

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

### **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  
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

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## **Appendix B**

*Sample Brochure:  
City Manager Search  
Titusville, FL*

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## City of Titusville, Florida

Gateway to Nature and Space

*City Manager Position Available — Apply by: June 13, 2014*



**Welcome to Titusville!** Known as the Gateway to Nature and Space, Titusville is a true treasure – a place full of vitality and boundless potential, a place where you can watch rockets launch and enjoy peaceful sunrises over the inviting surf, a place where nesting sea turtles coexist with high-tech wonders. While Titusville may not have everything within its borders, everything you could need or want is nearby. Life there is just a bit slower, and the community has a laid-back feel. It is simply a great place to live, work, play and raise a family.

Titusville is truly unique. Nowhere else will you find such an eclectic mix of culture, nature, and technology. It boasts two airports, two golf courses, two halls of fame, three marinas, a space museum, a skydiving school, three space memorials (a fourth is on the way), a historic military aircraft museum and annual airshow, the world's largest civilian helicopter training academy, the nation's largest custom banjo distributor, the nation's largest birding festival, a sea turtle festival, an annual digital arts festival (Art & Algorithms), six waterfront parks (along seven miles of beautiful Indian River Lagoon), two industrial parks and an enchanted forest. Coming soon are a commercial spaceport and an inland seaport. All of these attractions are surrounded by two national wildlife refuges, a national seashore and the Kennedy Space Center.

Nature and wildlife enthusiasts will find much to excite them in Titusville. The City hosts eleven sites along the Great Florida Birding Trail wherein alligators, wild boar, manatees and other creatures thrive. The longest stretch of pristine, undeveloped beach on the east coast of Florida, the Canaveral

National Seashore, is nearby and Titusville residents have adopted it as their own. Water recreation opportunities are plentiful and include boating, fishing, airboat rides, surfing and kayaking. For the landlubbers among us, Titusville has many parks and sports facilities. While the City has numerous opportunities for biking, among the more adventurous is the St. Johns River-to-Sea Loop covering 260 miles and running from Titusville to St. Augustine. Additionally, the new Florida Coast-to-Coast Connector (a multiuse trail running from the Canaveral National Seashore through Titusville and across the state to St. Petersburg) is about 70% complete.

Orlando and its primary international airport lies an hour west of Titusville. Also nearby are Orlando Sanford International Airport, Daytona Beach International Airport and Melbourne International Airport, all of which offer more limited service. It is just a bit further to Disneyworld, Universal Studios, SeaWorld and Orlando's other attractions. Jacksonville lies 135 miles to the north and Miami and Fort Lauderdale 200 miles to the south. Just 30 miles southeast is Port Canaveral, one of the nation's top cruise ports.

Titusville is a diverse community of hometown neighborhoods built among natural treasures. While Titusville's economy initially shrank with the ending of NASA's Space Shuttle Program, private sector companies saw a well-trained and educated workforce and are filling the void. Tourism as a local industry is thriving. Healthcare in the area is excellent and the Parrish Medical Center in Titusville is one of the City's largest current job suppliers. The TICO Air Show draws tens of thousands of visitors from distant lands each year.

Housing choices in Titusville are plentiful and range from the moderately priced to the very expensive, depending on location. Options include historic homes and modern works of art, those with waterfront and golf course views, pre-built and dream homes, and subdivision





and rural acreages. \$200,000 to \$400,000 will buy a beautiful home. Crime is low, and the City is very safe. Parents feel comfortable letting their children ride their bicycles to the park alone. The community boasts three public elementary schools, two middle schools and two high schools, as well as four private schools. All are very highly regarded. The City itself has been well run since its inception, and while it has challenges, it does not have any unusual or serious issues. Residents are supportive of their government and their government is mindful of them. Historically the City's leaders have not made decisions quickly or rashly, but have taken a considered approach. Residents have high expectations for their government and the service it provides. The community has been welcoming to business.

Titusville's most attractive asset is its citizens. They embrace the City's small-town atmosphere and are friendly, concerned about others, and have tremendous hearts. This is a place where people know their neighbors and step forward to help whenever possible. It is a caring community where families are strongly supported. Volunteerism is common, and residents strive to make the City better for those who follow them. People move back home to Titusville repeatedly.

Titusville now stands on the threshold. Its location, natural and commercial assets and available well-trained workforce (primarily due to the recent layoffs at the Kennedy Space Flight Center) mean it is ideally situated for a dynamic and prosperous future. No doubt, Titusville and its residents will seize this opportunity with the same enthusiasm as they have in the past. The best is yet to come!

## History

Titusville's modern history began with a U.S. Post Office at Sand Point in 1859. In 1867, Confederate Colonel Henry Theodore Titus decided to build a town on land his wife owned that overlooked the Indian River. He laid out roads and in 1870 erected the Titus House, a large one-story hotel next to a saloon. He also donated land for four churches and a courthouse, the latter an effort to get the town designated as county seat.

Titusville could have been called Riceville, but Titus challenged Captain Clark Rice to a game of dominoes to decide the name. Titus won the game, and Sand Point

became Titusville in 1873. It was formally incorporated as a city in 1887.

The next phase of the community's history revolved around railroads. First came the Atlantic Coast, St. Johns & Indian River Railroad in 1885 which connected by a spur line to the Jacksonville, Tampa & Key West Railroad. Next Henry Flagler expanded his Florida East Coast Railroad south from Daytona, and a station was built in Titusville in 1892. Tourists arrived, and the Indian River area increasingly became an agricultural and shipping center for pineapple and citrus.

During World War II, numerous enemy ships were sunk off nearby beaches. A local boat construction company built hundreds of landing craft at a plant located on what is now the City's yacht basin. A Navy fighter field was also established just south of Titusville on the area known today as Space Coast Regional Airport.

Beginning in the late 1950s, the growth of Cape Canaveral and later the Kennedy Space Center on Merritt Island helped the community's economy, population, and tourism grow considerably. Its association with the space program also led to two of the City's nicknames: "Space City USA" and "Miracle City".

Along with the astronauts, the area became associated with such major companies as TWA, McDonnell-Douglas, Boeing, North America and Grumman. The end of the Apollo program in the 1970s offered new challenges to the community, as did the beginning and the ending of the Space Shuttle Program.

## Climate

Titusville's climate is considered humid subtropical with mild winters and warm, wet summers. As can be seen from Table I, average high temperatures vary from the high 40s to the low 90s depending on the time of day and year. See table 1 on page 4.

Tropical storms affect the area from time to time, but direct hits by hurricanes are quite rare in this part of Florida. In fact, a recent Naval study concluded that the likelihood of a tropical storm striking the area was lower than most of the United States East Coast.

Table I: Climate Data for Titusville

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Average High °F	70	72	77	81	86	89	91	91	89	83	78	72	82
Average Low °F	49	51	56	60	67	72	73	74	73	66	59	53	63
Precipitation Inches	2.5	2.8	3.6	2.8	3.7	6.1	7.0	7.3	6.8	4.3	3.5	2.5	52.9

Source: The Weather Channel

## Geography

Titusville is on the west side of the Indian River Lagoon, which itself is part of the Atlantic Intracoastal Waterway. On the other side of the Lagoon lies Merritt Island and the Kennedy Space Center. The City is approximately 34 square miles in total area of which 5 square miles is water.

## Demographics

According to the U.S. Census, in terms of age, Titusville's population is distributed relatively evenly. Approximately 29% are 25 years old or less, 23% are between 25 and 45, 27% are between 45 and 65 and the remaining 21% are over 65. The median age is 43 years and is trending older. The City's population is approximately 78% Caucasian, 16% African American, 2% Asian, and 4% other. Hispanics of all races constitute 7% of the population. 67% of the homes are occupied by their owner(s). Of the City's population over 25 years of age, 88% have graduated from high school, and 19% have a Bachelor's degree or higher. The median household

income is \$44,448. 11% of the population fell below the poverty line.

## Commerce

Titusville is a diverse community with access to a wide range of service, commercial and industrial employers. While data is not available solely for the City, the principal employers in Brevard County are shown on Table II.

With two airports in the City, I-95 nearby, the Florida East Coast Railroad running through the City and Port Canaveral just a hop, skip and a jump away, Titusville is well positioned to become a logistical hub.

## Government

Titusville follows a council-manager form of government. Voters elect five Council Members for staggered four-year terms. The Mayor is a member of the City Council but is elected separately. Elections are non-partisan, and all Members run "at-large". Elections coincide with the national elections in November of even-numbered years. Historically, the Council has been stable. For example, the City has had only five mayors since 1980. The Council Members have distinct personalities and ideas for what should be done. Nonetheless, they have a great deal of respect for one another, work very well together and come to consensus. They all have the best interests of the community at heart and have high regard for City staff.

Titusville is a full service city. Specifically, its services include Police, Economic Development, Fire/Emergency Services, Public Works (including marina management, engineering, facilities maintenance, fleet maintenance, streets maintenance, solid water and recycling), Water and Sewer (including production, distribution, collection, treatment and storm water),

Table II: Principal Employers-Brevard County

Employer	# of Employees
Health First	8,900
Harris Corporation	6,700
Wuesthoff Health Systems	2,400
Space Gateway Support	1,750
Northrup Grumman Corporation	1,650
Rockwell Collins	1,450
Parrish Medical Center	1,000
The Boeing Company	1,000
Sea Ray Boats	1,000
Melbourne Internal Medicine Associates	1,000

Source: Titusville 2013 CAFR

Table III: Employee Breakdown by Function/Program

Functional Area	FTE Employees
City Council	5.0
City Attorney	2.5
City Manager	3.0
Community Relations	3.0
Economic Development	1.5
City Clerk	6.0
Fire & Emergency Services	60.5
Police	135.0
Public Works	83.0
Water Resources	111.0
Community Development	29.0
Support Services	2.0
Human Resources	6.0
Finance	11.0
Customer Service	9.0
Information Technology	7.0
Purchasing & Contracts	3.0
<b>Total</b>	<b>477.5</b>

Source: Titusville 2013/14 Budget

Planning and Code Enforcement. The City's parks are maintained and operated through an interlocal agreement by Brevard County. Table III provides a breakdown of City staff.

The City is financially sound but was adversely impacted by the economic downturn. As can be seen in Table IV, property values peaked in the 2007/2008 fiscal year but have since returned to FY 2003/2004 levels. These values stabilized in FY 2012/2013 and are expected increase about 3% for the next fiscal year. The current market inventory of available housing is very limited, so prospects are bright for the City's future.

The City has four unions: The Fraternal Order of Police (two bargaining units – the rank and file and the lieutenants), the International Association of Fire Fighters and the Laborers International Union of North America (LIUNA). The contracts are current for the FOP and the IAFF and will expire in 2016. The City is currently negotiating with LIUNA.

### The Challenges and Opportunities

While the past few years have not been easy (the City has approximately 30 fewer positions now than it had in 2004), the City has weathered the downturn reasonably well. The future is bright. The foremost challenge is to turn Titusville's potential into reality. Part of that effort will involve continued economic development. The City has the physical assets needed and the right program in place. Now comes the hard part – finding the right industries and jobs to compliment what is already here. The City does not want just any development – it wants the right development. It wants development that will not only help keep resident dollars in Titusville but will bring new dollars to the community. The ideal City Manager will know how to thread the needle between protecting Titusville's wonderful identity and preparing the way for growth.

For the past few years, finances have been tight and will need to be managed carefully for the foreseeable future. Though the City was able to provide its staff with a modest increase last year, wages were frozen from 2008 to 2013. Some infrastructure maintenance has also been deferred. For example, the City is redoing 3.6 miles of its roads this year while the actual need is 6 miles every year. The sewer system is aging and in need of attention. The City also faces costly environmental challenges – some residents still have septic tanks, and some street run-off reaches the Lagoon. The next Manager will have a chance to exercise his or her financial prowess and do much good for the City.

A third opportunity is to improve the metrics used to demonstrate the City's productivity. The system in place is sound, but limited. While the City is well run, it is always looking for ways to be better. A fresh set of eyes may be particularly helpful in this area.

## The Ideal Candidate

First and foremost, the City is seeking someone who can bring the City to its full potential – someone who will help the Council create and implement its vision. In many ways, the City has been a hidden treasure, and now is the time for it to blossom. As noted above, the pieces are in place. The economy is improving and Titusville has a huge number of positive assets to be capitalized on. The ideal candidate will think strategically, recognize opportunities and know how to capitalize on those opportunities. He or she will be someone who will market and promote the City to investors. Knowledge of and a demonstrated track record in finance, planning, economic development and creativity will be critical. Being prepared to strike when opportunities present themselves will be a key, as will be the ability to find practical, workable solutions to problems. He or she will be someone who will partner with the City Council. The ideal Manager will be thoughtful and will listen, sympathize, and understand how to bring the five points of view to consensus. The individual will suggest options and recognize that the Council makes the ultimate decision. The Council is not looking for a “yes” person, but rather someone who can act as a sounding board and help it refine its thinking.

The ideal candidate will be a doer, someone who is friendly, energetic, outgoing, action-oriented and progressive. The individual will care about people and bring additional vitality to the organization. He or she will be customer service oriented and set the tone. The individual will recognize that the customer is not always right but should be listened to and wherever possible will make suggestions to solve the problem. The ideal candidate will be someone who works cooperatively with others, understands their needs, and builds win-win scenarios. By the same token, he or she will recognize that not everyone will be happy all the time and that some people may never be happy. The individual will know how to deal



with the latter in a way that does not place unnecessary demands on an already limited staff.

The next Manager will be someone who works with the staff to set reasonable goals and help reach them. He or she will be decisive and not a micromanager. The ideal candidate will be informed and expect results. Accountability and measurement will be important to the individual. The Manager will understand both the complexity and subtlety of local government and have an appreciation for how to get things done. Roadblocks will be viewed as intriguing challenges to be overcome rather than dead ends. The ideal candidate will understand the importance of including the community (when appropriate) and of being transparent. Not only does Florida law require the latter, but such is an expectation of the elected body.

A high degree of integrity and people skills are two other key characteristics the ideal candidate will possess. The Council and the residents expect the Manager to be available and accessible to them. They also expect him or her to be reliable and do what he/she says he/she will do.

The ideal candidate will be someone who keeps abreast of what is happening in local government and always seeks new ideas. He or she will have at least ten years' experience as a City Manager or an Assistant City Manager. The individual is expected to have at least a Bachelor's degree in business administration, public administration or a related field.

Finally, the Council is looking for someone who will have a passion for making the City all it can be. It wants someone for the long term and not someone who views this position as a stepping stone to the next position or to retirement (unless retirement is a long way off). The City Manager's position in Titusville is a destination in and of itself.

## Residency

The selected candidate need not be a resident of Florida but must establish full-time residency in Titusville.

## Compensation

The starting salary range for the City Manager is \$120,000 to \$160,000.

## The Prior City Manager

Titusville has had three City Managers in the last 25 years. The most recent accepted a position after seven years of service to be closer to family.

## How to Apply

E-mail your resume to [Recruit28@cb-asso.com](mailto:Recruit28@cb-asso.com) by June 13th. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537 or David Collier at (772) 220-4320.

## The Process

Applicants will be screened between June 14th and July 22nd, during which time the City Council will select finalists. Interviews will be conducted on August 1st and 2nd with a selection of the next Manager shortly thereafter.

## Other Important Information

Titusville is an Equal Opportunity Employer and encourages women and minorities to apply. Under the Florida Public Records Act, all applications are subject to disclosure upon receipt. Veteran's preference will be awarded under applicable Florida law.

COLIN BAENZIGER  ASSOCIATES  
EXECUTIVE RECRUITING

City Manager | Titusville, Florida

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# **Appendix C**

## *Sample Candidate Report*

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## Sample Candidate Report

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

## TABLE OF CONTENTS

	<u>PAGE</u>
RESUME	1
CB&A INTERVIEW	5
BACKGROUND CHECKS	11
REFERENCE NOTES	13
INTERNET SEARCH	28



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Christopher Morrill

*Resume*

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## Christopher Paul Morrill

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201 East 52<sup>nd</sup> Street • Savannah, GA 31405 • 912-231-8711 • kpicikim@yahoo.com

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### Experience

#### **Assistant City Manager**, City of Savannah, GA (population: 143,000) **8/01 – Present**

Serve as assistant city manager for management & financial services, leading a full service organization with a staff of 2,600 and annual budget of over \$280 million. Represent the City on boards and committees, oversee financial, human resource and strategic planning, directly supervise 12 departments, coordinate major economic development projects, and lead special projects and analyses, including:

- Ellis Square Public/Private partnership which included 1,100 space underground public parking garage supporting a private hotel/condo/retail development, \$400 million extension of Savannah's downtown commercial/residential areas, and 4,000 acre traditional neighborhood development;
- Priority based budgeting process that involved over 100 employees in developing the 2010 city service program and budget which was reduced by over \$10 million without layoffs, delaying capital maintenance, or across the board cuts.
- Merger of City and County police departments under City management;
- Recruitment and hiring of police chief, fire chief, and assistant city manager for public development;
- Annexations that have increased the size of the City by over 19,000 acres;
- Geographically based 311 customer service/work order system;
- Civic Master Planning process which 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 & Canada
- Local Options Sales Tax negotiations on allocation of over \$250 million that must be shared among Chatham County, Savannah and six other municipalities; and,
- G-8 Sea Island Summit public safety and security planning for the diplomats, international press, and activists based in Savannah for the three day Summit in June 2004.

#### **Senior Municipal Finance Advisor**, Research Triangle Institute, RTP, NC **10/99 – 8/01**

Served as resident advisor on local government finance and management for the National Treasury of the Republic of South Africa. This position entailed assisting the National Treasury's chief director of Local Government with developing and implementing a new fiscal framework for municipalities, reforming municipal budgeting systems, and developing the capacity of local government finance officers and systems in post-apartheid South Africa.

#### **Fellow**, Kellogg National Leadership Program, **1997 - 2000**

One of 38 individuals chosen for this national program designed to prepare leaders for the challenges of the 21<sup>st</sup> century. Fellowship activities included studying conflict resolution and community building in Northern Ireland, South Africa, China, and Peru and studying Spanish in Granada, Spain. Also assisted a group of unemployed women in a former township area outside of Pretoria, South Africa, with developing a chicken breeding facility that was funded through a grant from the Kellogg Foundation.

**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.

**Author, *The Savannah Story: The Road to Equity and Sustainable Community Development***, with Henry Moore in *Economic Development in American Cities: the Pursuit of an Equity Agenda*, edited by Michael J. Bennet and Robert P. Giloth, State University of New York Press, 2007, pp. 189 – 214. **Best Practices: *Ellis Square Public/Private Partnership in Savannah***, Government Finance Review, October 2006, pp. 44 – 47. **Capital Program Considerations in Challenging Times**, Government Finance Review, June 2009, with John Fishbein, pp. 8 – 13. **The Financial Responsibilities of Local Governments** in *Emerging Issues in Government Financing*, Thomson Reuters/Aspatore, 2009, pp. 7 – 24.

## Education

- ICMA Credentialed Manager
- Master of Public Administration, The University of North Carolina, Chapel Hill, NC, May 1987
- Bachelor of Arts, College of the Holy Cross, Worcester, MA, Major: Political Science, May, 1984
- Institute for Georgia Environmental Leadership, University of Georgia Fanning Institute, 2007
- Gallup Leadership Institute, 1997
- Certificate in County Administration, North Carolina Institute of Government
- Certificate in Budgeting and Financial Planning, North Carolina Institute of Government

## Service

- Government Finance Officers Association: Executive Board (2008 – present), National Standing Committee on Retirement Benefits Administration (2008 – present), National Standing Committee on Economic Development and Financial Planning (2003 – 2008), National Standing Committee on Budget and Management (1996 – 1999);
- Elected School Council representative, Charles Ellis Public Montessori Academy (2005 – 2009)
- President, Leadership Savannah Board of Directors (2007 – Present)
- Executive Board Member, United Way of the Coastal Empire (2007 – Present)
- Elected Official, Southbridge Redevelopment Authority, Southbridge, MA, (1983-1984)
- Volunteer Savannah/Chatham Citizen Advocacy (2003 – Present)
- USA Swimming Certified Stroke and Turn Judge (2008 – Present)

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Christopher Morrill

*CB&A Interview*

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# Christopher Morrill

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## Education

Master of Public Administration, University of North Carolina  
Bachelor of Arts, College of the Holy Cross

## Experience

Assistant City Manager, City of Savannah, GA	2001 – Present
Senior Municipal Finance Advisor, Research Triangle Institute, RTP, NC	1999 – 2001
Research and Budget Director, City of Savannah, GA	1994 – 1999
Peace Corps Volunteer, Ukraine	1992 – 1994
City of Savannah, GA	1988 - 1992
Research and Budget Director (two years) and Senior Management Analyst (two years)	
Senior Budget Analyst, Catawba County, NC	1986 – 1988
Downtown Project Manager, Lynn, MA	1984 – 1985

## Background

The population of Savannah is 143,000 people. The City has 2,600 employees and Mr. Morrill supervises 220. The total budget is \$280 million while the general fund component is \$180 million. The three most important issues that face Savannah:

- Financial impact of the recession. Revenues have declined yet the demand for services remains high;
- Citizen engagement. Citizen participation in local government, and indeed awareness of what it is doing, has declined. Governments need to find new ways to engage and inform their residents; and
- Balancing the economic development with environmental goals while maintaining a high quality of life.

## Interview Comments

Mr. Morrill has been an Assistant City Manager for eight years in Savannah, GA. Although he feels no need to leave his position, he sees the City Manager position in Roanoke as an opportunity that he cannot pass up. Roanoke is a progressive community and has some of the same challenges Savannah has. He notes that over the past 20 years, Savannah has made many significant changes for the better and he wants to bring not just his skills, but what he has learned, to Roanoke. He feels he can make a difference and help Roanoke become not just a better city but a better community. From a personal point of view, it is also one of few cities Mr. Morrill would consider moving to and living in. He enjoys the mountains and would be closer to family.

## **Christopher Morrill**

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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

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The teams will make a presentation to the Council on November 30<sup>th</sup> where they will report their progress.

When asked about mistakes, Mr. Morrill spoke of an area just outside of downtown Savannah that was to be developed as a public park and for some other uses. It was a great project that would have had a very positive impact on the neighborhoods in the area. However, the City did not do the leg work upfront to keep the neighborhoods apprised of the nature of the project nor the benefits that would result from the project. As a result, the residents fought the project and it was cancelled. He learned the importance of involving the community early on in a project so they are informed, supportive and can provide input to make the project better. The City missed an opportunity to develop a great area because it assumed the community would support it. The central lesson was, "Do not assume the community members will see and embrace the vision of a project if you do not spend the time educating them."

As the City has changed to Budgeting for Outcomes, it has provided a new way of measuring the performance of the organization. They are able to compare their outcome with other cities across America. Funding is provided to those services that have had clear outcomes of meeting priorities. Mr. Morrill still monitors the individual performance of each employee. At the year's beginning, he discusses their strengths and weaknesses with them and makes a plan to accomplish their goals for the year. Their progress is checked periodically and another formal meeting is conducted at midyear.

When asked about terminating employment, Mr. Morrill noted he has terminated the employment of several employees during his career. He tries to work with those who have performance issues through coaching and mentoring. Sometimes no improvements can be made. The person is simply in the wrong job from the point of view of skills or personality. It is hard to let people go under these circumstances but it has to be done. Ideally you can find a position in the organization that does suit the individual but that is not always a possibility. Those employees who misuse their privileges or break the law are very easy to let go. On one occasion he had to fire an individual in the parks department who was misusing public funds.

Mr. Morrill sees the challenges facing the next Roanoke City Manager as:

- Encouraging economic development that is a good fit with the community;
- Finding ways to help the poor climb out of poverty rate;
- Working with the school board to improve the City's schools;
- Working with the community to improve the neighborhoods; and
- Addressing code enforcement issues.

If given the opportunity to serve as the next Roanoke City Manager, Mr. Morrill would spend his first six months doing the following:

- Examining City's issues;
- Learning the history of the City and its neighborhoods;
- Listening to the Council Members' goals and vision;



## **Christopher Morrill**

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- 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**

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### **Interviewer's Impressions**

Energetic, experienced, competent, congenial, and straightforward. Intelligent and creative with a good sense of humor. Has an easy laugh and ready to be a City Manager.

### **Interviewed by:**

Tiffany Gremmert  
Colin Baenziger & Associates

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Christopher Morrill

*Background Checks*

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## Background Check Summary for Christopher P. Morrill

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### **Criminal Records Checks:**

Nationwide Criminal Records Search	No Records Found
County	
Chatham County, GA	No Records Found
Durham County, NC	No Records Found
State	
Georgia	No Records Found
North Carolina	No Records Found

### **Civil Records Checks:**

County	
Chatham County, GA	No Records Found
Durham County, NC	No Records Found
Federal	
Georgia	No Records Found
North Carolina	No Records Found

### **Motor Vehicle**

Georgia	No Records Found
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<b>Credit</b>	Excellent
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<b>Bankruptcy</b>	No Records Found
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<b>Education</b>	Confirmed
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<b>Employment</b>	Confirmed
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Christopher Morrill

*Reference Notes*

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## **Reference Notes**

### **Christopher Morrill**

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**Michael Brown**, City Manager, City of Savannah, GA, (912) 658-3523

Mr. Brown hired Mr. Morrill in 1988. He recognized his strong skill set and wanted him to be a part of his management team. When Mr. Morrill went overseas to perform international services, Mr. Brown thought so highly of him that he held positions open for him. He simply wanted him back and on his team.

Mr. Morrill is a very skilled manager and a remarkable person. He combines precise analytical skills with an upbeat and optimistic personality. He is diplomatic with those he serves and considerate to their wants and needs. Mr. Morrill's background makes him a strong candidate. He was in the Peace Corp for two years in Ukraine. He also spent time in Northern Ireland, Peru, and South Africa with the Kellogg National Leadership Program. He wrote a local government finance law for South Africa cities and modeled it after what local governments do in the United States.

Mr. Morrill has led many redevelopment projects in Savannah. The redevelopment of Ellis Square is a recent one and involved redeveloping one of Savannah's squares that was first established in the 1700's. At some point, the square had been turned into a parking lot. Mr. Morrill noted that the lease was expiring and suggested the City redevelop the area as community square. He took the lead on the project and coordinated with developers and city groups. He also oversaw the financing of the project. The new community square is a huge success and is surrounded by shops and restaurants, and includes an underground parking structure.

Another project Mr. Morrill headed was Savannah River Landing, a fifty-four acre undeveloped tract adjacent to the historic downtown. Mr. Morrill coordinated with the developers to include an expansion of the river walk, retail stores, two hotels, single family homes, restaurants, and office buildings. He was the manager of the public part of the project. He forecast the cost of the necessary infrastructure, worked with the developers, rallied the support of the County and schools, and also sold the tax allocation district proposal to the voters. The project is underway and is much anticipated by the community.

Mr. Morrill listens well and is able to identify the essence of what someone is trying to say. He is a good communicator. He also is empathetic and patient. Often the City Council prefers to speak with him rather than the City Manager. He is easier to talk to and knows how to hold his ground. He is a good public speaker. He took a private sector speaker training course that monitored, criticized and improved his speaking skills. He is comfortable presenting.

Mr. Brown, as the City Manager, spends most of his time working with the Council to keep their interests on track. They are often difficult and demanding. He is not able to do much of what he used to do as City Manager. The Metro Police Department also demands much of his time and attention. As a result, he has turned over much of the day-to-day management of the City to Mr. Morrill. That includes projects, budgeting, pension plan changes, and policy initiatives. Although, Mr. Morrill has not officially held the title of City Manager, in reality he has had more

## Reference Notes

### Christopher Morrill

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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.

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**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

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the Renewal Authority on several issues and concerns regarding the project. He also spent many hours working with the Council to gain its support.

Mr. Morrill created strategic goals to focus on revitalizing the Martin Luther King corridor, once a premier historical African American neighborhood bustling with life. The placement of an overpass on I-16 stunted the growth of the area and limited the access to other areas. He has pressed for the overpass to be removed. By doing so, our lost street connections and nine acres of developable land would be reclaimed. He has negotiated local option sales tax and capital improvement dollars to fund the project. He coordinated the efforts of the City, the Renewal Authority and other private entities to stimulate the integral corridor. Already, a full size grocery store has opened in the area.

Another major project Mr. Morrill has orchestrated was Savannah Landing located in eastern downtown Savannah. The area has been underdeveloped since 1909. He secured the funds and involved the necessary agencies. The development links and compliments the historic downtown area. It also opens up connections to six lost streets and expanded the river walk 2,000 feet. Public squares were donated back to the City. Mr. Morrill petitioned for the first tax allocation to be used to support the economic development of the area.

Oddly, when it is time to make a presentation to the City Council, the person who is best is Mr. Morrill. They often try to do things that are not in the best interest of the City. They rely on Mr. Morrill to give them honest criticism and advice. He can speak on their level.

Ms. Sundrila trusts Mr. Morrill implicitly, which she considers a bold statement. She has approached him with personal and political issues. He has offered guidance and solutions to support her efforts. He is gifted with people. He respects others and in turn is well respected. He has excellent communication skills and is an attentive listener.

Mr. Morrill would be a fine choice for City Manager. He is well qualified. He has the skills and the character to lead.

#### **Adjectives or Phrases Used to Describe Mr. Morrill:**

- Reliable partner,
- Thorough planner,
- Engaging,
- Mentor,
- Respected, and
- Gifted with people.

**Strengths:** Team building, vision, people skills, and communication skills.

**Weaknesses:** None identified.

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## **Reference Notes**

### **Christopher Morrill**

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**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**

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**Strengths:** Financial skills, problem solving skills, and building relationships.

**Weaknesses:** None identified.

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#### **Kenneth Sadler – Former Alderman, City of Savannah, GA (912) 661-0484**

Mr. Sadler has known Mr. Morrill since 2000. Mr. Sadler was an Alderman for four years.

Mr. Morrill is bright and well educated. Even though finance had been his primary background, he has developed skills in other fields through his position as Assistant City Manager. He is a good leader and provides strength to his staff. Many of them lean on his expertise and ask for his advice. He mentors his staff and helps them grow.

Mr. Morrill's primary skills are in finance and planning. He knows how to maintain the long term financial health of the City and has helped it weather the financial downturn. He did so through sound financial practices and thorough planning. He actually anticipated the financial problems and adequately prepared the City for them. He understands how to spend money responsibly and which services are capable of producing revenue.

Mr. Morrill has a good relationship with each member of Council. He is responsive to their requests. They are willing to delegate to him because he follows up on projects and keeps them informed. He is straightforward and easy to talk to. Frequently Mr. Morrill has been easier to contact and work with than the City Manager.

Mr. Morrill focuses on people. Whether it is a Councilman or a citizen of the community, he will take time to listen to the issues they raise and look for a solution. He has an optimistic demeanor that puts people at ease. He has a good grasp of city issues and a sensitivity to their importance.

#### **Adjectives or Phrases Used to Describe Mr. Morrill:**

- Smart,
- Capable,
- Good planner,
- Strong financial background,
- Understands communities, and
- Relates well with people.

**Strengths:** Organization skills and financial background.

**Weaknesses:** None identified

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## **Reference Notes**

### **Christopher Morrill**

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#### **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**

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**Strengths:** Dedication to serving the public. Strong background and experience in local government. Excellent people skills.

**Weaknesses:** None identified.

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#### **Jim Burgess - Mayor, City of Social Circle, GA (770) 464-3366**

Mr. Burgess has known Mr. Morrill since 1996. He works as a lobbyist for the City of Savannah and is also the Mayor of a small town in Georgia.

As Mr. Burgess lobbies on behalf of Savannah to State Legislature, he relies on Mr. Morrill to provide him with pertinent financial information. Mr. Morrill gives him impact research and analysis reports related to specific pieces of legislation. He creates slides, charts, and graphs for Mr. Burgess to present to the State. He is quick to respond to Mr. Burgess' needs and provides him with thorough information.

Mr. Morrill is bright and well educated. His staff members have a high regard for him and value his high morals. He has strong people skills and is not overbearing. He is very easy to work with because of his first-rate personality.

Mr. Morrill has a good relationship with the governing body. He is very astute about political relationships. They may often disagree, but Mr. Morrill knows when to push and when he must submit. The Council can sometimes be more involved in day to day operations than they should. Mr. Morrill has successfully managed working with this group of individuals.

Mr. Morrill has worked on several successful projects in the community. He focused on cleaning up certain rundown areas and providing renewal in low income communities. One downtown renewal project included a parking facility, the expansion of the river walk, and added retail space. His financial acumen has been a big asset in making these projects successful.

Mr. Morrill has worked under a superb City Manager. He has been fully exposed to his skills and learned much from emulating them. He has academic training and has managed a diverse city. Advancing to City Manager would be an ideal step for him, and the timing is right.

#### **Adjectives or Phrases Used to Describe Mr. Morrill:**

- Good personality,
- Strong academically,
- Not overbearing,
- High morals,
- Bright, and
- Quick to respond.

## Reference Notes Christopher Morrill

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**Strengths:** People skills.

**Weaknesses:** None identified.

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### **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.

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## **Reference Notes**

### **Christopher Morrill**

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#### **Chris Miller – Creative Economy Consultant, Savannah, GA (912) 484-7192**

Mr. Miller is a resident of Savannah and an entrepreneur. He has known Mr. Morrill since 2001. Mr. Morrill has proven a tremendous support and vital contact for Mr. Miller. He helps facilitate Mr. Miller's efforts by being accessible and getting involved in his projects. Mr. Morrill returns calls and follows up. He is open to new ideas and is supportive whenever he feels it will benefit the community. He focuses on results, not on politics. He takes on a role beyond simply handling the paperwork. He sees the whole community as a team. He uses his influence in the government to help outside projects succeed, projects that benefit the community. He understands that, if he helps outside agencies better the community then the pressure on the City to provide these services or changes will lessen or, alternatively, there will be more money to pay for the services.

Mr. Morrill is very patient. He has a pleasant approach to handling difficult situations. Whenever issues become politically charged, he is able to calm the waters, allowing the real issues to become clear. He listens willingly and is open to reconsideration of any preconceived ideas. His goal is to align the community so it can be the best it can be.

At times, Mr. Morrill has had to work with people who do not have the best interests of the City in mind. The options in dealing with such people are either: refuse to work with them, or work with them and realign their interests. Mr. Morrill has been a very positive influence and has a talent for turning negative intent into positive results.

As an example, the Savannah River landing is a 100 million dollar project proposed for the development of 54 acres in the downtown area. The developer had planned to create a gated community of single family homes. Mr. Morrill recognized the importance of developing this area. However, he did not feel a gated community would adhere to the historical sense of the area, nor would it be the best use of the land. He was able to convince the developer to make changes which would benefit them and the City. The project now consists of a 5-star hotel and spa, several luxury condominium towers, 17 single family riverfront homes, 11 blocks of single family town homes, retail stores, restaurants, art galleries and office buildings. Also, the public squares were donated back to the City. Both the developers and the City will greatly benefit from this project, which is currently under construction.

Mr. Miller knows of a major developer out of Atlanta who has taken a special interest in Savannah. He expressed to Mr. Miller that he has chosen Savannah primarily because Mr. Morrill has always been willing to talk to him about his investments. He returns his calls and helps him solve his problems. Encouraged by his interactions with Mr. Morrill, the gentleman will keep investing in the region.

Mr. Morrill deserves the opportunity to move up from his current position as an Assistant City Manager. He needs the freedom to bring about good things. It will be a large loss for the City of Savannah if he is chosen by another municipality, but he will make an excellent City Manager.

## **Reference Notes**

### **Christopher Morrill**

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#### **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.

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#### **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**

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#### **Adjectives or Phrases Used to Describe Mr. Morrill:**

- Sincere,
- Involved in the community,
- Professional,
- Articulate,
- Genuine, and
- Earnest.

**Strengths:** Team building, vision, and good management skills.

**Weaknesses:** None identified.

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#### **Jenny Payne, Management Services Coordinator, City of Savannah, GA, (912) 651-6420**

Ms. Payne has known Mr. Morrill since 2005. She reports directly to him. He has been a strong leader and is the heart of the organization. He allows his employees to grow without boundaries. He trusts them and encourages them to do their work. He creates an environment in which the staff want to work hard for him and produce their best work. He is a very qualified individual and often acts as the City Manager when that person is absent.

When making a decision Mr. Morrill collaborates with his team to make the best decision for the community. The results may not always be successful based on some traditional measures of achievement, but they do represent the best interests of the whole community. That is his focus.

The City Council respects Mr. Morrill. They seem to respond to him better than they do the City Manager. Mr. Morrill speaks to each of them using their proper title. He understands they are the most important decision making body in the community so he addresses them professionally and with respect.

Mr. Morrill is very responsive. He quickly returns phone calls. He spends time with residents, often listening to their issues when the problem could possibly be handled by someone else. He is sensitive and in tune. When holding a discussion with someone, he will get up away from his desk to sit at a table, without his phone or Blackberry, so they can talk without distractions.

Mr. Morrill often plays the role of mediator. In one instance, some time ago, the Economic Development Authority was having an awards ceremony in a public place. Savannah Gay Pride group was also in the area handing out flyers. Police who were monitoring the ceremony asked the group to leave. Mr. Morrill was called regarding the situation. Although the Police Chief should have been the one to handle the situation, Mr. Morrill understood the political sensitivity needed. He met with the group and the Police Chief to explain and monitor the discussion. He helped the group understand that the police would have asked any group to leave the venue had the situation been reversed. The request of the Police was meant as an attack against their



## **Reference Notes**

### **Christopher Morrill**

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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.

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#### **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**

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The City has greatly benefited from Mr. Morrill's financial skills. He negotiated a Local Options Sales Tax shares for Savannah along with those of Chatham County, and six other municipalities. He has devised employee incentives measured by productivity, and authored a bonus plan. He is an excellent writer and has published several articles regarding finance. He is a dedicated worker.

Mr. Morrill knows how to simplify complex issues. He can diffuse a heated situation through his patience and calm demeanor. He has a strong moral compass and stands firm in what he believes. He is an advocate for customer service. He has provided training to his staff in customer service. He listens to citizens' complaints and will work with them to solve their problem. He follows up with each citizen to check on the progress of the solution.

Mr. Morrill's communication skills are excellent. He is very talented at talking people through issues and building consensus. He has a excellent vision of the big picture and how to coordinate the efforts of his team.

Mr. Morrill is well prepared to be a City Manger. He manages eleven department heads including Budget, Audit, and Information Systems. He interacts with the Council every day and is well respected by them. He has excellent people skills.

#### **Adjectives or Phrases Used to Describe Mr. Morrill:**

- Visionary,
- Consensus builder,
- Focused on people,
- Hard worker,
- Ethical, and
- Excellent writer.

**Strengths:** Diplomatic skills, people skills, vision, and customer service oriented.

**Weaknesses:** None identified.

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#### **Gregg Schroeder, President, United Way, Savannah, GA, (912) 308-3810**

Mr. Schroeder has known Mr. Morrill since 2002. Mr. Morrill is an active member of the United Way Board of Directors. He is very enjoyable to work with because he has a genuine personality.

Mr. Morrill has been a good partner to the United Way. He has been a key player in the success of several projects. One such project involved addressing the need for quality early childhood education. Savannah has a high drop out rate. To combat the problem, the United Way wanted to create a positive educational path for young children through use of a child care center.

## **Reference Notes**

### **Christopher Morrill**

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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.

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**Prepared by:** Tiffany Gremmert  
Colin Baenziger & Associates

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Christopher Morrill

*Internet Research*

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**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***

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The city had been expecting \$160 million, but more likely will receive about \$130 million. That will require reviewing the city's list of projects and delaying some of them, **Morrill** said. Council members did a preliminary review of dozens of projects, but will do a more detailed review of projects at its upcoming budget retreat, which is scheduled for Nov. 30.

**Morrill** also showed council that because of lower revenues, the city is reducing by several million dollars the amount of money it sets aside in its general fund for capital improvements. From 2006 to 2008, the city spent about \$5 million. This year, it set aside no money in the fund, and for 2010, plans to set aside \$1.6 million. Because of the reduction in funds, the city will concentrate only on needed maintenance projects with those monies.

- The council got an overview of the proposed Historic District Ordinance. Once passed, it will provide specific guidelines for building height, design standards and the approval process for new structures in the district. Brown called the public input and review process "one of the most exhausting" the city has undertaken.

Council will consider the ordinance on first reading at its Nov. 19 meeting.

**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?"

## **Business in Savannah (GA)**

September 16, 2009

### **CITY PROJECTS WOULD HELP DOWNTOWN MERCHANTS**

Author: *ARLINDA SMITH BROADY*

During a meeting of the Downtown Business Association last week, Savannah Assistant City Manager **Chris Morrill** outlined developments designed to help the association's members and others. The first step in unifying economic development efforts was to unify the city logos, **Morrill** said. So the city commissioned a new logo based on the city squares. "It's uniquely Savannah, and it ties all the departments together," **Morrill** said. Another important step, he said, was to grow population. So the city annexed enough land to increase its area by 40 percent. "We were losing population for the past 30 years," **Morrill** said. He compared Savannah's fate to Detroit, where residents moved to the suburbs, causing the city to raise taxes to fight crime and urban blight.

Now, several plans are in the works, including developments around Ellis Square and the fort under construction in Forsyth Park. The Whitaker Street Garage, which lies beneath the square, has been in use since October 2008. To break even for operations and debt service, the garage must make \$1.3 million this year, said Sean Brandon, director of the city's Mobility and Parking Department. By the end of July, revenue figures for the Whitaker Street Garage are at \$766,000. "We'll probably make our projections," Brandon said. "It's feast or famine. ... Some weekends we clear as much as \$10,000, and others the garage is nearly empty."

The above-ground portion promises to be people friendly. "It will be the only square with a building on it," **Morrill** said. There will be a hospitality center and permanent restrooms. One of the most fanciful features is the fountains with 12-foot water jets that can project 260 colors of LED lights. Those fountains can be turned off, and the square is wired to accommodate concerts and other forms of outdoor entertainment. It can hold about 1,000 people and will have tables and chairs instead of benches. "Benches aren't good for interaction," **Morrill** said. "We want this to be a place to gather and be with friends and family."

As for the fort at Forsyth Park, a temporary band shell will accommodate concerts, plays and other events but can be disassembled for everyday use. When the band shell isn't in use, fountains similar to ones at Ellis Square will be in place. "We envision a very family-friendly atmosphere where kids can play and parents can relax," **Morrill** said.

A restaurant leased by the Kessler Group, owner of the Mansion on Forsyth, and "the best bathrooms in town" will be another draw. These projects and others are part of the city's plan to partner with businesses to create a prosperous region. "We need to move away from the mentality that citizens and businesses are customers," **Morrill** said. "We need to work toward partnerships. The way to get out of this recession faster is to build community relationships."



**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*

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- A employee task force created to find savings in city mowing services identified \$627,000 in cuts.

Some was achieved by notifying citizens who had "tree lawns" - grassy strips between their street and sidewalk - that the city no longer would trim them. But larger savings were found by not hiring seasonal staff, reducing mowing frequency along streets, cutting back on plantings and using in-house staff to maintain Laurel Grove Cemetery rather than fill a maintenance contract. Small outlying parcels will be contracted out, Bell said, which will cost less than hauling the city equipment as far south as Coffee Bluff to trim a small lot.

- Consolidating fire and police dispatch services by Jan. 1. The primary reason, **Morrill** said, is to improve services, but some cost-savings are anticipated.

- Merging offices and employees.

The Citizen Office, which coordinates public notices to neighborhoods during large city projects and other city initiatives, will merge with the Public Information Office.

Susan Broker, director of the Citizen Office, is filling an administrative position in the city manager's office left open since Sean Brandon, the former assistant to the city manager, became the city's director of mobility services and parking in April 2008.

Three staffers under her will move into Bell's office, and by November, the city no longer will pay rent at an office on Oglethorpe Square.

Annual savings: \$15,000 in rent.

"There are talks about doubling up other offices, and even though there may not be a personnel reduction, there are reductions in rent, in office equipment and other resources," Broker said.

"Basically, everyone in the city is going through their budget and looking to see what they can do without at least for the next year."

**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*

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The improvements along President help not only Savannah River Landing but also other planned commercial and residential developments on the south side of the road, Osborne and city officials said.

Should Ambling Cos., the developer, fail to move forward on its investment, City Manager Michael Brown said, the city would have a site with improved roads, drainage, a riverwalk and established water and sewer lines. He and other city officials said they were confident Savannah River Landing would remain viable and were confident vertical construction would begin next year, as company officials have stated.

Savannah River Landing continues to operate from trailers on the site. On Monday, the project plans to unveil a new Web site, said Kate Freeman, the company's marketing and community relations manager.

Sales efforts continue on the residential, commercial and retail front, but she said she could not disclose any information about whether any new commercial or retail clients had been signed up. "The economic times have certainly been a lesson in patience for us," she said. "But we're still committed to the original vision of the project."

**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*

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- Approved a contract for \$1.5 million for curbs, gutters, underground storm drainage and pavement improvements in Fernwood, a neighborhood near Savannah State University. The project has been on the city's to-do list for several years.
- Granted a liquor license to the owners of Sweet Melissa's, 35 Whitaker St. Owner Denise White Pipkin agreed alcohol would be served only to dine-in customers. City officials had been worried customers would be allowed to drink and congregate outside, which would contribute to pedestrian traffic problems at the busy intersection.

*Internet Research  
Morrill, Christopher*

*Note: This research will be presented in reverse chronological order*

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**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."

**Savannah Morning News (GA)**

February 24, 2009

**CITY, COUNTY DISPUTE JAIL BILL**

**SAVANNAH, CHATHAM WORK TO RESOLVE \$600,000 IN CHARGES**

Author: *ERIC CURL, 912-652-0312, eric.curl@savannahnow.com*

The time it takes Savannah to reimburse Chatham County for costs associated with housing jail inmates has some county officials concerned. City officials say extra time is needed to scrutinize the county's error-filled monthly bills. According to an intergovernmental agreement, Savannah is supposed to pay the county \$35 per day for each inmate arrested in the city. Bills are to be sent and paid monthly, but a back and forth between the two governments regarding certain charges has delayed the process. The delays have been a recurring challenge and county officials are trying to speed up payments, said County Manager Russ Abolt. "It's money we feel we're due," Abolt said. Some county commissioners voiced concerns after no reimbursements were received after the first quarter and only a small portion of the amount budgeted had been received after the second quarter, which ended Dec. 31. Abolt attributed the delay to the time the city takes checking the bills. On average, it takes two to three months from the time the Sheriff's Department sends an initial list of jail fees until the final bill is sent, said Linda Cramer, county finance director.

A final bill for August, September and October did not get sent until January, Cramer said. Once the bill is sent, Savannah typically pays in two to three weeks, Cramer said. Savannah paid the county about \$1.3 million last year for inmate housing, she said. About \$404,000 has been received this year. "When we have an accurate bill, we pay it," said Assistant City Manager **Chris Morrill**. But accuracy is not typically the case, **Morrill** said.

Between 2003 - when the agreement became effective - and 2007, more than \$640,000 worth of errors were discovered, Records Court Director Prince Johnson said in a memo regarding the issue. An average of 10 percent, or almost \$10,700, worth of errors is found each month, Johnson said. Sheriff Al St Lawrence and Jail Administrator Col. McArthur Holmes said there are disagreements regarding certain charges. The city may refuse to pay for a city inmate once another jurisdiction places a hold on that inmate, Holmes said. The city should still pay the bill, he said. The day an inmate is "bound" to the courts is also commonly a matter of dispute. City officials say inmates are often classified as city prisoners when the arrest actually took place in the unincorporated county. The county has no similar complaints from the other municipalities, St Lawrence said. Other municipalities may return their rosters more quickly, but their bills consist of only a small fraction of the bookings reviewed by Savannah, Johnson said. Savannah typically reviews an average of 930 inmates and more than \$100,000 in charges, while Garden City was invoiced an average of about \$5,600 in charges for the first 10 months of 2008. The county proposed having the city pay an average advance each month to speed up the process. Depending on the actual expense, the city would later be credited or charged. City officials declined. The county should work on fixing the errors before the city should have to pay an incorrect bill, **Morrill** said.



*Internet Research  
Morrill, Christopher*

*Note: This research will be presented in reverse chronological order*

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**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.

**Savannah Morning News (GA)**

July 19, 2008

**CITY MULLS HIKE ON TAX REVENUE, RISING FUEL COSTS  
GAS PRICES, LOWER REVENUE BEHIND SAVANNAH'S CONSIDERATION  
AGAINST ROLLING BACK PROPERTY TAX FOR FIRST TIME IN A DECADE**

Author: *ERIC CURL, 912-652-0312, eric.curl@savannahnow.com*

High city fuel costs and less consumer spending mean some Savannah property owners will pay more in property taxes this year. City Manager Michael Brown recommended during a City Council workshop Thursday that the board not roll back the property-tax rate as it has done for the past 10 years. "We could reduce it, but there are several reasons not to," Brown said. "We're recommending you stick with what you got at the moment." Maintaining the tax rate at its current level of 12.5 mills - or \$12.50 per \$1,000 of assessed property value - means the owner of a \$125,289 home will pay \$19 more than in 2007 due to increased property value, said Assistant City Manager **Chris Morrill**.

Those same property owners would only pay \$9 in additional property taxes if the tax rate was rolled back to the recommended level. Savannah officials contend the extra money is needed because the city is facing a projected \$1.1 million shortfall in sales-tax revenue and about \$800,000 in unexpected fuel costs. Much of the revenue decline comes from a drop in food, automobile, home and lumber sales, **Morrill** said. A larger-than-expected increase in property-tax revenue is enough to cover the difference but only if the tax rate is kept flat.

Commercial and residential properties that are not primary residences could see more of an increase because they're not protected by the Stephens-Day Homestead exemption, which essentially freezes a home's taxable value but factors in consumer price index fluxuations. There have been some positive developments during the year, **Morrill** said. Property-tax revenue is expected to increase 3 percent more than the city originally anticipated, which would bring in an extra \$1.9 million. More than 60 percent of the growth in property value, about \$228 million, comes from new development as opposed to reassessed values of existing property. "This is the type of growth we want," **Morrill** said. The implementation of energy savings programs in city buildings last year, such as new heating and air-conditioning controls and weatherized buildings, has resulted in a reduced power bill, **Morrill** said. "It's the first time I can remember we are actually spending less on electricity," he said. Hotel and motel tax revenue appears likely to come in even or slightly above the budgeted amount. "Savannah has been amazing the last five years," Brown said. "A lot of these (hotels) are running around with 70, 80 percent occupancy." Still, the tax rate needs to stay where it is to cope with the ongoing "recession," **Morrill** said.

Mayor Otis Johnson said he was concerned Georgia lawmakers could limit the amount of property-tax revenue the city takes in after making unsuccessful tax reform measures this past legislative season. "So I think we have to take a very conservative approach to what we do," Johnson said. "The question is will we ... get caught up in the trend of the day and want to get on the rampart and say we cut taxes. If we cut taxes, what are we going to cut in services?"

**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.

**Savannah Morning News (GA)**

March 26, 2008

**LOGO UNITES CITY SERVICES**

**LOCAL DESIGN FIRM CREATES UPDATED BRANDING FOR CITY ON MODEST BUDGET**

Author: *EMILY GREEN, For the Savannah Morning News*

You've probably seen it around town. The subtly scripted "Savannah" prominently placed in black beside a tilted, abstract version of the city's historic green squares. The city of Savannah's new logo is gradually showing up on everything from maintenance vehicles and parking meter receipts to letterhead and envelopes. "It was important that the design be timeless, not trendy, so it would not go out of style," **Morrill** said. "This should be a viable design for decades."

Don't let the simplicity of the logo fool you into thinking it is just another pretty design.

Months of research and proposed sketches by local design firm brightwhitespace, partnered with an identity design committee made up of city employees, went into the production and implementation of the updated logo, now visible all around Savannah.

**IDENTITY CRISIS**

The plan for rebranding the city of Savannah's image began during a conversation concerning the more than 40 individual logos that represented various service departments. Film Commissioner Jay Self and Assistant City Manager **Chris Morrill** discussed a need for one unifying look to represent the city as a single entity and thus began the initial stages of rebranding.

The many existing department logos were not coherent or recognizable as part of the city of Savannah. Some didn't even represent the intended service to the public, creating potential confusion for citizens wondering which services their tax dollars supported.

"We have thousands of employees, thousands of vehicles out there doing work all day and people don't think about them all being the city of Savannah," Self said.

**THEY GET SAVANNAH**

The city hired Ariel Janzen and Rigel Crockett of brightwhitespace to work on the project in stages. Their previous experience with identities for the Liberty Parking Shuttle and Tourism and Film Department provided some established trust, but more importantly, the committee chose the local firm because they "get" Savannah.

"There's so much about Savannah that's so subtle," **Morrill** said. "You really have to live here to get it. Having a local company rather than some big national firm come in was important to the process."

*Internet Research*  
*Morrill, Christopher*

*Note: This research will be presented in reverse chronological order*

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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."

## A SOFT ROLLOUT

The city purposely did not plan an official unveiling of the new logo mainly with the taxpayers' best interest in mind. Instead, it opted for a soft rollout, which means using up supplies that contained the old logos and waiting until vehicles are replaced. From start to finish the rebranding cost totaled just less than \$25,000, a cost virtually unheard of in most rebranding projects.

"We wanted to roll it out more organically so that people would subtly discover it," **Morrill** said. "Externally, the whole rebranding as an organization shows that we're one organization, we have core values that we work toward."

Public safety services such as the police and fire departments were not required to switch to the new logo because of their widely recognized existing logos. Appointed city officials such as the mayor and legal counsel will continue to use the more formal historic seal.

Brightwhitespace created a 42-page stylebook with specific guidelines for city employees to use in order to avoid relying on outside vendors for printing. The stylebook contains color variations of the logo in files formatted for Web and print and lists suggestions on how to use the graphics. With city employees having access to the files, they can print on an as-need basis instead of having to order in bulk.

"We thought there would be a lot of push back (internally) because it's difficult to implement change in any organization," Self said. "But to my knowledge it has been universally accepted because we rolled it out in a way for our people that made it as easy as possible for them to embrace it."

*Internet Research  
Morrill, Christopher*

*Note: This research will be presented in reverse chronological order*

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**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*

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**Savannah Morning News (GA)**

October 15, 2002

**SAVANNAH OFFICIALS TO STAY IN INDONESIA  
THREE CITY EMPLOYEES TO CONTINUE GOODWILL VISIT DESPITE VIOLENCE.**

Author: *Savannah Morning News*

Friday, three Savannah city officials departed for Indonesia on a goodwill mission to offer their expertise to a sister city across the globe.

The next day, while the group was in midflight, a bomb exploded in a Bali nightclub.

Sunday, the Savannah trio landed in Indonesia as thousands of Westerners attempted to flee the island nation.

The three - acting Revenue Director Buddy Clay; Development Services Administrator John Hutton; and Public Development Coordinator Cindy Boyette - were given the option of returning, but decided to stay, despite a U.S. embassy order evacuating all nonessential personnel.

The city they are visiting, Yogyakarta, is located on the main island, they reasoned, and they are being accompanied at most times by Indonesian security. As an extra precaution, they have canceled planned media events to lower their visibility.

"They feel safe and they are going to stay," said Assistant City Manager **Chris Morrill**. "If the situation changes, we will get them out quickly." **Morrill**, City Manager Michael Brown and Finance Director Richard Evans visited Yogyakarta in March to establish the sister-city partnership as part of a program funded by the International City/County Managers Association. Hutton, Clay and Boyette will spend the week helping Yogyakarta improve its revenue system and inspections process.



**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*

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Municipal officials countered that the county has overestimated its losses, using faulty figures to calculate prisoner costs.

Under the proposed new agreement, the county would get 17.6 percent of the sales-tax revenue - an amount equal to about \$7.9 million next year. It would charge the municipalities \$30 a day for each municipal prisoner housed in the county jail. The county would pay for municipal prisoners not yet bound over to the state court system after 28 days.

County officials estimate those prisoner fees will bring in an extra \$2.7 million a year. "I think we've come to an agreement we can all live with," said Garden City administrator Tom Gates. "We tried to do what was fair and right and protect the tax to make sure it continues to exist." If an agreement is not finalized by Dec. 30, the tax expires. Up until last week, negotiations appeared deadlocked.

County officials had originally been asking for 18.6 percent of the tax proceeds, plus \$45 a day for each municipal prisoner.

City negotiators in return offered the county a 15.51 percent cut of the sales-tax pie, with no help to maintain the county jail.

Savannah Assistant City Manager **Chris Morrill** said the proposed deal was especially sweet for the county. "They started at 18.6 percent and \$45 (a day per prisoner) and look where this agreement is," **Morrill** said. "This is a good deal for them." The city, which last year got about \$30 million of the proceeds and didn't have to pay to house its prisoners, would lose about \$600,000 a year. **Morrill** said he did not yet know how officials would make up the lost revenue.

If county commissioners ratify the agreement, the municipalities would decide how to divide the remainder of the sales-tax proceeds. That division is usually based on population, which would give Savannah 67.37 percent, or about \$30.3 million next year. Bloomingdale would get 1.37 percent; Garden City 5.78 percent; Pooler 3.2 percent; Port Wentworth 1.68 percent; Thunderbolt 1.2 percent; Tybee Island 1.74 percent; and Vernonburg .07 percent.

**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."

**Savannah Morning News (GA)**

November 13, 2001

**NEW ASSISTANT CITY MANAGER ALL OVER THE MAP**

Author: *Kate Wiltrout*

**Chris Morrill** started his job as assistant city manager for management and financial services in August. The position is new to him - but City Hall isn't. Before spending two years in South Africa working for the U.S. Agency for International Development, **Morrill** was Savannah's research and budget director for seven years. That job was interrupted with a two-year Peace Corps gig in Ukraine, where he advised the city of Lviv on finance, management and privatization issues. **Morrill**, who works out of an office in the top corner of City Hall, filled the spot left when Bob Bartolotta moved last October.

Here's what **Morrill** had to say during a break from last week's budget workshops:

What are some of your goals as an assistant city manager?

"First, to ensure that our city employees are well-trained, that they have a good work environment and they have the support services (they need). ... Next is to maintain the city's strong financial foundation, particularly through a possible recession."

He also wants to improve the city's use of technology, both for services and to get information out to citizens. Another top priority is getting citizens more engaged with local government.

How has your work overseas affected your views about local government?

"In the Peace Corps (in Ukraine), I experienced government at its worst, where it's designed to control and keep track of people rather than provide services. It really makes me want to focus on the positive role government can play. In South Africa, post-apartheid, it was seeing that to really have democracy you have to have citizen involvement. It impressed me how diligent they were at that."

How do you think Savannah changed while you were in Africa the past two years?

"I think what I saw coming back was a lot more economic development, downtown and in the neighborhoods. Areas like off East Broad Street that I thought were hopeless have all of a sudden come back. ... I personally have seen a much greater police presence in my own neighborhood (Ardsley Park), and the city seems a bit cleaner."

What can Savannah residents expect if the economy goes into a prolonged recession?

"If the recession is longer term and systemic, then we really need to look at prioritizing the services we provide and actively look at our revenue sources. I think an increase in property tax would probably be a last resort."

*Internet Research*  
*Morrill, Christopher*

*Note: This research will be presented in reverse chronological order*

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**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

*Internet Research*  
*Morrill, Christopher*

*Note: This research will be presented in reverse chronological order*

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1997-2000: fellow, Kellogg National Leadership Program -- studied community building in countries throughout the world

1992-1994: Peace Corps volunteer -- advised the city of Lviv, Ukraine, on finance, management and privatization issues

1988-1990: senior management analyst, city of Savannah

1986-1988: senior budget analyst, Catawba County, N.C.

1984-1985: downtown project manager, Lynn, Mass.

#### EDUCATION

Master of Public Administration, 1987 -- University of North Carolina, Chapel Hill

Bachelor of Arts, 1984, political science major -- College of the Holy Cross, Worcester, Mass.

Certificate in county administration, certificate in budgeting and financial planning -- North Carolina Institute of Government

**Columbus Ledger-Enquirer (GA)**

October 14, 1996

**GEORGIA BRIEFS**

Author: *From wire reports*

City to be compensated for Olympic security costs

SAVANNAH -- Savannah will receive \$57,308 from the Legislature to compensate for nonpersonnel 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.

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Research Completed by: Vanessa Garner  
Colin Baenziger & Associates

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## **Appendix D**

*St. Johns County, FL Resolution Thanking  
CB&A for Its Outstanding Service*

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RESOLUTION NO. 2007-23

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

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

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

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

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

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

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


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

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

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

**ATTEST: Cheryl Strickland, Clerk**

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

By:   
Deputy Clerk

By:   
Ben Rich, Chairman

Rendition Date: 8/23/07

