

Town of Fort Myers Beach
Agenda Item Summary

Blue Sheet Number: 2009-161

1. Requested Motion:

Move to select (**name of firm**) to conduct the search for the Town Manager for the Town of Fort Myers Beach and authorize Interim Town Manager Green to take all steps required to coordinate the search.

Meeting Date:

December 21, 2009

Why the action is necessary:

Interim Town Manager Jack Green has announced his intention to resign from Town Government, effective February 12, 2010. Article VI of the Town Charter requires the Town to have a Town Manager for the purposes stated therein.

2. Agenda:

Consent
 Administrative

3. Requirement/Purpose:

Resolution
 Ordinance
 Other: Contract

4. Submitter of Information:

Council
 Department: Town Manager
 Town Attorney

5. Background:

On December 7, 2009, the Town Council directed the Interim Town Manager and the Town Attorney to assist the Council in commencing the process to select a new Town Manager by bringing proposals from manager search firms for Council review as soon as possible. Attached for Council determination are three (3) proposals from executive search firms. In alphabetical order, the proposed firms as (1) Bob Murray Associates; (2) Colin Baenziger & Associates; and (3) Slavin Management Consultants. Also included is a summary memo regarding the proposals.

6. Alternative Action:

Alternative actions would include obtaining additional proposals or Council's conducting the search.

7. Management Recommendations:

8. Recommended Approval:

Finance Director	Public Works Director	Comm. Development Director	Town Clerk	Town Attorney	Town Manager
				AD	<i>J. Green</i>

9. Council Action:

Approved Denied Deferred Other

Anne Dalton, Esquire
2044 Bayside Parkway
Fort Myers, Florida 33901
(239) 337-7900

Memorandum

To: Mayor, Vice Mayor, Town Councilmembers
CC: Town Manager, Town Clerk
Date: December 14, 2009
Subject: Town Manager Search Firms

Pursuant to Council direction at its meeting of December 7, 2009, attached for Council review are proposals from three executive search firms which specialize in government positions. A brief summary of each proposal is included below. Please note the firms are listed in alphabetical order and the referenced page numbers are the pdf numbers rather than page numbers on each proposal.

1. **Bob Murray Associates**

- Search methodology is outlined on pp. 7-9
- Timeline: 16 weeks (see specifics on pp. 10-11)
- Fee: **\$12,500 plus expenses (expenses NTE \$7500)**
- Guarantee: firm will conduct new search within 1 year, for expenses only

2. **Colin Baenziger and Associates**

- Search methodology is outlined on pp. 10-12.
- Timeline: if search contract is awarded 1/4/10, hiring date is projected to be 3/29/10 (see specifics on pp. 14-15)
- Fee: **\$15,000, including expenses and costs; additional work beyond scope of services billed at \$125 per hour**
- Guarantee: firm will conduct new search within one year, at no cost; firm will conduct new search within 2 years for expenses only. The Town utilized this firm to acquire the services of Town Managers Gary Parker and Scott Janke.

3. **Slavin Management Consultants**

- Search methodology is outlined on pp. 6-8.
- Timeline: 60 days
- Fee **\$13,920, plus expenses (expenses NTE \$7,656)**
- Guarantee: two year guarantee.

A PROPOSAL TO CONDUCT
EXECUTIVE RECRUITMENT SERVICES
FOR

TOWN MANAGER

ON BEHALF OF THE
**TOWN OF FORT MYERS BEACH,
FLORIDA**



BOB MURRAY & ASSOCIATES
6753 THOMASVILLE ROAD #108-242
TALLAHASSEE, FL 32312
(850) 391-0000; FAX TO E-MAIL (916) 751-2293

CONTACT: S. RENÉE NARLOCH, DIRECTOR
reeneen@bobmurrayassoc.com

December 14, 2009

Mayor Larry Kiker and
Members of the Town Council
c/o Ms. Anne Dalton, Esquire
Town Attorney
Town of Fort Myers Beach
2523 Estero Blvd.
Fort Myers Beach, Florida 33931

Dear Mayor Kiker and Town Councilmembers:

Thank you for the opportunity to submit a proposal to conduct an executive recruitment for the Town Manager position on behalf of the Town of Fort Myers Beach. The following proposal outlines our recruitment process, a proposed budget, and the qualifications of our firm and our staff. Also enclosed is a list of past clients and a sample recruitment brochure.

With respect to this recruitment for the Town of Fort Myers Beach, you should know:

- Bob Murray and Associates has a national reputation for conducting quality searches that result in the placement of candidates ideally suited to our clients' needs. With many years of experience, Bob Murray and Associates has an unmatched record of conducting successful searches for Town and municipal executives, having completed **hundreds of public sector recruitments**, including Town/City Managers. Our experience and knowledge of top candidates nationwide will ensure you have an outstanding group of finalists.
- We will utilize our contacts and networks to reach qualified candidates through referrals and our aggressive outreach efforts, especially those who are not currently seeking employment. While focusing our efforts nationally, we will also look regionally and within the **State of Florida** for excellent potential candidates. We understand the importance of finding candidates who are both **highly qualified** and the **right fit** for the Town of Fort Myers Beach.
- Ms. S. Renee Narloch, Director-Eastern Region, will conduct the Town Manager recruitment for the Town of Fort Myers Beach. She has sole responsibility for our East Coast practice located in Tallahassee, Florida. Over the last 15 years, Ms. Narloch has conducted public sector recruitments on behalf of organizations throughout the **State of Florida** including the **City of Lakeland, Florida (Public Works Director; Employee Relations Director); City of Ocala, Florida (City Manager); Indian River County, Florida (Utilities Director); Town of Jupiter, Florida (Town Manager); Town of Palm Beach, Florida (Town Manager); City of Miami Beach, Florida (City Manager); Orange County, Florida (several positions); and Bay County, Florida (County Manager)**. She recently assisted in the recruitment of the **Executive Director** for the **Florida Association of Counties (FAC)**. Ms. Narloch served as

the Southeastern Regional Recruitment Director for MAXIMUS and David M. Griffith and Associates (DMG) prior to joining Bob Murray and Associates. Current clients include the **New Orleans Redevelopment Authority** (Executive Director), the **Virginia Commonwealth University** (Police Chief), the **Sumter County, Florida** (Public Works Director) and **City of Durham, North Carolina** (Director of Technology Solutions).

As needed, Ms. Narloch will be assisted by Mr. Bob Murray, President. Mr. Murray has over 25 years of experience in public sector recruitments. He is well known in the industry and highly respected by public sector professionals nationwide. Prior to forming Bob Murray & Associates in 2000, he led the public sector recruitment practices for several large consulting firms. Earlier in his career, he served as the City Manager for the City of Olympia, Washington. He has also served as an Assistant City Manager and held positions in law enforcement.

Our extensive network of contacts and knowledge of potential candidates provides us with an advantage when recruiting on behalf of the Town of Fort Myers Beach. Our knowledge of what makes a candidate truly outstanding, along with our ability to assess your needs and the candidates' abilities, skills and management styles will ensure that the Town of Fort Myers Beach has an outstanding group of finalists from which to select the new Town Manager.

To learn first-hand about the quality of our services and our recruitment successes, we invite you to contact the references listed in our proposal.

We are available immediately to assist you. Thank you for your consideration, and we hope you find our qualifications favorable. Please contact us at (850) 391-0000 should you have any questions or need additional information.

Sincerely,



S. Renee Narloch
Director

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ENCLOSURES:

- SAMPLE INSURANCE CERTIFICATE
- CLIENT LIST
- SAMPLE RECRUITMENT BROCHURE

PROFESSIONAL QUALIFICATIONS

OUR FIRM

Bob Murray and Associates is known throughout the industry as the leading public sector recruitment firm by both clients and candidates. We have a reputation for conducting quality searches that result in the placement of candidates ideally suited to meet our clients' needs. We pride ourselves on our responsiveness to clients and candidates, and we assure the Town of Fort Myers Beach that the highest caliber of service will be provided throughout the recruitment process.

Our firm is comprised of individuals who have *extensive* experience in the recruitment of public sector executives. We have dedicated staff located in two offices—Tallahassee, Florida and Roseville, California (Sacramento). We are incorporated in the State of California as MBN Services, Inc., with a d/b/a of Bob Murray and Associates. Prior to joining our firm at its inception in May of 2000, our recruiters were responsible for the public sector recruitment practices for several of the largest, national, public sector consulting firms.

Bob Murray & Associates has an extensive database which includes many potential candidates, as well as our nationwide network of contacts and resources which are invaluable in identifying outstanding candidates, including those who may not be currently looking for opportunities.

OUR EXPERIENCE

Bob Murray and Associates has extensive experience placing **hundreds of public sector professionals**. Our placements include Town/City Managers, County Managers, Deputy Administrators, Human Resources Directors, Finance Directors, Police Chiefs, Fire Chiefs, Planning Directors, Economic Development Directors, Engineers, Community Development Directors, Executive Directors, General Managers, and many others. Our experience ranges from working with large, complex organizations such as Arlington County, Fulton County (Atlanta), Phoenix, San Francisco, Los Angeles, and Las Vegas, to much smaller organizations.

Our recruiters have many years of experience conducting searches nationwide, including searches for cities and counties in Arizona, California, Colorado, Connecticut, Florida, Georgia, Iowa, Illinois, Indiana, Michigan, Minnesota, Missouri, North Carolina, New Mexico, Nevada, Ohio, Oregon, Pennsylvania, South Carolina, Texas, Utah, Virginia, Washington, Wisconsin and Wyoming. Our recruitment process combined with our extensive database, expansive network of contacts, and knowledge of outstanding candidates nationwide will ensure that the Town of Fort Myers Beach has a quality group of finalists from which to select the new Town Manager.

ASSIGNED STAFF

Our team at Bob Murray and Associates is comprised of a diverse group of individuals who have extensive experience in the recruitment of public sector executives. Ms. Narloch will be responsible for the Town Manager recruitment for the Town of Fort Myers Beach, with assistance from Mr. Bob Murray and Ms. Amanda Sanders as needed.

S. RENÉE NARLOCH, DIRECTOR – EASTERN REGION

Ms. Narloch is the Director of our East Coast practice which is located in Tallahassee, Florida. She has more than 15 years experience conducting public sector recruitments and has participated in more than 400 searches nationwide. She was formerly employed by DMG and MAXIMUS as a Senior Recruiter with sole responsibility for the firm's executive search practice in the Southeastern, Mid-Atlantic and Mid-Western states. Prior to her recruitment career, she was Senior Consultant for the DMG cost plan and revenue enhancement divisions. She also worked for three Fortune 500 companies in their sales, marketing and financial accounting divisions. Ms. Narloch received her Bachelors of Arts degree in Information Studies, summa cum laude, from the Florida State University, Tallahassee, Florida.

BOB MURRAY, PRESIDENT

Mr. Murray has over 25 years of experience as a recruiter and is recognized as one of the nation's leading recruiters. He has conducted hundreds of searches for cities, counties, universities, and special districts. He has also conducted searches for some of the largest, most complex organizations in the country as well as many small agencies. Mr. Murray has conducted searches for chief executives, department heads, and professional and technical positions. Prior to creating Bob Murray & Associates, Mr. Murray directed the search practice for the largest consulting firm serving local governments in the country. Mr. Murray has worked in local government and benefits from the knowledge of having led an organization. Prior to his career in executive search, he held positions in law enforcement, served as an Assistant City Manager, and served as the City Manager for the City of Olympia, Washington. Mr. Murray received his Bachelor's degree in Criminology from the University of California at Berkeley, followed by graduate studies in Public Administration at California State University at Hayward.

AMANDA SANDERS, CONSULTANT

As a consultant with Bob Murray & Associates, Ms. Sanders is responsible for research, candidate recruitment, screening, reference checks and background verifications. She focuses on client communication and works closely with clients to coordinate candidate outreach and ensure a successful search. Ms. Sanders has several years of industry experience working for one of the nation's largest recruitment firms. Ms. Sanders received her Bachelor's of Arts degree in Communications from the University of Wyoming.

THE RECRUITMENT PROCESS

Bob Murray and Associates' unique, client-driven approach to executive search will ensure that the Town of Fort Myers Beach has a pool of high-quality candidates from which to select the new Town Manager. Outlined below are the key steps in our recruitment process.

STEP 1 – DEVELOPING THE CANDIDATE PROFILE

Our understanding of the Town's requirements will be the foundation to a successful search. We will work directly with the Town staff and others involved in the process in order to learn as much as possible about what the organization expects of a new Town Manager. We can also meet with other key staff or community members to gather input. We want to learn about the values and culture of the organization, as well as to understand the current issues, challenges and opportunities that face the Town of Fort Myers Beach. We also want to be fully acquainted with the Town's expectations regarding the knowledge, skills and abilities sought in the ideal candidate, and we will work with your organization to identify expectations regarding education and experience. Additionally, we want to discuss expectations regarding compensation and other items necessary to complete the successful appointment of the ideal candidate. The profile that we develop together at this stage will guide our recruitment efforts.

STEP 2 – ADVERTISING CAMPAIGN AND RECRUITMENT BROCHURE

After gaining an understanding of the Town's needs, we will design an effective advertising campaign that is appropriate for the recruitment. We will focus on professional publications, both hard copy and electronic format, that are specifically suited to the Town Manager search, utilizing venues that will target a qualified pool of candidates. We will also develop a professional recruitment brochure on the Town's behalf that will discuss the community, organization, position and compensation. Once completed, we will mail the brochure to an extensive audience, making them aware of the exciting opportunity with the Town of Fort Myers Beach. A sample brochure has been included for your review.

STEP 3 – RECRUITING CANDIDATES

After cross-referencing the profile of the ideal candidate with our database of thousands of candidates and our contacts in the field, we will conduct an aggressive outreach effort that includes making personal calls to prospective applicants in order to identify and recruit outstanding candidates, including women and minorities. We realize that the best candidate is often not looking for a new job, and this is the person that we actively pursue to become a candidate. Aggressively marketing the Town Manager position to prospective candidates will be essential to the success of the search.

STEP 4 – SCREENING CANDIDATES

Following the closing date for the recruitment, we will screen all resumes using the criteria established in our initial meetings to narrow the field of candidates.

STEP 5 – PERSONAL INTERVIEWS

We will conduct personal interviews with the top 10 to 15 candidates in order to determine which candidates have the greatest potential to succeed in your organization. During the interviews, we will explore each candidate's background and experience as it pertains to the Town Manager position. In addition, we will discuss the candidate's motivation for applying for the position and make an assessment of his/her knowledge, skills and abilities. We will devote specific attention to determining the likelihood of the candidate's acceptance of the position if an offer of employment is made.

STEP 6 PUBLIC RECORD SEARCH

Following the interviews, we will conduct a review of published articles for each candidate. Various sources will be consulted including Lexis-Nexis™, a newspaper/magazine search engine, Google, and local papers for the community's in which the candidates have worked. This alerts us to any further detailed inquiries we may need to make at this time.

STEP 7 RECOMMENDATION

Based on the information gathered through meetings with your organization and personal interviews with candidates, we will recommend a limited number of candidates for your further consideration. We will prepare a detailed written report on each candidate that focuses on the results of our interviews and public record searches. We will make specific recommendations, but the final determination of those to be considered will be up to you.

STEP 8 – FINAL INTERVIEWS

Our years of experience will be invaluable as we help you to develop an interview process that objectively assesses the qualifications of each candidate. We will adopt an approach that fits your needs, whether it is a traditional interview, multiple interview panel or assessment center process. We will provide you with suggested interview questions and rating forms, and we will be present at the interviews to facilitate the process. Our expertise lies in facilitating the discussion that can bring about a consensus regarding the final candidates. We will work closely with your staff to coordinate and schedule interviews and candidate travel. Our goal is to ensure that each candidate has a very positive experience, since the manner in which the entire process is conducted will have an effect on the candidates' perceptions of your organization.

STEP 9 BACKGROUND CHECKS /DETAILED REFERENCE CHECKS

Based on final interviews we will conduct credit, criminal, civil litigation and motor vehicle record checks for the top one to three candidates. In addition, those candidates will be the subjects of detailed, confidential reference checks. In order to gain an accurate and honest appraisal of the candidates' strengths and weaknesses, we will talk candidly with people who have direct knowledge of their work and management style. We will ask candidates to forward the names of their supervisors, subordinates and peers for the past several years. Additionally, we make a point of speaking confidentially to individuals who we know have insight into a candidate's abilities, but who may not be on his/her preferred list of contacts. At this stage in the recruitment we will also verify candidates' degrees.

STEP 10 – NEGOTIATIONS

We recognize the critical importance of successful negotiations and can serve as your representative during this process. Our experience provides us with insight into current industry standards and expectations in negotiating contracts, and we will be available to advise you regarding current approaches to difficult issues such as housing and relocation. Working to secure the appointment of your chosen candidate, we will represent your interests and advise you regarding salary, benefits and employment agreements. We have the expertise to turn a very sensitive aspect of the recruitment into one that is viewed positively by both you and the candidate.

STEP 11 – COMPLETE ADMINISTRATIVE ASSISTANCE

Throughout the recruitment, we will provide the Town with updates on the status of the search. We will also take care of all administrative details on your behalf. Candidates will receive personal letters advising them of their status at each critical point during the recruitment. In addition, we will respond to inquiries about the status of their candidacy within 24 hours. Every administrative detail will receive our attention. Often, candidates judge our clients based upon how well these details are handled.

BUDGET, TIMING AND GUARANTEE

PROFESSIONAL FEE AND EXPENSES

The professional fee for conducting this recruitment on behalf of the Town of Fort Myers Beach is \$12,500, plus actual expenses. Services covered by the fee consist of all steps outlined in this proposal, including three (3) on-site visits. Expenses are not-to-exceed \$7,500 and include items such as the cost of consultant travel, clerical support, placement of ads, credit, criminal and civil checks, education verification, as well as newspaper searches. In addition, postage, photocopying, and telephone charges are included.

TIMING

We are available to begin the search immediately, and our current workload is such that we can ensure that the Town will receive our full attention throughout the entire recruitment process. We will be prepared to make our recommendation regarding finalists within 75 to 90 days from the start of the search. A standard recruitment can typically be completed in 16 weeks and follows a schedule similar to the one below:

<i>WEEK:</i>	<i>TASK:</i>
1	Conduct meeting with the Town Council and others involved in the process
2	Develop recruitment brochure and advertisements
3	Town Council reviews recruitment brochure and advertisement
4	Recruitment brochure printed and advertisement placed
5	Active recruitment of candidates begins
9	Closing date
10	Screen resumes
11-12	Recruiter interviews top candidates
12-13	Public records search
14	Review recommendations with the Town Council and others involved in the process
15	Candidates interview with Town Council, follow-up interviews, and background checks/reference checks
16	Candidate selected

GUARANTEE

We guarantee that, should the selected candidate be terminated for cause within the first year of employment, we will conduct the search again at no cost (with the exception of expenses) to the Town. We are confident in our ability to recruit outstanding candidates and do not expect the Town to find it necessary to exercise this provision. We commit to continuing the recruitment process until an appointment is made, and we will not solicit the selected candidate for any other opportunities while employed by the Town of Fort Myers Beach.

REFERENCES

Clients and candidates provide the best testament to our ability to conduct quality searches. A complete listing of clients for whom Bob Murray and Associates' recruiters have conducted searches is enclosed. Specific references are also listed below, and we encourage you to contact them for a first-hand account of the quality of our services.

CLIENT: New Orleans Redevelopment Authority, New Orleans, LA
POSITION: Executive Director
REFERENCE: Mr. Sam Saia, Project Manager, (504) 658-4429,
sgsaia@cityofno.com

CLIENT: City of Lancaster, CA
POSITION: Assistant City Manager, City Manager, and Finance Director
REFERENCE: Mr. Bob LaSala, Current County Administrator for Pinellas County, FL (727) 464-3485,
RLaSala@pinellascounty.org

CLIENT: City of Miami Beach, FL
POSITION: City Manager
REFERENCE: Mr. Jorge Gonzales, City Manager (305) 673-7010
jorgegonzalez@miamibeachfl.gov

PROFESSIONAL STANDARDS

Bob Murray & Associates believes in sound and ethical business practices. We understand that confidence and respect are imperative to our success. Our services to clients and candidates involve relationships which depend on good faith efforts. We conduct business forthrightly with no intentional misrepresentations which could mislead clients or candidates. We refrain from using any sourcing techniques that involve deception or falsehood. We do not engage in activities which violate antitrust laws. Communication between us, our clients and candidates are impartial and accurate, and we make a concerted effort to see that the position, our clients, and candidates are represented honestly and factually. We honor the confidentiality of proprietary information received from clients and candidates and will disclose any knowledge of potential conflicts of interest to client agencies and candidates.

BOB MURRAY & ASSOCIATES
CLIENT LIST

The following list is a partial representation of projects completed by our recruitment staff and serves to provide an overview of the depth of our experience. Furthermore, many of our clients are repeat customers, which is a testament to the quality of our services.

CITY/TOWN MANAGER

Airway Heights, WA	Grover Beach, CA
Albany, CA (City Administrator)	Half Moon Bay, CA
Albany, OR	Highland Village, TX
Antioch, CA	Hollister, CA
Apache Junction, AZ	Imperial, CA
Apple Valley, CA (Town Manager)	Ione, CA
Arcata, CA	Irwindale, CA
Aurora, CO	Jupiter, FL
Avon, CO	La Mesa, CA
Bay City, MI	La Palma, CA
Barstow, CA	Lakeport, CA
Benicia, CA	Lancaster, CA
Boynton Beach, FL	Laramie, WY
Boulder, CO	Lathrop, CA
Campbell, CA	Lemon Grove, CA
Capitola, CA	Los Alamitos, CA
Carmel, CA	Manteca, CA
Casa Grande, AZ	Martinez, CA
Castle Rock, CO (Town Manager)	Menlo Park, CA
Chico, CA	Merced, CA
Chino Hills, CA	Miami Beach, FL
Chula Vista, CA	Millbrae, CA
Claremont, CA	Mill Valley, CA
Commerce City, CO	Milwaukie, OR
Concord, CA	Monrovia, CA
Coos Bay, OR	Needles, CA
Corcoran, CA	Newberg, OR
Corona, CA	Newcastle, WA
Corte Madera, CA (Town Manager)	Novato, CA
Damascus, OR	Oakdale, CA
Dixon, CA	Oakley, CA
Dublin, CA	Ocala, FL
Elk Grove, CA	Oceanside, CA
Eugene, OR	Ojai, CA
Fairfield, CA	Orinda, CA
Fortuna, CA	Pacifica, CA
Fremont, CA	Palm Beach, FL
Goleta, CA	Palo Alto, CA
Greenwood Village, CO	Park City, UT
	Pasadena, CA

Pico Rivera, CA
Pismo Beach, CA
Pittsburg, CA
Poway, CA
Rancho Cordova, CA
Rancho Santa Margarita, CA
Red Bluff, CA
Rio Vista, CA
Riviera Beach, FL
Roseville, CA
Safety Harbor, FL
Salem, OR
Salinas, CA
San Antonio, TX
San Clemente, CA
San Ramon, CA
Shoreline, WA
Sonoma, CA
South Lake Tahoe, CA
South Pasadena, CA
Springfield, OR
Stanton, CA
Stockton, CA
The Woodlands, TX
Thousand Oaks, CA
Tracy, CA
Truckee, CA (Town Manager)
Turlock, CA
Vancouver, WA
Ventura, CA
Walnut Creek, CA
West University Place, TX
Westminster, CA
Woodland, CA
Yuba City, CA

AVIATION/AIRPORT

Big Bear Airport, CA
Clark County, NV
Dallas/Fort Worth, TX
Metro-Dade County, FL
San Jose, CA
Washoe County, NV

**ADMINISTRATIVE
SERVICES DIRECTOR**

Garden Grove, CA
Los Alamitos, CA
Ontario, CA

Placer County Water Agency, CA
Pleasanton, CA
Stockton, CA
Teton County, WY
Yucca Valley, CA

ANIMAL SERVICES DIRECTOR

Oakland, CA
Rancho Cucamonga, CA

**ASSISTANT/
DEPUTY CITY MANAGER**

Alameda, CA
Barstow, CA
Beverly Hills, CA
Carlsbad, CA
Charlottesville, VA
Dublin, CA
Lancaster, CA
Monterey, CA
North Las Vegas, NV
Orange, CA
Pasadena, CA
Peoria, AZ
Petaluma, CA
Pomona, CA
Rancho Cordova, CA
Reno, NV
Rocklin, CA
San Diego, CA (Asst. COO)
Stockton, CA
Tallahassee, FL
Woodland, CA
Yuba City, CA

BUILDING OFFICIALS/INSPECTION

Arroyo Grande, CA
Bakersfield, CA
Centre City Development Corporation, CA
Clearwater, FL
El Segundo, CA
Grants Pass, OR
Marin County, CA
Modesto, CA
Palo Alto, CA
Sacramento, CA
San Francisco, CA
Stockton, CA
Tallahassee, FL

Tehama County, CA

CITY CLERK

Central Contra Costa Sanitation District,
CA (Secretary to the District)
Chino Hills, CA
Dublin, CA
Fremont, CA
Menlo Park, CA
Monterey County, CA (Clerk to the Board)
Napa, CA
Rio Vista, CA
Santa Clara Valley Transportation
Authority, CA (Board Secretary)
Sunnyvale, CA

COMMUNITY

DEVELOPMENT DIRECTOR

Benicia, CA
Beverly Hills, CA
Capitola, CA
Casper, WY
Chandler, AZ
Chino Hills, CA
Fort Collins, CO
Fullerton, CA
Los Banos, CA
Maple Valley, WA
Marin County, CA
Modesto, CA
Moreno Valley, CA
Newark, CA
Newcastle, WA
North Miami Beach, FL
Oakland, CA
Oceanside, CA
Pleasanton, CA
Redlands, CA
Salem, OR
San Carlos, CA
Santa Cruz, CA
Stockton, CA
Tallahassee, FL
Thornton, CO
Vacaville, CA
Vail, CO
Vallejo, CA
Walnut Creek, CA
Yucca Valley, CA

**CONVENTION AND
VISITOR'S BUREAU DIRECTOR**

Los Angeles, CA
North Lake Tahoe Visitors Bureau, CA
Mammoth Lakes, CA
San Antonio, TX
Steamboat Springs, CO

COUNTY ADMINISTRATOR

Alachua County, FL
Arlington County, VA
Bay County, FL
Clackamas County, OR
Clark County, NV (Assistant)
Deschutes County, OR
Fulton County, GA
Los Alamos County, NM
Lowndes County, GA
Maricopa County, AZ
Marion County, OR
Pima County, AZ
Tehama County, CA
Washington County, OR

ENGINEERING

Bakersfield, CA
Barstow, CA
Central Contra Costa Sanitary District, CA
Charlottesville, VA
Chino Hills, CA
Clark County, NV – McCarran Airport
Damascus, OR
Dublin San Ramon Services District, CA
Elk Grove, CA
Lynchburg, VA
Needles, CA
Nevada County, NV
Nye County, NV
Oceanside, CA
Pico Rivera, CA
Pima County, AZ
Pismo Beach, CA
Richmond, CA
Reno, NV
Stockton, CA
San Luis Obispo County,
Nacimiento Project, CA
South Pasadena, CA
Tracy, CA

**ECONOMIC DEVELOPMENT /
REDEVELOPMENT**

Bay Economic Development Corporation,
MI
Chula Vista, CA
Fremont, CA
Fullerton, CA
Glendale, AZ
Milpitas, CA
Modesto, CA
Oakland, CA
Palm Springs, CA
Port of Los Angeles, CA
Port of San Diego, CA
Sacramento, CA
Salinas, CA
Scottsdale, AZ
Stockton, CA
Taft, CA
Tracy, CA
Upland, CA
Vancouver, WA

EXECUTIVE DIRECTOR

Association of Monterey Bay Area
Governments, CA
Arizona Municipal Water Users Association,
AZ
Bay Area Air Quality Management District,
CA
Bay County Tourism Development, FL
California Peace Officers Association, CA
California State Association of Counties,
CA
Central Contra Costa Solid Waste Authority,
CA
Chula Vista Redevelopment Agency, CA
Colorado Police/Fire Pension Fund, CO
Elk Grove-Rancho Cordova-El Dorado
Connector JPA, CA
Housing Authority of the City of
Los Angeles, CA
Housing Authority of the County of Butte,
CA
Housing Authority of the County of Santa
Cruz, CA
Kings Community Action Organization, CA
Mammoth Lakes Visitors Bureau, CA
March Joint Powers Authority, CA

Metro, Portland, OR
New Orleans Redevelopment Authority, LA
Oregon Cascades West Council of
Governments, OR
Palos Verdes Library District, CA
Sacramento Area Flood Control Agency,
CA (Executive & Deputy)
San Diego Association of Governments,
CA
San Joaquin Council of Governments, CA
Santa Clara Valley Water District, CA
(CEO)
South Bayside Waste Management
Authority, CA
Vancouver Housing Authority, WA
(Executive & Deputy)
West Contra Costa Integrated Waste
Management District, CA
West Contra Costa Transportation Advisory
Committee, CA
Yolo Emergency Communications Agency,
CA

FINANCIAL

Alameda County Congestion Management
Agency, CA
Albany, GA
Aurora, CO
Baldwin Park, CA
Barstow, CA
Boulder, CO
Boulder City, NV
Calaveras County Water District, CA
Campbell, CA
Chino Hills, CA
Clark County, NV
Damascus, OR
Dallas, TX
D.C. Government, DC
Elk Grove, CA
Glendale, AZ
Grants Pass, OR
Half Moon Bay, CA
Hercules, CA
Housing Authority of the City of Los
Angeles, CA
Imperial Beach, CA
Inglewood, CA
Ione, CA

Lancaster, CA
Los Alamos County, NM
Los Altos, CA
Menlo Park Fire Protection District, CA
Norfolk, VA (Assistant Director)
Palmdale Water District, CA
Pleasanton, CA
Richmond, VA
San Diego, CA
San Francisco, CA
San Leandro, CA
San Jose, CA
Santa Monica, CA
Sparks, NV
Stockton, CA

FIRE CHIEF

Alameda, CA
Arroyo Grande (Director of Building & Fire)
Aurora, CO
Chula Vista, CA
Eugene, OR
Fremont, CA
Folsom, CA
Fullerton, CA
Glendale, AZ
Hillsboro, OR
Livermore – Pleasanton Fire District, CA
Los Alamos County, NM
Milpitas, CA
Monrovia, CA
Mountain View, CA
Newark, CA (Assistant & Chief)
Oceanside, CA
Petaluma, CA
Rancho Cucamonga, CA (Deputy and Chief)
Rancho Santa Fe Fire Protection District, CA
Salinas, CA
San Mateo, CA
San Miguel Fire Protection District, CA
Santa Cruz, CA
Seattle, WA
Sonoma Valley Fire & Rescue Authority, CA
Thornton, CO
University of California, Davis

Union City, CA
Upland, CA
Vacaville, CA

GENERAL MANAGER

Calaveras County Water District, CA
Central Contra Costa Sanitation District, CA
Central Marin Sanitation Agency, CA
Coachella Valley Mosquito Vector Control District, CA
East Bay Dischargers Authority, CA
Hilton, Famkopf, and Hobson LLC, CA
Jackson Hole Chamber of Commerce, WY
Joshua Basin Water District, CA
Los Angeles Convention Center, CA
Monterey Regional Waste Management District, CA
Minority/Women Business Enterprise Alliance, FL
Monterey Regional Water Pollution Control Agency, CA (Assistant GM)
Oro Loma Sanitary District, CA
Public Agency Risk Sharing Authority of California, CA
Pleasant Valley Recreation & Park District, CA
Reclamation District 1000, CA (District Engineer)
Ross Valley Sanitary District, CA
Salinas Valley Solid Waste Authority, CA
Sanitary District No. 5 of Marin County, CA
Santa Cruz Consolidated Emergency Communications Center, CA
Sewer Authority Mid-Coastside, CA
South Placer Municipal Utility District, CA
Sweetwater Springs Water District, CA
Union Sanitary District, CA
Valley of the Moon Water District, CA
Walnut Valley Water District, CA

HOUSING

Allegheny Housing Authority, PA
Dallas Housing Authority, TX
Housing Authority for the City of Los Angeles, CA
Housing Authority for the County of Butte, CA

Housing Authority for the County of Santa Cruz, CA
Milpitas, CA
Vancouver Housing Authority, WA
(Executive Director & Deputy)

LEGAL COUNSEL

Arlington County, VA
Aurora, CO
Cupertino, CA
Hayward, CA
Lathrop, CA
Monterey, CA
Morgan Hill, CA
Newport Beach, CA
North Las Vegas, NV
Oceanside, CA
Palo Alto, CA
Sacramento Area Flood Control Agency, CA
Salinas, CA
San Benito County, CA
San Mateo, CA
Stockton, CA
Ventura, CA
Yolo County, CA (Assistant County Counsel)

PARKS/RECREATION/ COMMUNITY SERVICES

Alexandria, VA
Anaheim, CA
Arlington, TX
Bakersfield, CA
El Segundo, CA
Emeryville, CA
Half Moon Bay, CA
Lemoore, CA
Long Beach, CA
Lynwood, CA (Director and Assistant Director)
Maple Valley, WA
Orange County, FL
Pleasanton, CA
Pleasant Valley Recreation and Park District, CA
Pomona, CA
Sacramento, CA
San Carlos, CA

San Jose, CA (Director and Assistant Director)
Santa Clarita, CA
Stockton, CA
Thornton, CO
Ventura, CA
Whittier, CA

PERSONNEL/HUMAN RESOURCES

Alameda County, CA
Anaheim, CA
Ann Arbor, MI
Benicia, CA
Colusa County, CA
Corona, CA
Fremont, CA
Inland Empire Utilities Agency, CA
Glendale, AZ
Grants Pass, OR
Hillsborough County, FL
Judicial Council of California –
Administrative Office of the Courts, CA
Lakeland, FL
Moreno Valley, CA
Newark, CA
Norfolk, VA (Assistant Director)
North Las Vegas, NV
North Miami Beach, FL
Ontario, CA
Palmdale Water District, CA
Petaluma, CA
Pomona, CA
Rocklin, CA
Scottsdale, AZ
Stockton, CA
Valdosta, GA
Tehama County, CA
Vail, CO

PLANNING

Alameda, CA
Aurora, CO
Beverly Hills, CA
Boulder, CO
Casper, WY
Centre City Development Corporation, CA
Chula Vista, CA
Damascus, OR
El Segundo, CA

Elk Grove, CA
Gilbert, AZ
Madera, CA
Milpitas, CA
Modesto, CA
Needles, CA
Oceanside, CA
Palo Alto, CA
Reno, NV
Riverside, CA
Robson Homes, CA
Roseville, CA
Sacramento, CA
Santa Cruz, CA
Stockton, CA
Teton County, WY
Tracy Unified School District, CA
Washington County, OR

POLICE CHIEF/SAFETY

Apache Junction, AZ
Arroyo Grande, CA
Ashland, OR
Aurora, CO
Berkeley, CA
Boynton Beach, FL
Capitola, CA
Carlsbad, CA
Casper, WY
Chandler, AZ
Chesterfield County, VA
Chico, CA
Colton, CA
Concord, CA
Culver City, CA
Eugene, OR
Fairfield, CA
Fullerton, CA
Glendale, AZ (Chief and Assistant Chiefs)
Glendora, CA
Half Moon Bay, CA
Hayward, CA
Irvine, CA
Irwindale, CA
Jackson Hole, WY
La Mesa, CA
Laramie, WY
Littleton, CO
Los Angeles, CA

Los Angeles World Airports, CA
Los Banos, CA
Maywood, CA
Menlo Park, CA
Merced, CA
Mesa, AZ
Monrovia, CA
Monterey, CA
North Las Vegas, NV
Novato, CA
Oakdale, CA
Oceanside, CA
Orange County, CA (Sheriff-Coroner)
Petaluma, CA
Pismo Beach, CA
Placentia, CA
Pleasanton, CA
Port of Long Beach, CA
Port of San Diego, CA
Port of Seattle, WA
Reno, NV
Rio Vista, CA
Rocklin, CA
Sacramento, CA
Salinas, CA
San Bernardino, CA
San Diego State University, CA
San Fernando, CA
San Francisco, CA
San Jose State University, CA
San Rafael, CA
Seaside, CA
Seattle, WA
Southgate, CA
Sunnyvale, CA (Public Safety Director)
Tulsa, OK
Turlock, CA
University of California, Davis, CA
University of California, Santa Barbara, CA
University of Oregon, OR
Vacaville, CA
Vail, CO
Virginia Commonwealth University (VCU)
Whittier, CA

POLICE COMMAND STAFF

Menlo Park, CA
Pleasanton, CA
Santa Rosa, CA

Port of San Diego, CA
University of California, San Francisco, CA

POLICE OVERSIGHT

San Francisco, CA (Director of Office of
Citizen Complaints)
San Jose, CA (Independent Police Auditor)

**PUBLIC AFFAIRS/INTERGOVERNMENTAL
RELATIONS DIRECTOR**

Beverly Hills, CA
Rancho Cordova, CA
San Diego Regional Airport Authority, CA
West Basin Municipal Water District, CA

PUBLIC SAFETY COMMUNICATIONS

Aurora, CO
Clackamas County, OR
Heartland Communications Facility
Authority, CA
San Francisco, CA
San Jose, CA
Santa Cruz Consolidated Emergency
Communications Center, CA
Washington County Consolidated
Communications Agency, OR
Yolo Emergency Communications Agency,
CA

PUBLIC WORKS

Belmont, CA
Boulder, CO
Chandler, AZ
Charlottesville, VA
Clark County, NV
Dublin San Ramon Services District, CA
El Paso Water Utilities Board, TX
Elk Grove, CA
Fresno, CA
Galt, CA
Grants Pass, OR
Greenwood Village, CO
Half Moon Bay, CA
Indian River County, FL
Inglewood, CA
Las Vegas, NV
Lathrop, CA
Los Banos, CA
Mammoth Lakes, CA

Maple Valley, WA
Modesto, CA
Monrovia, CA
Morro Bay, CA
North Miami Beach, FL
Pico Rivera, CA
Pismo Beach, CA
Pomona, CA (Director and Deputy
Director)
Poway, CA
Roseburg, OR
San Benito County, CA
San Carlos, CA
Santa Cruz, CA
South Pasadena, CA
Stockton, CA
Sumter County, FL
Tehama County, CA
Tiburon, CA
Upland, CA
Woodland, CA

PURCHASING

Central Contra Costa Sanitary District, CA
(Purchasing & Materials Manager)
Tacoma, WA (Purchasing Manager)

RISK MANAGEMENT

Central Contra Costa Sanitary District, CA
(Safety & Risk Management Administrator)
Central Marin Sanitation Agency, CA
(Director of Safety and Training)
Riverside Transit Agency, CA (Risk
Manager)

TECHNOLOGY

Clark County, NV
Durham, NC
Fresno, CA
Hayward, CA
Hillsboro, OR
Inland Empire Utilities Agency, CA
Modesto, CA
Richmond, VA
San Francisco, CA

TRANSPORTATION

Elk Grove-Rancho Cordova-El Dorado
County Connector Joint Powers Authority,
CA
Orange County, FL
San Diego Association of Governments,
CA
Santa Clarita, CA
Sarasota County, FL
Washington County, OR
West Contra Costa Transportation Advisory
Committee, CA

WASTE WATER/ SANITATION/SOLID WASTE

Central Contra Costa Sanitation District,
CA
Central Contra Costa Solid Waste Authority,
CA
Central Marin Sanitation Agency, CA
East Bay Dischargers Authority, CA
Lakeland, FL
Monterey Regional Waste Management
District, CA
Monterey Regional Water Pollution Control
Agency, CA
Orange County Water & Sewer Authority,
NC
Richmond, CA
Ross Valley Sanitary District, CA
Salinas Valley Solid Waste Authority, CA
San Jose, CA
Sewer Authority Mid-Coastside, CA
South Bayside Waste Management
Authority, CA
Stockton, CA
Union Sanitary District, CA
West Contra Costa Integrated Waste
Management Authority, CA

WATER

Arizona Municipal Water Users Association,
AZ
Aurora, CO
Bakersfield, CA
Calaveras County Water District, CA
Joshua Basin Water District, CA
Orange County, FL

Natrona County Regional Water District,
WY
Phoenix, AZ
Reclamation District 1000, CA (District
Engineer)
Richmond, VA
Sacramento Area Flood Control Agency,
CA
San Luis Obispo County, CA
Santa Clara Valley Water District, CA
South Placer Municipal Utility District, CA
Southwest Florida Water Management
District, FL
Stockton, CA
Sweetwater Springs Water District, CA
Tucson, AZ
Valley of the Moon Water District
Walnut Valley Water District, CA

OTHER

Bay Area Air Quality Management District,
CA (Deputy Air Pollution Control Officer)
Benton County, OR (Health Director)
Bureau Veritas, CA (Vice President –
Operations)
Government Services Group, Inc.
(Municipal Services Manager)
Hilton, Farmkopf, and Hobson LLC
(Manager/Vice President)
Monterey Bay Unified Air Pollution Control
District, CA (Air Pollution Control Officer)
Port of Long Beach, CA (Managing
Director)
Port of Los Angeles, CA (Executive
Director of Port Technologies
Development Center)
Port of San Diego, CA (Senior Director of
Real Estate)
Robson Homes (Forward Planner and Land
Acquisition Manager)
Sacramento, CA (Preservation Director)
Sacramento, CA (Urban Design Manager)
San Jose, CA (Assistant Director of
Environmental Services)
San Manuel Band of Tribal Indians (Tribal
Manager)
Superior Court of San Luis Obispo County,
CA (Assistant Court Executive Officer)



CERTIFICATE OF LIABILITY INSURANCE

OP ID DN
MBNSE-1

DATE (MM/DD/YYYY)

09/24/09

PRODUCER ISU/Francis-Pinney Ins. 2266 Lava Ridge Court Ste 200 P.O. Box 619050 Roseville CA 95661-9050 Phone: 916-773-3800 Fax: 916-773-4484		THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.	
INSURED MBN Services Inc. DBA: Bob Murray & Associates 1677 Eureka Rd Ste 202 Roseville CA 95661		INSURERS AFFORDING COVERAGE	NAIC #
		INSURER A: Hartford Insurance Group	22357
		INSURER B: Philadelphia Insurance Compan	
		INSURER C:	
		INSURER D:	
		INSURER E:	

COVERAGES

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	ADD'L INSRD	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YYYY)	POLICY EXPIRATION DATE (MM/DD/YYYY)	LIMITS	
A	X	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC	57SBAUZ4977	07/20/09	07/20/10	EACH OCCURRENCE	\$ 1000000
						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 300000
						MED EXP (Any one person)	\$ 10000
						PERSONAL & ADV INJURY	\$ 1000000
						GENERAL AGGREGATE	\$ 2000000
						PRODUCTS - COMP/OP AGG	\$ 2000000
A	X	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS	57SBAUZ4977 57SBAUZ4977	07/20/09 07/20/09	07/20/10 07/20/10	COMBINED SINGLE LIMIT (Ea accident)	\$ 1000000
						BODILY INJURY (Per person)	\$
						BODILY INJURY (Per accident)	\$
						PROPERTY DAMAGE (Per accident)	\$
		GARAGE LIABILITY <input type="checkbox"/> ANY AUTO				AUTO ONLY - EA ACCIDENT	\$
						OTHER THAN AUTO ONLY: EA ACC	\$
						AGG	\$
		EXCESS / UMBRELLA LIABILITY <input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE <input type="checkbox"/> DEDUCTIBLE <input type="checkbox"/> RETENTION \$				EACH OCCURRENCE	\$
						AGGREGATE	\$
							\$
							\$
A		WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under SPECIAL PROVISIONS below <input type="checkbox"/> Y/N	57WECFX9552	09/15/09	09/15/10	<input checked="" type="checkbox"/> WC STATU-TORY LIMITS <input type="checkbox"/> OTH-ER	
						E.L. EACH ACCIDENT	\$ 1000000
						E.L. DISEASE - EA EMPLOYEE	\$ 1000000
						E.L. DISEASE - POLICY LIMIT	\$ 1000000
B		OTHER Professional E&O	PHSD391710	02/27/09	02/27/10	Occ/Agg Retention	\$1,000,000 \$5,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES / EXCLUSIONS ADDED BY ENDORSEMENT / SPECIAL PROVISIONS

10 days notice of cancellation applies for non-payment of premium.
 RE: Services provided by named insured/Broward County Board of County Commissioners and Broward County, Florida are included as additional insured.

CERTIFICATE HOLDER

BROW-11
Broward County Board of County Commissioners Risk Mgmt Div, RM 210 115 South Andrews Ave Fort Lauderdale FL 33301

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL <u>30</u> DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.
AUTHORIZED REPRESENTATIVE



CITY OF CORONADO, CA

INVITES YOUR
INTEREST IN
THE POSITION OF

CITY MANAGER



**BOB MURRAY
& ASSOCIATES**
EXPERTS IN EXECUTIVE SEARCH

THE COMMUNITY

Coronado is rich in history, natural beauty, and village atmosphere. While the city measures only 13.5 square miles, it has 28 miles of pristine beaches, 18 public parks, and an 18-hole golf course. Established in 1890, the City is home to approximately 19,000 permanent residents in three distinct residential areas: the Village, the Coronado Cays and the Coronado Shores. Quiet tree lined streets and friendly neighborhoods display a variety of architectural home styles. The official population of 23,000 includes military personnel home ported on the Navy base within the City boundaries.

The downtown business areas include unique, quaint shops and active Chamber of Commerce and Main Street organizations. With 16 hotels, including three world class resorts, and several highly acclaimed restaurants, this island community welcomes more than two million visitors annually.

Coronado is accented by beautiful surroundings. Bordered by the Pacific Ocean, Glorietta Bay and San Diego Bay, this picturesque seaside city is linked to the City of San Diego by the graceful and stately San Diego-Coronado Bridge, and the City of Imperial Beach to the south by a narrow strip of land known as the Silver Strand.

The City of Coronado provides a stable and secure setting for residents and businesses alike. The careful approach to planned development lends stability to the quality of both the residential lifestyle and the business community. The award winning school system offers a high caliber of educational standards with successful results which is a positive influence on homebuyers considering the area. Coronado residents have carried on the tradition of the

While Coronado measures only 13.5 square miles, it has 28 miles of pristine beaches, 18 public parks, and an 18-hole golf course.

island with their dedication to maintaining a landmark community.

THE ORGANIZATION

The City of Coronado operates under the Council/Manager form of government. There are four Council members elected to four-year overlapping terms. The Mayor is directly elected and serves a term of four years. The City Council appoints the City Manager and the City Attorney. The City Council also sits as the board of the City's redevelopment agency (the Community Development Agency of the City of Coronado).

Coronado is a full service City. The workforce is organized into eleven departments: City Manager, City Clerk, Administrative Services, (Finance, Human Resources, Information Technology, and Risk Management), Community Development Services (Building, Planning, Redevelopment, and Housing), Police Services, Fire Services, Public Services, Engineering and Project Development Services, Library Services, Golf Course Services, and Recreation Services. The city has a total of 223 full-time equivalent employees. The City operates with a two-year financial plan; the current operating budget projects expenditures for all funds for the fiscal year 2009/2010 at \$46.3 million.



UNIQUE CITY QUALITIES & OPPORTUNITIES

There are a number of government agencies with which the City of Coronado coordinates services. This is due to the community's unique geographic and political boundaries. The City is home to Naval Base Coronado which consists of two major naval installations, the North Island Naval Air Station and the Naval Amphibious Base, and several smaller installations as well. With a significant military and civilian workforce, the City's daytime population significantly exceeds its permanent residential population. In addition to the Navy presence in Coronado, the City is a member of the San Diego Unified Port District and has a seat on the Port District Board of Directors. The City is one of only a few cities in the state that is entirely within the Coastal Zone, so all land in the City may be impacted by the Coastal Act. With two state highways traversing the City, there is extensive interfacing with Caltrans as well as SANDAG.

Although the City is financially strong with healthy reserves, like all California municipalities, Coronado is experiencing the impact of a recessionary economy. Declines in transient occupancy and sales taxes, flat or declining property taxes, impending and potential state takeaways, coupled with ongoing upward pressures on the operating expenditures, mean that the City is facing potential operating deficits within two years. The City has begun a process of belt tightening to manage this decline in revenue.

The City has had an aggressive capital improvement program over the past 10 years, and there continues to be many projects in process. The City has completed a new City Hall and Community Center, Library expansion, new beach lifeguard and park facilities, and a new transbay sewer line within



the past five years. Currently, the City is constructing a new animal care facility, a new tennis center, and downtown streetscape enhancements are planned within the next few years.

The City has an active redevelopment agency, responsible for funding many public improvements, City and school facilities, and housing projects. The agency currently has two active owner participation agreements to fund capital improvements to the community's hospital and to refurbish an historic downtown movie theater.

THE IDEAL CANDIDATE

The City Council is seeking a seasoned manager who is a good communicator and responsive to both the City Council and the community. He/she will be an individual who is honest, approachable and ethical. A manager who demonstrates a successful track record as a consensus builder will be valued.

The ideal candidate should have an open door policy and foster an atmosphere of trust. The new manager is expected to provide leadership, while at the same time valuing the staff and its expertise. The new City

The new City Manager is expected to provide leadership, while at the same time valuing the staff and its expertise.

Manager should be a collaborative problem solver and straight forward in dealing with both the public and the Council.

Candidates should possess extensive experience in a municipal setting with knowledge of redevelopment, community development and community relations, and demonstrated experience in intergovernmental relations with other governmental entities and the military. Candidates should be familiar with issues faced by cities in California's coastal zone.

A Bachelor's Degree in Public Administration, Business Administration or a closely related field is required. A Master's Degree in one of these fields is preferred.

COMPENSATION

The salary for the City Manger is open, depending on qualifications and experience. The City also offers an attractive benefits package including:

Retirement – the City provides a 3% @ 60 CalPERS retirement (single highest year) and also participates in Social Security.

Administrative Leave – the City provides 80 hours of administrative leave annually.

Annual Leave – the City provides 144 hours to a maximum of 232 hours annually. Up to 80 hours of annual leave may be converted to cash annually.

Health/Cafeteria Benefit Plan – the City will contribute \$1,070 per month to the cafeteria plan starting January 2010.

Holidays – 12 paid holidays per year.

Life Insurance – the City provides group term life insurance equal to one times annual salary plus \$25,000.

Short Term and Long Term Disability – provided by the City.



TO APPLY

If you are interested in this outstanding opportunity, please apply online at:

www.bobmurrayassoc.com

**Filing Deadline:
January 8, 2010**

Following the closing date, resumes will be screened according to the qualifications outlined above. The most qualified candidates will be invited to personal interviews with Bob Murray and Associates. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval. Finalist interviews will be held with the City of Coronado. Candidates will be advised of the status of the recruitment following selection of the City Manager.

If you have any questions, please do not hesitate to call Mr. Bob Murray at (916) 784-9080.

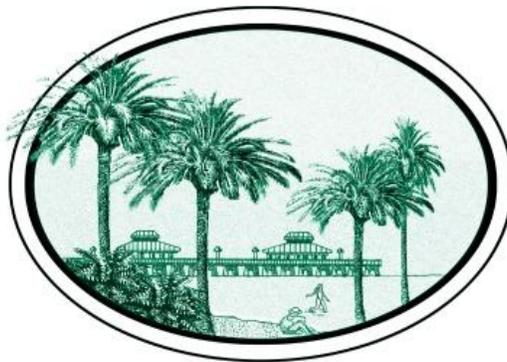


STATEMENT OF QUALIFICATIONS AND PROPOSAL

FROM

COLIN BAENZIGER & ASSOCIATES

TO



TOWN OF FORT MYERS BEACH, FL
Town Manager Executive Search and Consulting Services

Colin Baenziger & Associates

Contact Person: **Colin Baenziger**
12970 Dartford Trail – Suite 8
Wellington, FL 33414
(561) 707-3537
e-mail: colin@cb-asso.com

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

EXECUTIVE RECRUITMENT SERVICES

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December 10, 2009

The Honorable Mayor Larry Kiker, Vice Mayor Herb Acken and Council Members Tom Babcock,
Jo List and Bob Raymond
Fort Myers Beach Town Hall
2523 Estero Blvd.
Fort Myers Beach, FL 33931

Dear Mayor Kiker, Vice Mayor Acken and Council Members Babcock, List and Raymond:

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

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

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

Here in Florida, our success has been stunning. Since May of 2005, we have been selected to perform 50 of the 68 searches for city and county managers where a recruiting firm was retained. Some of our many successful searches include Coral Gables, Destin, Fernandina Beach, Mount Dora, New Smyrna Beach, Ocala, Palm Bay, Palm Beach Gardens, Palm Coast, Stuart and West Melbourne. We have also conducted county manager searches for Baker, Brevard, Clay, Flagler, Martin, Osceola, Seminole and St. Johns Counties. Our current searches include the City Managers for Roanoke, VA, and Orange City, FL.

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

Sincerely,

Colin Baenziger
Principal

... Serving Our Clients with a Personal Touch

I. Profile of Colin Baenziger & Associates

The Firm, Its Philosophy & Its Experience

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

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

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

Our Services:

Human Resources

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

Additional Services

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

Operational Reviews

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

Planning

Strategic Planning
Operational Planning
Project Planning

Litigation

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

Drug-Free Workplace Certification

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

Insurance

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

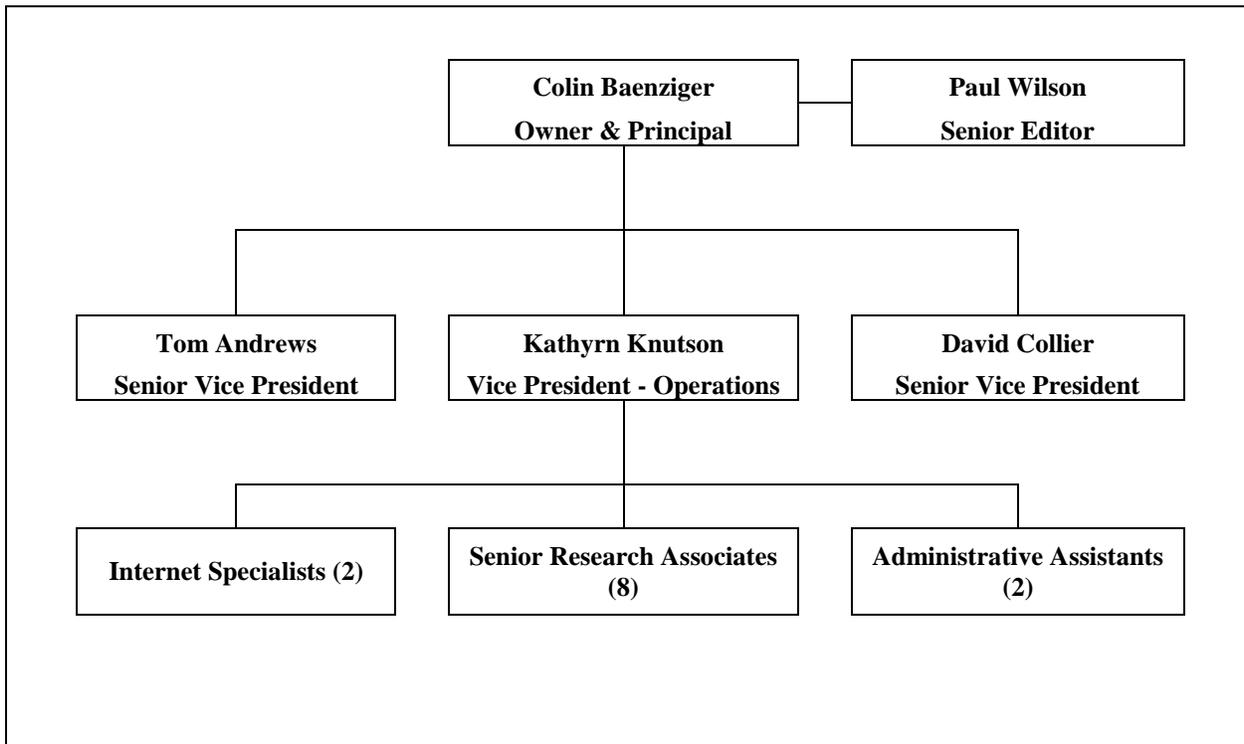
Completion of Projects within Budget

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

Completion of Project on Schedule

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

Organizational Structure



Some of CB&A's Clients...



City of Chandler, AZ

Public Works Director



Polk County, IA

County Administrator



City of Greensboro, NC

City Manager



Town of Sewall's Point, FL

*Town Manager,
Building Official,
Chief of Police*

II. What Sets Colin Baenziger & Associates Apart

II. What Sets Colin Baenziger & Associates Apart

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

Experience and Approach

- We recruit nationally, but we have each of our recruiters focus on a specific area of the country. As a result, we are extremely knowledgeable in conducting recruitments in specific regions, and it shows in our success. For example, since May 2005, we have been selected to conduct 50 of the 68 city and county manager recruitments where Florida local governments have used a recruiter.
- Our lead recruiter is Colin Baenziger. He has served as a city manager and an elected official for a community of 22,000. He can thus relate to both appointed and elected officials and speaks their language. Dave Collier (associate project manager) has served as a city and county manager in Florida, Kansas and Michigan. Tom Andrews (recruitment manager) is the former county manager for Fulton County, GA, and Ann Arundel County, MD.
- CB&A knows many of the country's professional managers personally. We have an extraordinary talent for determining who fits well in which situation and who does not.
- We tailor our approach to the needs of the community. Once we fully understand the elected body, the community and the issues, we aggressively seek the candidates who are right for the Town.
- We can move quickly. Utilizing a true executive search approach, as we did in Manalapan, we can have a short list of candidates within two to four weeks. Advertising nationally normally adds four weeks to the process.
- The caliber of our work is better. Because we have not conducted hundreds of searches and we depend on word of mouth advertising, our reputation is critical to us.
- We continue to work with you after the position is filled. If issues arise six or twelve months later between the employee and employer, we will assist the parties in working through them at no additional charge.
- We are less costly, and not because we do less. In fact, we do much more than our competitors. We have focused our efforts on minimizing our overhead. We simply do not have the expenses other firms do, and we can pass the savings on to you.
- Finally, although we move quickly, we do not rush the process. We carefully evaluate every potential candidate, scrutinize background information, and make sound recommendations to the client

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

Results:

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

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

Warranty:

Colin Baenziger & Associates offers the best warranty in the industry. We can offer it because we have confidence in our work. Specifically, provided the Town 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 Town as its Town Manager.
- 2) If the Manager leaves for any reason other than an act of God within the first year, CB&A will repeat the search at no charge. If the Town Manager leaves during the second year – again, for any reason other than an act of God - we will repeat the search for the cost of our expenses only.
- 3) If the Town is not satisfied with any of the candidates presented, CB&A will repeat the search until you are satisfied.
- 4) Our price is guaranteed and will not be exceeded for any reason, even if the conditions under which this contract is issued changes.

Summary:

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

Additional CB&A Clients...



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

General Manager



City of Cottonwood Heights, UT

City Manager



Town of Jupiter Island, FL

*Town Manager,
Building Official,
Assistant Utility Director*



City of Sunny Isles Beach, FL

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

III. Search Methodology – The Outline

III. Search Methodology – The Outline

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

Phase I: Recruiting

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

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

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

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

Phase II: Screening

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

III. Search Methodology – The Outline (continued)

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

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

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

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

Phase III: Interview Process Coordination and Manager Selection

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

III. Search Methodology – The Outline (continued)

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

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

Phase IV: Negotiation, Warranty and Continuing Assistance

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

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

More CB&A Clients...



Baker County, FL

County Manager



City of Stuart, FL

City Manager



City of Fernandina Beach, FL

City Manager



City of Oviedo, FL

City Manager

Proposed Project Schedule

IV. Proposed Project Schedule

The following outlines a possible schedule for the search. We recognize that the schedule may need to be adjusted depending on the availability of the elected officials.

Phase I: Recruiting

- January 4th: Contract is awarded to Colin Baenziger & Associates
- January 6th: Colin Baenziger begins interviewing elected officials and other suggested stake holders to understand the job and its challenges. Specifically, the purposes of these interviews will be to: 1) get to know the elected officials, 2) understand the issues the next manager will face, 3) understand the elements of the job, 4) develop a description of the ideal candidate, 5) determine the desired compensation, 6) develop selection criteria and 7) finalize the project schedule.
- Colin Baenziger begins drafting the recruitment profile for publications and prospective candidates.
- January 11th: CB&A submits the draft of the full recruitment profile to the Town for its review. Comments will be due back by January 15th.
- January 16th: CB&A posts the full recruitment profile on its website and submits it to the appropriate publications. It is also e-mailed to approximately 8,000 local government professionals.
- February 6th: Closing date for submission of applications.

Phase II: Screening

- March 8th: CB&A forwards the semifinalist materials to the Town. These will include the candidates' resumes, a summary of our interviews with the candidates, the results of our background and reference checks, and Internet/newspaper archives results. Materials arrive on March 9th.
- March 15th: CB&A meets with Town's elected officials individually to review the semi-finalists
- At a regular meeting, the Town Council selects five finalists.

Proposed Project Schedule (continued)

Phase III: Interview Process Coordination and Manager Selection

- March 26th: Town holds reception for candidates and spouses
- March 27th: Elected officials interview candidates.
- March 29th: Town selects its next Town Manager at its regular meeting.

Phase IV: Negotiation, Warranty & Continuing Assistance

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

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

V. The Town's Obligations

The Town will be responsible for providing the facilities for the interview process, coordinating lodging for candidates from outside the area, and making arrangements for the evening reception. The Town will also be responsible for the cost of bringing the candidates to the town for the interviews. That cost will involve travel, lodging and meal costs for the candidate (and spouse if the Town decides to bring the spouse).

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

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

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

Fee and Warranty

VI. Fee & Warranty

Fee

Colin Baenziger & Associates proposes to conduct the work outlined in this proposal for a firm fixed fee of \$15,000, ***including all our expenses and costs***. The only additional cost to the Town will be the costs associated with candidate travel, meals and lodging for the interviews. All CB&A's costs (including advertising, travel and screening) are included in the firm, fixed fee as well and hence not quoted separately.

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

Phase I: Recruiting	\$ 6,000
Phase II: Screening	6,000
Phase III: Interview Process Coordination and Manager Selection (Includes the Cost of Candidate Travel to the Interviews)	2,000
Phase IV: Negotiation, Warranty & Continuing Assistance	1,000

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

Warranty

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

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

VII. Project Team Qualifications and Staffing

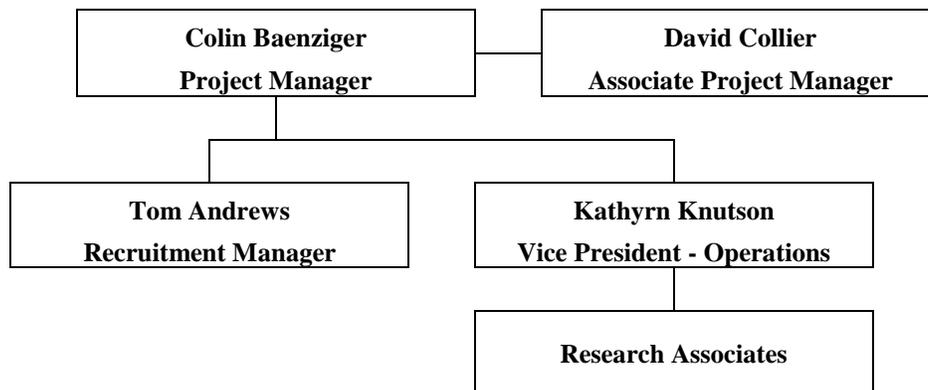
A. Project Team and Involvement (Resumes for key staff follow)

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

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

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

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

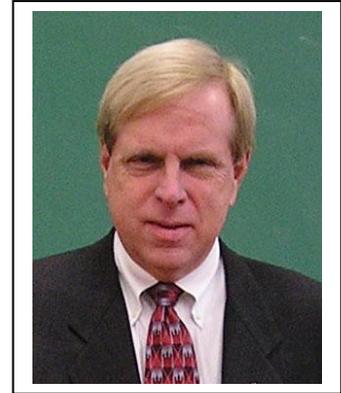


The Project Team

Colin Baenziger, M.P.A.

Principal

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



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

- County Manager, Brevard County, FL (population 536,000)
- Public Works Director, Chandler, AZ (population 250,000).
- City Manager, Coral Gables, FL (population 42,000)
- City Manager, Cottonwood Heights, UT (population 34,000),
- City Manager, Greensboro, NC
- Village Manager, Key Biscayne, FL (population 11,000)
- City Manager, Miami Gardens, FL (population 101,000),
- City Manager, Ocala, FL (population 52,000),
- Executive Director, Onslow [County, NC] Water and Sewer Authority (serving a population of 160,000)
- County Manager, Polk County, IA (population 400,000),
- City Manager, Palm Coast, FL (population 51,000),
- City Manager, Roanoke, VA (population 93,000),
- General Manager, Tampa Bay Water Authority (serving a population of 2.4 million), and
- Public Works Director, Chandler, AZ (population 250,000).

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 Leadership Palm Beach County, the Palm Beach and Broward County Leagues of Cities. He has also been called upon frequently to speak at conferences of the Florida League of Cities, the Utah and Florida City/County Managers' Associations, and the Florida Public Personnel Association.

The Project Team

Tom Andrews, M.S.

Senior Vice President

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



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

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

- County Manager of Fulton County, Georgia.
- Chief Administrative Officer for Anne Arundel County, Maryland.
- County Health Director for Anne Arundel County, Maryland.
- Deputy Secretary, Maryland Department of the Environment.
- Assistant Secretary, Maryland Department of Natural Resources.
- Director, Maryland Water Resources Administration.
- Chief of Staff for Maryland Acting Governor Blair Lee III.

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

- Deputy City Manager, Durham, NC
- Director, Economic and Workforce Development, Durham, NC
- City Manager, Greensboro, NC
- County Manager, Brevard County, FL and
- Budget Director, St. Petersburg, FL

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

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

The Project Team

Dave Collier, M.P.A.

Senior Vice President

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

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



Dave has overseen the recruitment and selection of:

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

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

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

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

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

The Project Team

Kathryn Knutson

Vice President for Operations

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



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

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

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

- The firm's annual City Manager compensation survey for Florida City and County Managers.
- A review of the billing database for Palm Beach County Water Utilities. The utility's concern was possible under-billing. Our work involved a review of billing records for reasonableness and consistency, as well as extensive work in the field. The project is still in its early stages, and it is far too early to determine the ultimate results, but our team has already found enough to pay its fee several times over.

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

More CB&A Clients...



Osceola County, FL

County Manager



City of West Palm Beach, FL

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



City of Destin, FL

City Manager



Village of North Palm Beach

Village Manager

References

VIII. References

Colin Baenziger & Associates has completed approximately 70 City and County Manager searches in the past five years and more than 100 senior level local government management searches overall. Five references are provided below. A complete list of our searches is in Appendix A and you should feel free to contact any of our clients.

1. City of Destin, FL (population 12,000). Colin Baenziger & Associates' contract to find the City of Destin's (population 11,200) **City Manager** was awarded on August 15, 2003 and the closing date for applications was September 26th. On November 3rd, the City Council selected Gregory Kisela, then an Assistant City Manager with the City of Fort Lauderdale, to be its next City Manager. Contact Mayor Craig Barker at (850) 376-1400, City Manager Greg Kisela at (850) 837-4242 or Human Resources Director Chuck Garcia at (850) 837-4242.

2. Village Manager, Key Biscayne, FL (population 11,000). CB&A was hired on May 3, 2007 to find the Village's next **Village Manager**. Our work included scouring the nation to find the right person for the job, interviewing the candidates, conducting thorough background checks, and recommending finalists for the village to interview. Chip Iglesias, formerly an aide to County Commissioner Carlos Gimenez, was selected in late July 2007. Mr. Iglesias remains with the Village. Contact Mayor Robert Vernon at (305) 361-6700 or City Clerk Conchita Alvarez at (305) 365-5506.

3. Town Manager, Bay Harbor Islands, FL (population 5,200). In December 2006, we were asked to assist the town in replacing Greg Tindle as its **Town Manager** who was stepping down for personal reasons. In 2003, we had recruited Mr. Tindle for the Town Manager position and the town was pleased with our work so they asked us to find his replacement. 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 town to interview. Contact Mayor Kenneth Weinstein or Town Manager Ron Wasson at 305-866-6241.

4. City Manager, Mount Dora, FL (population 12,000). CB&A was selected on May 17, 2005 to find Mount Dora's next **City Manager**. It was critical to the Council that the finalists all understand the character of the community and understand how to protect it in the face of growth. Interviews were conducted on July 29th and 30th, with *Mike Quinn, formerly of Port Angeles, WA*, selected in August 2005. Contact former Mayor James Yatsuk at (352) 383-1314 or Human Resources Director Ken Bloom at (352) 735-7186 for additional information.

References

5. Town Manager, Cutler Bay, FL (population 35,000). CB&A was selected in mid-March, 2006 to perform the search for the Town's first **Town Manager**. At the request of the Town Council, we moved much more slowly than we normally would have. 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 town to interview. Steven Alexander, formerly City Manager of El Portal, FL, was selected as manager on July 29, 2006 and remains with the City. Contact Mayor Paul Vrooman at (305) 975-6782 or Town Manager Steven Alexander at (305) 216-6579.

Appendix A

Governmental Search Assignments

Governmental Search Assignments

By Colin Baenziger & Associates

Contract Awarded, Assignments Pending

Office of the Attorney General, State of Arizona

Currently In Process:

City Manager, Orange City, FL (population 10,000)

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

Assistant Town Manager, Jupiter Island, FL (population 620)

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

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

City and County Manager Level Completed Searches

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

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

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

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

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

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

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

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

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

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

City Manager, Greensboro, NC (population 259,000) in 2009

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

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

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

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

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

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

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

City Manager, North Miami, FL (population 60,000)

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

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

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

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

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

Governmental Search Assignments (continued)

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

County Manager, Baker County, FL (population 27,000) in 2006
County Administrator, Bay County, FL (population 158,000) in 2005
County Manager, Brevard County, FL (population 536,000) in 2009
County Administrator, Broward County, FL (population 1,800,000) in 2006
County Administrator, Clay County, FL (population 160,000) in 2005
County Manager, Flagler County, FL (population 83,000) in 2007
County Administrator, Highlands County, FL (population 98,000) in 2008
County Manager, Lee County, FL (population 620,000) in 2009
County Administrator, Martin County, FL (population 140,000) in 2005
County Administrator, Monroe County, FL (population 80,000) in 2004
County Administrator, Nassau County, FL (population 60,000) in 2004
County Administrator, Okeechobee County, (population 39,000) in 2008
County Manager, Osceola County, FL (population 235,000) in 2007
County Administrator, Polk County, IA (population 400,000) in 2007
County Manager, Seminole County, FL (population 410,000) in 2006
County Administrator, St. Johns County, FL (population 162,000) in 2007

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

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

Governmental Search Assignments (continued)

Completed Searches – Other Municipal Positions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Governmental Search Assignments (continued)

Finance Director, Tamarac, FL (population 55,500) in 2004 and 2009

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Appendix B

St. Johns County Resolution Thanking

Colin Baenziger & Associates

for Its Outstanding Work

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

RESOLUTION NO. 2007-231

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

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

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

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

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

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

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

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

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

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

ATTEST: Cheryl Strickland, Clerk

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

By: Pam Halterman
Deputy Clerk

By: Ben Rich
Ben Rich, Chairman

Rendition Date: 8/23/07



TOWN OF FORT MYERS BEACH, FLORIDA

**Executive Search Proposal
for**

TOWN MANAGER

Prepared by Robert E. Slavin on December 10, 2009



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www.slavinweb.com

With affiliates in Dallas, Hartford, Key West, Los Angeles, Mackinac Island and Mesa



December 10, 2009

Ms. Anne Dalton, Esquire
Outside Counsel
Town of Fort Myers Beach
Town Hall
2523 Estero Boulevard
Fort Myers Beach, FL 33931

Re: Executive Recruitment Services for Town Manager

Dear Ms. Dalton:

Slavin Management Consultants (SMC) is pleased to submit this proposal to conduct an executive search for the next Town Manager of Fort Myers Beach. The purpose of this project is to help the Town Council (Council) to develop and agree to a comprehensive position profile for Town Manager and then to identify, recruit and present outstanding candidates who meet these criteria. Once the profile has been developed and approved by the Council, we will have no difficulty identifying quality prospective candidates and becoming immediately productive. It is normal for a Town Manager search to take between sixty and ninety days to complete.

As a high quality, independent management consulting firm, Slavin Management Consultants is most capable and interested in providing these services to the Town. This proposal commits the highest level of our firm's resources. I will manage and serve as the primary consultant for this critical project. I am the owner and president of SMC and am among the most experienced recruiters of governmental managers in the nation. I have a strong and proven commitment to providing exceptional recruitment services to public agencies and have received many accolades supporting this work. *I have the authority to bind the corporation.* Ms. Randi Frank, Ms. Jill Pylant and Mr. Paul Wenbert will assist with the project. All are highly experienced human resources consultants.

SMC has recruited many executives for Florida public agencies. We are fully familiar with Florida's "Sunshine Laws." We are able to recruit well-qualified candidates for our Florida clients who would otherwise not have applied for fear of premature publicity. We also comply with both the letter and intent of Florida's laws.

SMC is a national firm, strategically based in Norcross, Georgia for easy access to Atlanta's Hartsfield-Jackson International Airport - the world's busiest airport. We have affiliates in Dallas, TX; Hartford, CT; Key West, FL; Los Angeles, CA, Mackinac Island, MI and Mesa, AZ.

Thank you for the opportunity to submit this proposal. We look forward to working with the Town of Fort Myers Beach on this highly challenging and very important assignment. If you have questions concerning this proposal, please contact me at (770) 449-4656.

Very truly yours,

SLAVIN MANAGEMENT CONSULTANTS

Robert E. Slavin
President

RES/jf

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ABOUT SLAVIN MANAGEMENT CONSULTANTS

Slavin Management Consultants (SMC) has completed many city/county Manager searches over the years. We have significant local government recruitment experience in the southeast and all regions of the United States. We are also certified to do business in Florida by the Secretary of State. We have extensive experience working for Florida local governments.

We use a "critical path" search process which allows our clients to focus attention on the selection process rather than on identifying, recruiting, screening and evaluating candidates. We understand that each client's need for key executives is different and that there is no "best" person for all situations. The best prospects are typically happily employed and not responding to advertisements. These people need to be found and encouraged to become candidates. They are understandably reluctant to apply for positions when their interest could become a matter of public information prior to being assured that the Town of Fort Myers Beach is interested in their candidacy. Our approach to this assignment will reflect the unique qualities of the Town of Fort Myers Beach. It will honor the interests of candidates to the extent possible under Florida law.

Florida's public disclosure laws are the strongest in the United States and they have a direct impact on governmental recruitment in the State. We work within the letter and the intent of the *Sunshine Law* and still are able to recruit exceptional candidates for our Florida clients who would not apply directly for fear of premature public disclosure of their interest.

Our Florida City Manager search clients include Atlantic Beach, Boynton Beach, Clearwater, Davie, Dunedin, Fort Myers, Gulfport, Hollywood, Jacksonville Beach, Miramar, Neptune Beach, North Port, Ormond Beach, Palm Bay, Palm Beach Gardens, Panama City, Pompano Beach, Sunrise, Venice, West Palm Beach, and Winter Park and Tavares. In addition, SMC has placed County Administrators in Hillsborough County, Lake County, Lee County, Manatee County, Martin County, Palm Beach County, Sarasota County, Santa Rosa County, Seminole County and Volusia County. We have completed many assistant manager and department head searches for these and other Florida cities and counties.

This proposal provides an indexed and easily usable document for the Town to assess the qualifications of Slavin Management Consultants to handle this critical work. It contains the following sections: a Table of Contents, Executive Summary, Project Summary, Project Schedule, Firm Qualifications and Staffing, Guarantees, Fee Structure, and an Agreement for Services. We constructed the Fee Structure to illustrate the professional time and cost of each major phase of the project. Exhibits include a sample invoice, a client list, references, our EEO/AA statement and a listing of women and minorities who we have helped place.

In considering our proposal we point out several factors about our firm and our approach that will be of significant benefit to the Town:

- We are results oriented. Once the recruitment profile is approved, we "lock" into the criteria established and carefully identify, recruit and evaluate candidates who meet **your criteria**. We do not simply bring forward candidates whom we may already know.
- Our key staff members have extensive experience in conducting executive searches for the public sector throughout the nation.
- We are committed to complete client satisfaction. Our successful placement-oriented approach will ensure that the project work is practical, realistic, timely and that it has the full commitment and support of the Town Council so that a successful placement will be facilitated.
- We use discount airfares and leverage trips between clients whenever possible to reduce expenses to our clients.
- We are leaders in the field of executive search in the public sector and our methodologies are state-of-the-art. We can address all aspects of your assignment.

- Every search that we have conducted has resulted in a selection from our recommended group of candidates. Our experience includes large and small organizations, and chief executives and subordinate level positions. More than 95% of our placements have remained in our client's positions for more than five years.
- Our style is interactive. That is, we strive to build a partnership with our clients.
- We are experts in EEO/AA recruitment. Approximately 25% of our placements are women and/or minorities.

PROJECT SUMMARY

We recommend a five-step process as follows:

- Develop job qualifications and requirements for the position -- the recruitment profile.
- Identify and recruit qualified candidates.
- Evaluate prospective candidates.
- Make recommendations, help in selection and facilitate employment.
- Establish evaluation criteria and follow-up.

Each step of this process is described below.

A. Develop Position Profile

We will meet with the Mayor and Town Council members individually and collectively and with staff (if the Town Council wishes) to learn the Town's needs, focus and requirements such as experience, education and training as well as preferred management style and personal traits. In developing the recruitment profile, we will spend a considerable amount of time at the beginning of the process in Fort Myers Beach to gather additional information about the Town and to ascertain, the unique challenges of the job and the general environment within which the position functions.

Once we have gained the necessary information, we will prepare a draft recruitment profile and review it with the Town Council to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the Lee County area, the Town of Fort Myers Beach, the Town government, major issues to be faced, the position and the selection criteria established.

B. Identify Qualified Candidates

We will first review our database to find those candidates whom we may already know and/or already have on file who may meet your specifications. Although the above process is valuable, we will rely most heavily on our own contacts in related fields and on our own experience. In other words, through "networking," we will conduct a professional search for the best-qualified candidates and invite them to apply for the position. In this effort, we utilize appropriate professional organizations, our established contacts, and our knowledge of quality jurisdictions and their employees.

We will prepare and place advertisements in professional publications. We will acknowledge all resumes received and thoroughly screen all potential candidates.

C. Evaluate Prospective Candidates

Preliminary Screening and Progress Report

Criteria for the preliminary screening will be contained in the approved recruitment profile. They may include such items as education, technical knowledge, experience, accomplishments, management style, personal traits, etc. Screening of candidates against those criteria will be based on data contained in the resume and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the recruitment profile.

We request that all candidates provide us, in writing, substantial information about their accomplishments and their management style and philosophy. This information is verified and, at the Town's option, may be further tested by having the finalists respond to a supplemental questionnaire and/or complete management and leadership style inventories. We interpret these instruments for the Town as well.

We will meet with the Town Council to provide a progress report on a number of semifinalist candidates. These individuals will be top prospects who clearly meet the Town's specifications for the position. With

guidance from the Town Council, we will narrow the semifinalist candidate group on the basis of refined criteria. During this meeting we will determine Town's expectations relative to interview questions that we will write as well as the candidate rating and scoring processes which will be included in our final report.

D. Selection and Employment

In-depth Screening and Final Report

At this point, we will interview those semifinalist candidates whom the Town has the greatest interest in. Proper "fit" is as important as technical ability. We assess both. In order to better assess candidates' management style and interpersonal characteristics, we personally interview each in his or her present work environment. We will closely examine each candidate's experience, qualifications, achievements, management style and interpersonal skills in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications, skills and achievements.

We conduct in-depth background checks on those individuals who continue to demonstrate their overall suitability for the position. Included are detailed and extensive reference checks which cover a minimum period of ten years. In conducting these, it is our practice to speak directly to individuals who are now or have been in positions to evaluate the candidate's job performance. We ask each candidate to provide us with a large number of references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates.

As part of our evaluation process we conduct credit checks and verify undergraduate and graduate college degrees. We also conduct criminal history, civil court records and driving record checks. At the Town's option, we can arrange for assessment centers and/or psychological (or similar) testing of the candidates. (These optional items will result in extra cost.)

We will then meet with the Town Council to present a group of well-qualified finalist candidates for interviews in Fort Myers Beach. These final candidates will not be ranked because, at this point, they will all be qualified and it will then be a matter of chemistry between the candidates and the Town Council that should produce the final selection decision.

Our final report will be presented in a meeting with the Town Council. This written report is a comprehensive document. It contains our candidate recommendations, details about the search, interview tips, interview questions, candidate evaluation forms and information about legal vs. illegal inquiries. The report also includes the candidate interview schedule as well as our recommendations relative to timing, sequencing, location, setting, format, and conduct of interviews. The report contains comprehensive information about each recommended candidate. This includes educational and experience information, an evaluation of the candidate's experience relative to the criteria established by the Town, a summary of reference comments and a statement of accomplishments and management style prepared by the candidate. Present compensation is also provided for each recommended candidate.

We will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites, appropriate roles for spouses, receptions, etc. We arrange schedules for top candidate interviews with the Town and we will coordinate the entire process.

We will properly handle any and all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of the Town of Fort Myers Beach and that any public statement should come from the Town directly. Under no conditions will we release information to the media unless specifically directed by the Town to do so.

We will notify all unsuccessful candidates of the final decision reached. Finally, will continue to work for the Town until a suitable candidate is recruited and hired by the Town.

SMC is an equal opportunity employer and recruiter, and will not discriminate against any employee or applicant for employment because of race, religion, creed, color, sex, disability or national origin.

E. Establish Evaluation Criteria

Once the new Town Manager has been on board for 30 days or so, we will conduct a session with the Town Council and with the new Town Manager to establish mutual performance criteria and goals for the position.

F. Follow-up

We will follow-up with the Town Council and the new Town Manager during the first year and assist in making any adjustments that may be necessary.

G. Reporting

We will keep the Town informed, involved in decisions and involved in the search process. We will provide progress reports to the Council at least bi-weekly.

H. Deliverables

Deliverables include the recruitment profile (draft and final), the advertisement (draft and final), the progress report (presented in person), the final report with interview tips, interview schedule, interview questions, candidate resumes, candidate evaluations, candidate writing samples, rating sheets, ranking forms, tabulation forms and appropriate/inappropriate question list and negotiated employment agreement between the Town and the selected candidate.

PROJECT SCHEDULE

The search process normally takes between sixty (60) and ninety (90) days to complete and typically follows the following pattern:

STEPS		DAYS			
		1-30	30-45	45-60	60-360
1.	DEVELOP SEARCH PROCESS, RECRUITMENT PROFILE AND ADVERTISING PROGRAM FOR TOWN COUNCIL APPROVAL	✓			
2.	IDENTIFY QUALIFIED CANDIDATES, REVIEW DATA BASE, NETWORK, RECEIVE AND REVIEW RESUMES	✓	✓		
3.	SCREEN & EVALUATE PROSPECTIVE CANDIDATES		✓		
4.	PROGRESS MEETING AND REPORT		✓		
5.	INTERVIEW AND EVALUATE PROSPECTIVE CANDIDATES		✓	✓	
6.	SUBMIT FINAL REPORT AND RECOMMENDATIONS, ASSIST IN SELECTION, FACILITATE EMPLOYMENT			✓	
7.	ESTABLISH EVALUATION CRITERIA AND FOLLOW-UP				✓

Approximately twelve semifinalist candidates are presented to the Town Council at the progress meetings. Generally, about five finalist candidates are presented for interviews with the Town Council.

QUALIFICATIONS AND STAFFING

This section presents our qualifications to conduct projects of this type and describes the staff to be assigned to the search.

A. Firm Qualifications

SMC is an independent management consulting firm formed in 1986 and incorporated in the State of Georgia. We operate nationwide from our home office near Atlanta, Georgia. The principal and only stock holder of the firm is Robert E. Slavin. Mr. Slavin has extensive experience as a local government executive and as a management consultant. We have affiliates in Ann Arbor, MI; Dallas, TX; Hartford, CT and Los Alamos, NM.

The company provides exceptionally high-quality consulting services to state and local governments, health care providers, transit authorities, utilities, special districts, and private sector clients. Specialty practice areas include executive recruitment, pay and classification, performance appraisal systems, and organization development and training. Our key consultants have conducted successful assignments for hundreds of public sector organizations nationally and offer many references as testimony of our work.

This important engagement will be personally conducted by Mr. Robert E. Slavin. Mr. Slavin has conducted or assisted in the conduct of more than 700 successful executive searches throughout his career. Members of the proposed search team have conducted executive searches for Slavin Management Consultants as well as for others before joining the firm. All are professional public human resources practitioners with significant direct management experience. All are long-term, active members of a variety of professional organizations and stay abreast of new and changing laws, developments and trends by regularly attending specialized workshops, seminars and annual conferences.

B. Staffing

Robert E. Slavin, President

Mr. Slavin will manage and serve as the lead consultant for this project. He is a pioneer in public sector and nonprofit executive search. He is among the best known and respected professional recruiters in the business. He is a frequent speaker before professional groups and he has written several articles for professional journals concerning governmental management. By special invitation, Mr. Slavin assisted the United States Office of Personnel Management to define and set up the Senior Executive Service for the Federal Government.

Mr. Slavin began his local government career in 1967. His experience includes twelve years working directly for local governments and it includes seven years as a principal consultant with the government search practice of Korn/Ferry International, the largest private sector search firm in the world. He headed the local government search practices for Mercer/Slavin, Incorporated, Mercer, Slavin & Nevins and Slavin, Nevins and Associates, Inc. Mr. Slavin now heads the executive search practice for Slavin Management Consultants. Clients include state and local governments, nonprofit and private sector businesses all over the United States. His experience includes search assignments for the 1984 Los Angeles Olympic's Organizing Committee.

Mr. Slavin's experience and qualifications include organizational analysis, classification and compensation studies, and assessment centers and human resource's systems studies.

Before being invited to join Korn/Ferry International, Mr. Slavin served as Assistant City Manager/Director of Human Resources for the City of Beverly Hills, California.

While at Beverly Hills, Mr. Slavin conducted many executive level recruitment assignments involving nationwide search and placement. Before joining the City of Beverly Hills, Mr. Slavin was the Assistant Personnel Director for the City of San Leandro, California.

Before San Leandro, Mr. Slavin was on the personnel staff of Santa Clara County, California. His

assignments included recruitment, classification and selection for the County's Health Department, Medical Center, Transportation Agency, Sheriff's Office, Superintendent of Schools, Fire Marshall, Assessor's Office, Library System and County Recorder's Office.

Mr. Slavin received his Bachelor of Science degree in Political Science from the University of Santa Clara, and has completed the graduate course work for a Master's degree in Public Administration at California State University at Hayward. He is a Certified Professional Consultant to Management by the National Bureau of Certified Consultants.

Organizations

- International City Management Association
- American Society for Public Administration
- International Personnel Management Association
- IPMA - Human Relations Commission
- IPMA - Publications Review Committee
- Certified Management Consultant (National Bureau of Certified Consultants)
- Southern California Public Labor Relations Council
- Southern California Municipal Assistants
- Bay Area Salary Survey Committee

Randi Frank, Managing Consultant

Ms. Randi Frank is an independent local government human resources management consultant based in Wallingford, Connecticut and an affiliate of Slavin Management Consultants. Her varied background includes more than twenty-two years of experience working with and for governments. This includes federal, county, and municipal experience. She has experience working as an Assistant Manager, Assistant to the Manager, Budget Analyst, Research Associate and Consultant to governments located in the Northeast, Mid-Atlantic and the Western regions of the United States. She holds a Master's degree in Public Administration from the University of Southern California and a Bachelor's degree in Urban Affairs from the University of Rhode Island. Ms. Frank is certified as a professional risk manager by the Insurance Institute of America.

From her diverse background, Ms. Frank's has gained first hand experience and in-depth knowledge in a wide-variety of fields and expertise in several areas. These include Human Resources , Risk Management, Grantsmanship, Recycling, General Management and Purchasing.

Ms. Frank's areas of expertise include:

- Recruitment
- Compensation and Classification
- Collective Bargaining
AA/EEO, Sexual Harassment, Workplace Violence
- Employee Wellness Programs
- Drug free Work Place Programs
- ADA
- Human Resources Policies
- Grantsmanship
- Safety and Training
- Purchasing
- Risk Management
- Workers' Compensation
- Budgeting
- Recycling

Organizations

- International City Management Association - Conference Fellow
- Connecticut Town & City Manager's Association - Board Member

- International Personnel Management Association
- CONPELRA
- PRIMA - President, Past-President, Secretary-Treasurer

Paul Wenbert, SMC Western Regional Manager

Mr. Wenbert has more than thirty years of professional local government experience including twenty-four years of executive level experience with thirteen of those years as a city manager. Mr. Wenbert joined Slavin Management Consultants in 2007 as Western Regional Manager. He is headquartered in Mesa, Arizona. Most recently, Mr. Wenbert completed seven years of service as Deputy City Manager of Mesa. His career highlights include nine years as City Administrator for Newton, Iowa; four years as Village Manager for Villa Park, Illinois and four years as Assistant City Manager for Ames, Iowa. Early in his career Mr. Wenbert served as an administrative intern for Fort Wayne, Indiana and as an administrative assistant for Mesa, Arizona and Marion, Indiana.

Mr. Wenbert earned his Masters in Public Administration degree from Arizona State University and his Bachelor of Science degree From Indiana University. He is also an ICMA Credentialed Manager.

His career highlights include:

- Chaired **Keep Maytag In Newton Task Force** which facilitated retention of more than 2,000 jobs and addition of 440 jobs and \$41 million of investment
- Instituted Productivity Improvement Programs in Newton, Iowa and Villa Park, Illinois resulting in more than \$3 million of savings
- Negotiated revised 28E agreement with twelve local governments for regional landfill operated by City of Newton and involved in many other intergovernmental relations activities in Newton, Villa Park and Mesa, Arizona
- Supervised city departments with \$470 million budget and 1,100 employees in Mesa, Arizona.
- Directed \$80 million five-year Capital Improvements Program budget in Ames
- Served as chief negotiator on collective bargaining team for police, fire and blue collar union negotiations in Ames
- Worked for the City of Mesa during the time period when it was the fastest growing community in the United States and was involved with many growth issues such as infrastructure planning and financing, freeway interchange decisions and allocating resources equitably to newly developed and existing areas of the community
- Designed and administered first personnel and wage classification system for City of Marion, Indiana
- In all positions enhanced citizen connection to city government through various methods including citizen-based strategic planning, citizen focus groups, regular community attitude surveys, citizen academies and providing highlights of items on Council agenda
- In all positions improved staff team-building through city-wide staff development and training and city-wide committee work assignments
- Served as Vice-President of International City/County Management Association
- Served as President of Iowa City/County Management Association
- Received ICMA Program Excellence Award for Collaborative Children and Youth Initiatives
- Received Greater Newton Area Chamber of Commerce Key Award for Chairing **Keep Maytag In**

Newton Task Force

Organizations

- ▶ ICMA (Past Executive Board Member and Chair of the three ICMA Committees)
- ▶ Iowa City/County Management Association (Past President)

Jill T. Pylant, SMC Practice Manager

Ms. Pylant will assist Mr. Slavin with this project as he may request. She has more than 30 years experience in the field of Human Resource Management and local government administration, including eight years as a managing consultant and seven years in local government executive positions. She holds the Master of Public Administration degree. Highlights of Ms. Pylant's career include:

- Personnel Director for the fastest growing urban county in the United States, with responsibility for all personnel policies and practices for 2500 employees and a total payroll of \$50 million.
- Redesigned the total compensation package and developed a professional management structure for plan design, administration and communication for a large urban county government with 3800 employees.
- Directed many Compensation and Classification Studies. Developed job analysis methodology to identify skills, knowledges and abilities of individuals and organizational functions.
- Responsible for countywide MIS planning and operations for a fastest growing large county using two mainframe platforms and managing 43 major systems.
- Managed a Functional Job Analysis of several agencies within the South Carolina Department of Social Services to restructure jobs and reassign organizational objectives for increased efficiency. The results of the work were contributed to the National Task Bank for the Social Services developed by the W. E. Upjohn Institute as well.
- Established performance and productivity standards for more than one hundred positions, including clerical, technical and professional, in the Gwinnett County Department of Administrative Services.
- Facilitated numerous workshop group sessions to brainstorm goals and objectives, set priorities and develop team decision making skills.
- Adapted the national government's Factor Evaluation System for job classification for use in state and local government.
- Developed and conducted supervisory skills development training for local government jurisdictions in South Carolina.
- Developed and conducted training in personnel for county government elected officials in Georgia.
- Set up a pay-for-performance system in a large county government.
- Managed employee "quality circles" group in the modification of performance appraisal system as well as the development of new leave policies.

Organizations

- International Foundation of Employee Benefits Plans
- American Society for Public Administration (held national, state and local offices)
- International City Management Association (served on a national committee)
- Georgia Local Government Personnel Association
- World at Work

GUARANTEES

We provide a comprehensive set of assurances and guarantees to our executive recruitment clients that include:

- We are committed to excellence. We guarantee the highest quality of work and its success in your environment. To accomplish this, we will continue to work with the Town until the Town Council is satisfied with the candidates and a satisfactory candidate is selected and accepts employment.
- We guarantee our work and will redo the search if the position is vacated, for any reason, within two years of the employment date of a candidate selected by the Town through our efforts.
- We will never actively recruit any *candidate who we have placed* **nor** will we actively recruit any *employee* from a client organization for at least two years from the completion date of an assignment.

FEE STRUCTURE

Professional Fees

Our fees are based on a rate schedule that reflects the experience of the individual assigned. We use a flat fee rate schedule. Therefore, there are no project limitations based on annual salary. For this assignment we are proposing to use only consultants who have specific experience on similar assignments for other clients. We will use senior consultants where appropriate and to reduce the overall cost. We will use staff consultants when feasible. The following tables show the level of involvement by project step and cost.

PROJECT COSTS					
STEPS	ASSIGNED HOURS (Approximate)			RATE (Hr)	FEES
	Project Manager	Consultant	Total		
1. Project Planning/Develop Position Profile/ Prepare and Place Advertising	34		34	75	\$2,550
2. Identify & Recruit Candidate/Acknowledge Resumes	30		30	75	\$2,250
		40	40	30	\$1,200
3. Preliminary Candidate Screening	12		12	75	\$900
		4	4	30	\$120
4. Progress Report to Council/Reduce Candidate Pool	10		10	75	\$750
		8	8	30	\$240
5. In-depth Candidate Evaluation (Includes on-site consultant interviews with semi-finalist candidates)	38		38	75	\$2,850
		16	16	30	\$480
6. Arrange for & Schedule Final Interviews	4		4	75	\$300
7. Prepare Final Report with Interview Questions and Selection Criteria	8		8	75	\$600
		16	16	30	\$480
8. Present Final Report and Attend Interviews	10		10	75	\$750
9. Assist in Employee Selection	2		2	75	\$150
10. Negotiate Employment Agreement	4		4	75	\$300
11. Establish Performance Goals	6		6	No Charge	\$0
12. Follow-up	4		4	No Charge	\$0
TOTAL HOURS	162	84	246		
TOTAL COSTS					\$13,920

Expenses

Consultant Travel Costs: The client pays direct cost for all necessary consultant travel using coach or, when available, lower air rates, corporate hotel rates at moderately priced properties (Holiday Inn or equivalent), rental cars, using the corporate discount and normal meals. Client controls these costs in the following ways: (1) when appropriate, consultants will accomplish multiple purposes when traveling and

will allocate costs to multiple clients; (2) the client pre-approves all work plans including all consultant (and candidate) travel; (3) SMC will comply with the current State of Florida travel expense per diem rate schedule.

Office Costs Include: Telephone (\$350 flat fee, billed in two installments), FAX, postage, messenger, copier, and clerical costs.

Average Advertising Costs: Normally about \$2,000. Client controls these costs because the advertising program will be approved by the Town prior to implementation.

Expenses for the executive search project described in this proposal **will not exceed 55%** of the professional fee (**\$7,656**). Therefore, the total cost for this project **will not exceed \$21,576**. The cost for final candidates to travel to Fort Myers Beach for interviews is not covered by this proposal. Such costs are typically paid by the Town on a reimbursement basis, directly to the candidates, and controlled through the Town's prior approval of the finalist candidates. These costs vary depending on candidate location, espousal involvement, time required for candidates to be in Fort Myers Beach, etc. For budgeting purposes, an average cost of between \$450.00 and \$650.00 per candidate would be appropriate. About five candidates are normally recommended for interviews.

Should the Town's needs result in additional project scope that significantly increases consultant travel and/or advertising costs, it may be necessary to increase the expense budget for the project.

Your liability to Slavin Management Consultants for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized by you in writing.

We will submit monthly invoices for fees and expenses. It is our practice to bill 30% at the start of the searches, 30% at the end of thirty days, 30% at the end of sixty days, and the remaining 10% shortly after the time the new Town Manager accepts employment with the Town. Each invoice will be payable upon receipt for professional services.

Expenses will be billed in addition and shown as a separate figure. Attached is a pro-forma invoice showing the level of accounting detail we will provide.

We will comply with all applicable laws, rules, and regulations of federal, state, and local government entities.

Our ability to carry out the work required will be heavily dependent upon our experience in providing similar services to others, and we expect to continue such work in the future. We will, to the degree possible, preserve the confidential nature of any information received from you or developed during the work in accordance with our professional standards.

We assure you that we will devote our best efforts to carrying out the engagements. The results obtained, our recommendations, and any written material provided by us will represent our best judgment based on the information available to us. Our liability, if any, will not be greater than the amount paid to us for the services rendered.

This proposal constitutes the agreement between us. It cannot be modified except in writing by both parties. Our agreement will be interpreted according to the laws of the State of Florida.

AGREEMENT FOR SERVICES

This proposal is presented for Slavin Management Consultants by:

SIGNATURE: Robert E. Slavin

NAME: Robert E. Slavin

TITLE: President

DATE: December 10, 2009

This proposal is accepted for the Town of Fort Myers Beach, Florida by:

SIGNATURE: _____

NAME: _____

TITLE: _____

DATE: _____

TOWN OF FORT MYERS BEACH, FLORIDA

**Executive Search Proposal
for**

TOWN MANAGER

Prepared by Robert E. Slavin on December 10, 2009



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www.slavinweb.com

With affiliates in Dallas, Hartford, Key West, Los Angeles, Mackinac Island and Mesa



December 10, 2009

Ms. Anne Dalton, Esquire
Outside Counsel
Town of Fort Myers Beach
Town Hall
2523 Estero Boulevard
Fort Myers Beach, FL 33931

Re: Executive Recruitment Services for Town Manager

Dear Ms. Dalton:

Slavin Management Consultants (SMC) is pleased to submit this proposal to conduct an executive search for the next Town Manager of Fort Myers Beach. The purpose of this project is to help the Town Council (Council) to develop and agree to a comprehensive position profile for Town Manager and then to identify, recruit and present outstanding candidates who meet these criteria. Once the profile has been developed and approved by the Council, we will have no difficulty identifying quality prospective candidates and becoming immediately productive. It is normal for a Town Manager search to take between sixty and ninety days to complete.

As a high quality, independent management consulting firm, Slavin Management Consultants is most capable and interested in providing these services to the Town. This proposal commits the highest level of our firm's resources. I will manage and serve as the primary consultant for this critical project. I am the owner and president of SMC and am among the most experienced recruiters of governmental managers in the nation. I have a strong and proven commitment to providing exceptional recruitment services to public agencies and have received many accolades supporting this work. *I have the authority to bind the corporation.* Ms. Randi Frank, Ms. Jill Pylant and Mr. Paul Wenbert will assist with the project. All are highly experienced human resources consultants.

SMC has recruited many executives for Florida public agencies. We are fully familiar with Florida's "Sunshine Laws." We are able to recruit well-qualified candidates for our Florida clients who would otherwise not have applied for fear of premature publicity. We also comply with both the letter and intent of Florida's laws.

SMC is a national firm, strategically based in Norcross, Georgia for easy access to Atlanta's Hartsfield-Jackson International Airport - the world's busiest airport. We have affiliates in Dallas, TX; Hartford, CT; Key West, FL; Los Angeles, CA, Mackinac Island, MI and Mesa, AZ.

Thank you for the opportunity to submit this proposal. We look forward to working with the Town of Fort Myers Beach on this highly challenging and very important assignment. If you have questions concerning this proposal, please contact me at (770) 449-4656.

Very truly yours,

SLAVIN MANAGEMENT CONSULTANTS

Robert E. Slavin
President

RES/jf

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ABOUT SLAVIN MANAGEMENT CONSULTANTS

Slavin Management Consultants (SMC) has completed many city/county Manager searches over the years. We have significant local government recruitment experience in the southeast and all regions of the United States. We are also certified to do business in Florida by the Secretary of State. We have extensive experience working for Florida local governments.

We use a "critical path" search process which allows our clients to focus attention on the selection process rather than on identifying, recruiting, screening and evaluating candidates. We understand that each client's need for key executives is different and that there is no "best" person for all situations. The best prospects are typically happily employed and not responding to advertisements. These people need to be found and encouraged to become candidates. They are understandably reluctant to apply for positions when their interest could become a matter of public information prior to being assured that the Town of Fort Myers Beach is interested in their candidacy. Our approach to this assignment will reflect the unique qualities of the Town of Fort Myers Beach. It will honor the interests of candidates to the extent possible under Florida law.

Florida's public disclosure laws are the strongest in the United States and they have a direct impact on governmental recruitment in the State. We work within the letter and the intent of the *Sunshine Law* and still are able to recruit exceptional candidates for our Florida clients who would not apply directly for fear of premature public disclosure of their interest.

Our Florida City Manager search clients include Atlantic Beach, Boynton Beach, Clearwater, Davie, Dunedin, Fort Myers, Gulfport, Hollywood, Jacksonville Beach, Miramar, Neptune Beach, North Port, Ormond Beach, Palm Bay, Palm Beach Gardens, Panama City, Pompano Beach, Sunrise, Venice, West Palm Beach, and Winter Park and Tavares. In addition, SMC has placed County Administrators in Hillsborough County, Lake County, Lee County, Manatee County, Martin County, Palm Beach County, Sarasota County, Santa Rosa County, Seminole County and Volusia County. We have completed many assistant manager and department head searches for these and other Florida cities and counties.

This proposal provides an indexed and easily usable document for the Town to assess the qualifications of Slavin Management Consultants to handle this critical work. It contains the following sections: a Table of Contents, Executive Summary, Project Summary, Project Schedule, Firm Qualifications and Staffing, Guarantees, Fee Structure, and an Agreement for Services. We constructed the Fee Structure to illustrate the professional time and cost of each major phase of the project. Exhibits include a sample invoice, a client list, references, our EEO/AA statement and a listing of women and minorities who we have helped place.

In considering our proposal we point out several factors about our firm and our approach that will be of significant benefit to the Town:

- We are results oriented. Once the recruitment profile is approved, we "lock" into the criteria established and carefully identify, recruit and evaluate candidates who meet **your criteria**. We do not simply bring forward candidates whom we may already know.
- Our key staff members have extensive experience in conducting executive searches for the public sector throughout the nation.
- We are committed to complete client satisfaction. Our successful placement-oriented approach will ensure that the project work is practical, realistic, timely and that it has the full commitment and support of the Town Council so that a successful placement will be facilitated.
- We use discount airfares and leverage trips between clients whenever possible to reduce expenses to our clients.
- We are leaders in the field of executive search in the public sector and our methodologies are state-of-the-art. We can address all aspects of your assignment.

- Every search that we have conducted has resulted in a selection from our recommended group of candidates. Our experience includes large and small organizations, and chief executives and subordinate level positions. More than 95% of our placements have remained in our client's positions for more than five years.
- Our style is interactive. That is, we strive to build a partnership with our clients.
- We are experts in EEO/AA recruitment. Approximately 25% of our placements are women and/or minorities.

PROJECT SUMMARY

We recommend a five-step process as follows:

- Develop job qualifications and requirements for the position -- the recruitment profile.
- Identify and recruit qualified candidates.
- Evaluate prospective candidates.
- Make recommendations, help in selection and facilitate employment.
- Establish evaluation criteria and follow-up.

Each step of this process is described below.

A. Develop Position Profile

We will meet with the Mayor and Town Council members individually and collectively and with staff (if the Town Council wishes) to learn the Town's needs, focus and requirements such as experience, education and training as well as preferred management style and personal traits. In developing the recruitment profile, we will spend a considerable amount of time at the beginning of the process in Fort Myers Beach to gather additional information about the Town and to ascertain, the unique challenges of the job and the general environment within which the position functions.

Once we have gained the necessary information, we will prepare a draft recruitment profile and review it with the Town Council to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the Lee County area, the Town of Fort Myers Beach, the Town government, major issues to be faced, the position and the selection criteria established.

B. Identify Qualified Candidates

We will first review our database to find those candidates whom we may already know and/or already have on file who may meet your specifications. Although the above process is valuable, we will rely most heavily on our own contacts in related fields and on our own experience. In other words, through "networking," we will conduct a professional search for the best-qualified candidates and invite them to apply for the position. In this effort, we utilize appropriate professional organizations, our established contacts, and our knowledge of quality jurisdictions and their employees.

We will prepare and place advertisements in professional publications. We will acknowledge all resumes received and thoroughly screen all potential candidates.

C. Evaluate Prospective Candidates

Preliminary Screening and Progress Report

Criteria for the preliminary screening will be contained in the approved recruitment profile. They may include such items as education, technical knowledge, experience, accomplishments, management style, personal traits, etc. Screening of candidates against those criteria will be based on data contained in the resume and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the recruitment profile.

We request that all candidates provide us, in writing, substantial information about their accomplishments and their management style and philosophy. This information is verified and, at the Town's option, may be further tested by having the finalists respond to a supplemental questionnaire and/or complete management and leadership style inventories. We interpret these instruments for the Town as well.

We will meet with the Town Council to provide a progress report on a number of semifinalist candidates. These individuals will be top prospects who clearly meet the Town's specifications for the position. With

guidance from the Town Council, we will narrow the semifinalist candidate group on the basis of refined criteria. During this meeting we will determine Town's expectations relative to interview questions that we will write as well as the candidate rating and scoring processes which will be included in our final report.

D. Selection and Employment

In-depth Screening and Final Report

At this point, we will interview those semifinalist candidates whom the Town has the greatest interest in. Proper "fit" is as important as technical ability. We assess both. In order to better assess candidates' management style and interpersonal characteristics, we personally interview each in his or her present work environment. We will closely examine each candidate's experience, qualifications, achievements, management style and interpersonal skills in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications, skills and achievements.

We conduct in-depth background checks on those individuals who continue to demonstrate their overall suitability for the position. Included are detailed and extensive reference checks which cover a minimum period of ten years. In conducting these, it is our practice to speak directly to individuals who are now or have been in positions to evaluate the candidate's job performance. We ask each candidate to provide us with a large number of references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates.

As part of our evaluation process we conduct credit checks and verify undergraduate and graduate college degrees. We also conduct criminal history, civil court records and driving record checks. At the Town's option, we can arrange for assessment centers and/or psychological (or similar) testing of the candidates. (These optional items will result in extra cost.)

We will then meet with the Town Council to present a group of well-qualified finalist candidates for interviews in Fort Myers Beach. These final candidates will not be ranked because, at this point, they will all be qualified and it will then be a matter of chemistry between the candidates and the Town Council that should produce the final selection decision.

Our final report will be presented in a meeting with the Town Council. This written report is a comprehensive document. It contains our candidate recommendations, details about the search, interview tips, interview questions, candidate evaluation forms and information about legal vs. illegal inquiries. The report also includes the candidate interview schedule as well as our recommendations relative to timing, sequencing, location, setting, format, and conduct of interviews. The report contains comprehensive information about each recommended candidate. This includes educational and experience information, an evaluation of the candidate's experience relative to the criteria established by the Town, a summary of reference comments and a statement of accomplishments and management style prepared by the candidate. Present compensation is also provided for each recommended candidate.

We will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites, appropriate roles for spouses, receptions, etc. We arrange schedules for top candidate interviews with the Town and we will coordinate the entire process.

We will properly handle any and all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of the Town of Fort Myers Beach and that any public statement should come from the Town directly. Under no conditions will we release information to the media unless specifically directed by the Town to do so.

We will notify all unsuccessful candidates of the final decision reached. Finally, will continue to work for the Town until a suitable candidate is recruited and hired by the Town.

SMC is an equal opportunity employer and recruiter, and will not discriminate against any employee or applicant for employment because of race, religion, creed, color, sex, disability or national origin.

E. Establish Evaluation Criteria

Once the new Town Manager has been on board for 30 days or so, we will conduct a session with the Town Council and with the new Town Manager to establish mutual performance criteria and goals for the position.

F. Follow-up

We will follow-up with the Town Council and the new Town Manager during the first year and assist in making any adjustments that may be necessary.

G. Reporting

We will keep the Town informed, involved in decisions and involved in the search process. We will provide progress reports to the Council at least bi-weekly.

H. Deliverables

Deliverables include the recruitment profile (draft and final), the advertisement (draft and final), the progress report (presented in person), the final report with interview tips, interview schedule, interview questions, candidate resumes, candidate evaluations, candidate writing samples, rating sheets, ranking forms, tabulation forms and appropriate/inappropriate question list and negotiated employment agreement between the Town and the selected candidate.

PROJECT SCHEDULE

The search process normally takes between sixty (60) and ninety (90) days to complete and typically follows the following pattern:

		DAYS			
STEPS		1-30	30-45	45-60	60-360
1.	DEVELOP SEARCH PROCESS, RECRUITMENT PROFILE AND ADVERTISING PROGRAM FOR TOWN COUNCIL APPROVAL	✓			
2.	IDENTIFY QUALIFIED CANDIDATES, REVIEW DATA BASE, NETWORK, RECEIVE AND REVIEW RESUMES	✓	✓		
3.	SCREEN & EVALUATE PROSPECTIVE CANDIDATES		✓		
4.	PROGRESS MEETING AND REPORT		✓		
5.	INTERVIEW AND EVALUATE PROSPECTIVE CANDIDATES		✓	✓	
6.	SUBMIT FINAL REPORT AND RECOMMENDATIONS, ASSIST IN SELECTION, FACILITATE EMPLOYMENT			✓	
7.	ESTABLISH EVALUATION CRITERIA AND FOLLOW-UP				✓

Approximately twelve semifinalist candidates are presented to the Town Council at the progress meetings. Generally, about five finalist candidates are presented for interviews with the Town Council.

QUALIFICATIONS AND STAFFING

This section presents our qualifications to conduct projects of this type and describes the staff to be assigned to the search.

A. Firm Qualifications

SMC is an independent management consulting firm formed in 1986 and incorporated in the State of Georgia. We operate nationwide from our home office near Atlanta, Georgia. The principal and only stock holder of the firm is Robert E. Slavin. Mr. Slavin has extensive experience as a local government executive and as a management consultant. We have affiliates in Ann Arbor, MI; Dallas, TX; Hartford, CT and Los Alamos, NM.

The company provides exceptionally high-quality consulting services to state and local governments, health care providers, transit authorities, utilities, special districts, and private sector clients. Specialty practice areas include executive recruitment, pay and classification, performance appraisal systems, and organization development and training. Our key consultants have conducted successful assignments for hundreds of public sector organizations nationally and offer many references as testimony of our work.

This important engagement will be personally conducted by Mr. Robert E. Slavin. Mr. Slavin has conducted or assisted in the conduct of more than 700 successful executive searches throughout his career. Members of the proposed search team have conducted executive searches for Slavin Management Consultants as well as for others before joining the firm. All are professional public human resources practitioners with significant direct management experience. All are long-term, active members of a variety of professional organizations and stay abreast of new and changing laws, developments and trends by regularly attending specialized workshops, seminars and annual conferences.

B. Staffing

Robert E. Slavin, President

Mr. Slavin will manage and serve as the lead consultant for this project. He is a pioneer in public sector and nonprofit executive search. He is among the best known and respected professional recruiters in the business. He is a frequent speaker before professional groups and he has written several articles for professional journals concerning governmental management. By special invitation, Mr. Slavin assisted the United States Office of Personnel Management to define and set up the Senior Executive Service for the Federal Government.

Mr. Slavin began his local government career in 1967. His experience includes twelve years working directly for local governments and it includes seven years as a principal consultant with the government search practice of Korn/Ferry International, the largest private sector search firm in the world. He headed the local government search practices for Mercer/Slavin, Incorporated, Mercer, Slavin & Nevins and Slavin, Nevins and Associates, Inc. Mr. Slavin now heads the executive search practice for Slavin Management Consultants. Clients include state and local governments, nonprofit and private sector businesses all over the United States. His experience includes search assignments for the 1984 Los Angeles Olympic's Organizing Committee.

Mr. Slavin's experience and qualifications include organizational analysis, classification and compensation studies, and assessment centers and human resource's systems studies.

Before being invited to join Korn/Ferry International, Mr. Slavin served as Assistant City Manager/Director of Human Resources for the City of Beverly Hills, California.

While at Beverly Hills, Mr. Slavin conducted many executive level recruitment assignments involving nationwide search and placement. Before joining the City of Beverly Hills, Mr. Slavin was the Assistant Personnel Director for the City of San Leandro, California.

Before San Leandro, Mr. Slavin was on the personnel staff of Santa Clara County, California. His

assignments included recruitment, classification and selection for the County's Health Department, Medical Center, Transportation Agency, Sheriff's Office, Superintendent of Schools, Fire Marshall, Assessor's Office, Library System and County Recorder's Office.

Mr. Slavin received his Bachelor of Science degree in Political Science from the University of Santa Clara, and has completed the graduate course work for a Master's degree in Public Administration at California State University at Hayward. He is a Certified Professional Consultant to Management by the National Bureau of Certified Consultants.

Organizations

- International City Management Association
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- Bay Area Salary Survey Committee

Randi Frank, Managing Consultant

Ms. Randi Frank is an independent local government human resources management consultant based in Wallingford, Connecticut and an affiliate of Slavin Management Consultants. Her varied background includes more than twenty-two years of experience working with and for governments. This includes federal, county, and municipal experience. She has experience working as an Assistant Manager, Assistant to the Manager, Budget Analyst, Research Associate and Consultant to governments located in the Northeast, Mid-Atlantic and the Western regions of the United States. She holds a Master's degree in Public Administration from the University of Southern California and a Bachelor's degree in Urban Affairs from the University of Rhode Island. Ms. Frank is certified as a professional risk manager by the Insurance Institute of America.

From her diverse background, Ms. Frank's has gained first hand experience and in-depth knowledge in a wide-variety of fields and expertise in several areas. These include Human Resources , Risk Management, Grantsmanship, Recycling, General Management and Purchasing.

Ms. Frank's areas of expertise include:

- Recruitment
- Compensation and Classification
- Collective Bargaining
AA/EEO, Sexual Harassment, Workplace Violence
- Employee Wellness Programs
- Drug free Work Place Programs
- ADA
- Human Resources Policies
- Grantsmanship
- Safety and Training
- Purchasing
- Risk Management
- Workers' Compensation
- Budgeting
- Recycling

Organizations

- International City Management Association - Conference Fellow
- Connecticut Town & City Manager's Association - Board Member

- International Personnel Management Association
- CONPELRA
- PRIMA - President, Past-President, Secretary-Treasurer

Paul Wenbert, SMC Western Regional Manager

Mr. Wenbert has more than thirty years of professional local government experience including twenty-four years of executive level experience with thirteen of those years as a city manager. Mr. Wenbert joined Slavin Management Consultants in 2007 as Western Regional Manager. He is headquartered in Mesa, Arizona. Most recently, Mr. Wenbert completed seven years of service as Deputy City Manager of Mesa. His career highlights include nine years as City Administrator for Newton, Iowa; four years as Village Manager for Villa Park, Illinois and four years as Assistant City Manager for Ames, Iowa. Early in his career Mr. Wenbert served as an administrative intern for Fort Wayne, Indiana and as an administrative assistant for Mesa, Arizona and Marion, Indiana.

Mr. Wenbert earned his Masters in Public Administration degree from Arizona State University and his Bachelor of Science degree From Indiana University. He is also an ICMA Credentialed Manager.

His career highlights include:

- Chaired **Keep Maytag In Newton Task Force** which facilitated retention of more than 2,000 jobs and addition of 440 jobs and \$41 million of investment
- Instituted Productivity Improvement Programs in Newton, Iowa and Villa Park, Illinois resulting in more than \$3 million of savings
- Negotiated revised 28E agreement with twelve local governments for regional landfill operated by City of Newton and involved in many other intergovernmental relations activities in Newton, Villa Park and Mesa, Arizona
- Supervised city departments with \$470 million budget and 1,100 employees in Mesa, Arizona.
- Directed \$80 million five-year Capital Improvements Program budget in Ames
- Served as chief negotiator on collective bargaining team for police, fire and blue collar union negotiations in Ames
- Worked for the City of Mesa during the time period when it was the fastest growing community in the United States and was involved with many growth issues such as infrastructure planning and financing, freeway interchange decisions and allocating resources equitably to newly developed and existing areas of the community
- Designed and administered first personnel and wage classification system for City of Marion, Indiana
- In all positions enhanced citizen connection to city government through various methods including citizen-based strategic planning, citizen focus groups, regular community attitude surveys, citizen academies and providing highlights of items on Council agenda
- In all positions improved staff team-building through city-wide staff development and training and city-wide committee work assignments
- Served as Vice-President of International City/County Management Association
- Served as President of Iowa City/County Management Association
- Received ICMA Program Excellence Award for Collaborative Children and Youth Initiatives
- Received Greater Newton Area Chamber of Commerce Key Award for Chairing **Keep Maytag In**

Newton Task Force

Organizations

- ▶ ICMA (Past Executive Board Member and Chair of the three ICMA Committees)
- ▶ Iowa City/County Management Association (Past President)

Jill T. Pylant, SMC Practice Manager

Ms. Pylant will assist Mr. Slavin with this project as he may request. She has more than 30 years experience in the field of Human Resource Management and local government administration, including eight years as a managing consultant and seven years in local government executive positions. She holds the Master of Public Administration degree. Highlights of Ms. Pylant's career include:

- Personnel Director for the fastest growing urban county in the United States, with responsibility for all personnel policies and practices for 2500 employees and a total payroll of \$50 million.
- Redesigned the total compensation package and developed a professional management structure for plan design, administration and communication for a large urban county government with 3800 employees.
- Directed many Compensation and Classification Studies. Developed job analysis methodology to identify skills, knowledges and abilities of individuals and organizational functions.
- Responsible for countywide MIS planning and operations for a fastest growing large county using two mainframe platforms and managing 43 major systems.
- Managed a Functional Job Analysis of several agencies within the South Carolina Department of Social Services to restructure jobs and reassign organizational objectives for increased efficiency. The results of the work were contributed to the National Task Bank for the Social Services developed by the W. E. Upjohn Institute as well.
- Established performance and productivity standards for more than one hundred positions, including clerical, technical and professional, in the Gwinnett County Department of Administrative Services.
- Facilitated numerous workshop group sessions to brainstorm goals and objectives, set priorities and develop team decision making skills.
- Adapted the national government's Factor Evaluation System for job classification for use in state and local government.
- Developed and conducted supervisory skills development training for local government jurisdictions in South Carolina.
- Developed and conducted training in personnel for county government elected officials in Georgia.
- Set up a pay-for-performance system in a large county government.
- Managed employee "quality circles" group in the modification of performance appraisal system as well as the development of new leave policies.

Organizations

- International Foundation of Employee Benefits Plans
- American Society for Public Administration (held national, state and local offices)
- International City Management Association (served on a national committee)
- Georgia Local Government Personnel Association
- World at Work

GUARANTEES

We provide a comprehensive set of assurances and guarantees to our executive recruitment clients that include:

- We are committed to excellence. We guarantee the highest quality of work and its success in your environment. To accomplish this, we will continue to work with the Town until the Town Council is satisfied with the candidates and a satisfactory candidate is selected and accepts employment.
- We guarantee our work and will redo the search if the position is vacated, for any reason, within two years of the employment date of a candidate selected by the Town through our efforts.
- We will never actively recruit any *candidate who we have placed* **nor** will we actively recruit any *employee* from a client organization for at least two years from the completion date of an assignment.

FEE STRUCTURE

Professional Fees

Our fees are based on a rate schedule that reflects the experience of the individual assigned. We use a flat fee rate schedule. Therefore, there are no project limitations based on annual salary. For this assignment we are proposing to use only consultants who have specific experience on similar assignments for other clients. We will use senior consultants where appropriate and to reduce the overall cost. We will use staff consultants when feasible. The following tables show the level of involvement by project step and cost.

PROJECT COSTS					
STEPS	ASSIGNED HOURS (Approximate)			RATE (Hr)	FEES
	Project Manager	Consultant	Total		
1. Project Planning/Develop Position Profile/ Prepare and Place Advertising	34		34	75	\$2,550
2. Identify & Recruit Candidate/Acknowledge Resumes	30		30	75	\$2,250
		40	40	30	\$1,200
3. Preliminary Candidate Screening	12		12	75	\$900
		4	4	30	\$120
4. Progress Report to Council/Reduce Candidate Pool	10		10	75	\$750
		8	8	30	\$240
5. In-depth Candidate Evaluation (Includes on-site consultant interviews with semi-finalist candidates)	38		38	75	\$2,850
		16	16	30	\$480
6. Arrange for & Schedule Final Interviews	4		4	75	\$300
7. Prepare Final Report with Interview Questions and Selection Criteria	8		8	75	\$600
		16	16	30	\$480
8. Present Final Report and Attend Interviews	10		10	75	\$750
9. Assist in Employee Selection	2		2	75	\$150
10. Negotiate Employment Agreement	4		4	75	\$300
11. Establish Performance Goals	6		6	No Charge	\$0
12. Follow-up	4		4	No Charge	\$0
TOTAL HOURS	162	84	246		
TOTAL COSTS					\$13,920

Expenses

Consultant Travel Costs: The client pays direct cost for all necessary consultant travel using coach or, when available, lower air rates, corporate hotel rates at moderately priced properties (Holiday Inn or equivalent), rental cars, using the corporate discount and normal meals. Client controls these costs in the following ways: (1) when appropriate, consultants will accomplish multiple purposes when traveling and

will allocate costs to multiple clients; (2) the client pre-approves all work plans including all consultant (and candidate) travel; (3) SMC will comply with the current State of Florida travel expense per diem rate schedule.

Office Costs Include: Telephone (\$350 flat fee, billed in two installments), FAX, postage, messenger, copier, and clerical costs.

Average Advertising Costs: Normally about \$2,000. Client controls these costs because the advertising program will be approved by the Town prior to implementation.

Expenses for the executive search project described in this proposal **will not exceed 55%** of the professional fee (**\$7,656**). Therefore, the total cost for this project **will not exceed \$21,576**. The cost for final candidates to travel to Fort Myers Beach for interviews is not covered by this proposal. Such costs are typically paid by the Town on a reimbursement basis, directly to the candidates, and controlled through the Town's prior approval of the finalist candidates. These costs vary depending on candidate location, espousal involvement, time required for candidates to be in Fort Myers Beach, etc. For budgeting purposes, an average cost of between \$450.00 and \$650.00 per candidate would be appropriate. About five candidates are normally recommended for interviews.

Should the Town's needs result in additional project scope that significantly increases consultant travel and/or advertising costs, it may be necessary to increase the expense budget for the project.

Your liability to Slavin Management Consultants for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized by you in writing.

We will submit monthly invoices for fees and expenses. It is our practice to bill 30% at the start of the searches, 30% at the end of thirty days, 30% at the end of sixty days, and the remaining 10% shortly after the time the new Town Manager accepts employment with the Town. Each invoice will be payable upon receipt for professional services.

Expenses will be billed in addition and shown as a separate figure. Attached is a pro-forma invoice showing the level of accounting detail we will provide.

We will comply with all applicable laws, rules, and regulations of federal, state, and local government entities.

Our ability to carry out the work required will be heavily dependent upon our experience in providing similar services to others, and we expect to continue such work in the future. We will, to the degree possible, preserve the confidential nature of any information received from you or developed during the work in accordance with our professional standards.

We assure you that we will devote our best efforts to carrying out the engagements. The results obtained, our recommendations, and any written material provided by us will represent our best judgment based on the information available to us. Our liability, if any, will not be greater than the amount paid to us for the services rendered.

This proposal constitutes the agreement between us. It cannot be modified except in writing by both parties. Our agreement will be interpreted according to the laws of the State of Florida.

AGREEMENT FOR SERVICES

This proposal is presented for Slavin Management Consultants by:

SIGNATURE: Robert E. Slavin

NAME: Robert E. Slavin

TITLE: President

DATE: December 10, 2009

This proposal is accepted for the Town of Fort Myers Beach, Florida by:

SIGNATURE: _____

NAME: _____

TITLE: _____

DATE: _____