



## VILLAGE OF KRONENWETTER (WI)

### EXECUTIVE SEARCH | *VILLAGE ADMINISTRATOR*

### SCOPE OF WORK, METHODOLOGY, SCHEDULE & QUALIFICATIONS

#### *PREPARED FOR:*



**Village of Kronenwetter**  
1582 Kronenwetter Drive,  
Kronenwetter, WI 54455  
*Attn: Bobbi Birk-LaBarge*

#### *PREPARED BY:*



**Municipal Solutions LLC**  
875 S. Estrella Parkway # 5038  
Goodyear (Phoenix), AZ, 85338  
*David A. Evertsen, CEO & Principal*

*Prepared for:*

**Village of Kronenwetter**  
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*Attn: Bobbi Birk-LaBarge*

*Prepared by:*

**Municipal Solutions LLC**  
875 S. Estrella Parkway # 5038  
Goodyear (Phoenix), AZ, 85338  
*David A. Evertsen, CEO & Principal*  
[devertsen@municipalsolutions.org](mailto:devertsen@municipalsolutions.org)  
(888) 545-7333



28 June 2023

**Village of Kronenwetter**  
 1582 Kronenwetter Drive,  
 Kronenwetter, WI 54455  
 Attn: Bobbi Birk-LaBarge

**RE: SEARCH for VILLAGE ADMINISTRATOR**  
*(includes discounts for future searches)*

Ms. Birk-LaBarge, Chris Voll, Village President and Village Trustees -

Local governments of *today* and *tomorrow* require professionals who understand 'public service in the current context', how to attract, retain and develop a diverse workforce while creating a highly-motivated local government workforce that more efficient, effective and sustainable. Although you are currently facing staffing challenges, this vacancy should be looked at as an opportunity to strengthen your management. You have an amazing opportunity before you!!!!

As 20-year advisors to *small* local governments, we appreciate how significant this opportunity is for Kronenwetter's future. We understand the unique challenge of a smaller local government to attract and retain quality public employees who invest themselves in the community's future. Thankfully, our Executive Search Team understands small local governments. Our firm highly respected We use a proven and highly-effective recruitment process which has aided 400+ local governments in successful searches and interim placements.

What makes us different:

- ✓ we consider the uniqueness of your local government – particularly the uniqueness of a small community,
- ✓ we contact **regional administrators** not actively looking for employment and personally invite them to apply,
- ✓ we use a **Hybrid 3-part Recruiting Process** including personal (person-to-person contact), digital (social media), and relational (national network of 20,000 public administrators, to attract candidates,
- ✓ we use **SmartCheck®** – our own **4-level background investigation** process of social media / news archives, references, employment / education verification, and criminal / civil / financial records,
- ✓ **360° Interview Process** of stakeholders, staff, and Board and Assessment Centers at 6 & 12 months, and
- ✓ we will attract incredible women, men and minorities who are a 'best fit' for and committed to your community.

Our proposal includes a *significantly-reduced pricing for multiple searches if needed within 1 year\**:

Cost per search		
Village Administrator recruitment	future recruitment (if needed)	future recruitment (if needed)
<b>\$24,000</b>	<b>\$22,000*</b>	<b>\$20,000*</b>
	<b>-\$2,000</b>	<b>-\$4,000</b>

A few of our Executive Searches, Interim placements and Human Resource-related assignments include:

- **Virginia:** Colonial Heights, Danville, Loudoun County, Prince William County, Roanoke, Winchester, York;
- Maryland:** Baltimore, Brunswick, Cheverly, Glenarden, La Plata, MD Parks & Planning Comm.; **Michigan:** Walker;
- Massachusetts:** Dartmouth, MA; **Minnesota:** Murray County; **New Hampshire:** Hanover; **Ohio:** Beachwood, Cuyahoga County, Dublin; **North Dakota:** Huron; **Pennsylvania:** Norristown (x3).

Our national & state-by-state search experience uniquely qualifies us for this assignment:

- *Arizona, Alabama, Alaska, California, Florida, Georgia, Illinois, Iowa, Kansas, Kentucky, **Maine, Maryland, Massachusetts,** Michigan, Mississippi, Minnesota, Montana, New Hampshire, New Jersey, New Mexico, New York, North Carolina, Oklahoma, Ohio, Oregon, **Pennsylvania, Rhode Island,** Texas, **Virginia,** Washington, **Washington D.C.**, and more!*

A few of our non-New England past & current clients include:

- **Alaska:** Matanuska-Susitna Borough, North Pole, Sitka, Valdez;
- **Arizona:** Anthem, Avondale, Buckeye, Chandler, El Mirage (x4), Flagstaff, Fountain Hills, Glendale, Goodyear, Guadalupe, Kingman, Mesa, Maricopa, Payson, Phoenix, Queen Creek, Safford, Scottsdale, Tusayan, Yuma;
- **Iowa:** Ankeny, Indianola, Polk County, Windsor Heights;
- **Kansas:** Arkansas City, Salina
- **New Mexico:** Alamogordo, Farmington, Gallup, Sunland Park;
- **Nevada:** Elco, Mesquite, North Las Vegas;
- **North Carolina:** Fayetteville Greenville Utilities Commission, Greensboro, Union County;
- **Florida:** Bel Harbour, Broward County, Cape Coral, Clay County, Coconut Creek, Collier County, Daytona Beach, Delray Beach, Fort Lauderdale, Hernando County, Indian River Shores, Jupiter Island, Key West, Largo, Marco Island, Martin County, Melbourne, Miami, Miramar, New Smyrna Beach (2x), Oskaloosa, Parkland, St. Cloud, Tequesta, Wellington, West Palm Beach;
- **Texas:** Bellville Corpus Christi, Port Arthur (3x), Odessa (x3),;
- **Utah:** Centerville, Clearfield, Cottonwood Heights, Draper, Eagle Mountain, Fruit Heights, Harrisville, Hurricane, Kaysville, Layton, Lindon, North Ogden, Pleasant Grove, Pleasant View, Provo, Syracuse, Washington Terrace, and West Jordan;
- **Washington:** Fife, Oak Harbor, Sunnyside, Surprise; and Tacoma; (complete list below).

### **We are your 'safe pair of hands'**

The following materials include details of our Methodology, Qualifications, and proposed Scope of Work for our Executive Search services. We have included:

- a sample of our 10-page color Recruitment Profile,
- a Statement of Qualifications including references and list of clients,
- a *customized* Recruitment Schedule – which can be amended to your liking, and
- a sample of our comprehensive Finalist Candidate Background Investigations Report.

Please contact me personally at (928) 220-2611 if you have any questions or suggested alterations.

We look forward to working with you!!!

Thank you kindly,



David Evertsen, CEO & Principal  
Municipal Solutions, LLC

Kathryn Knudsen, Sr. Associate  
Oneida County, WI

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## Section 1 - Executive Summary

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Below is a *brief* description of the scope of work detailed in this proposal that Municipal Solutions, LLC will deliver including the costs and timeline for expected delivery. It is recommended that the proposal is read and considered in its entirety.

### Objectives

This project will be the mechanism for attracting, evaluating, screening, recommending, interviewing and on-boarding high-quality candidates through a well-established, successful Executive Search process. We understand that our work will shape the efficient management, culture and effectiveness of municipal operations for years to come!

Municipal Solutions LLC will conduct a dynamic national recruitment, review all candidate credentials, examine their work experience, explore their media and social media history, interview a wide-variety of professional references, conduct comprehensive civil and criminal background checks, sharing these findings with Recruitment Team and proposing candidates who will likely provide the Organization, staff and community with the best possible leadership potential.

Details are provided in the pages following this section.

### Goals of this Project

- ✓ Attract, Recruit and Retain a high-quality pool of candidates for consideration by the Board of Trustees to serve as *Village Administrator*.

To accomplish this primary goal, we will perform the following services:

- ✓ Interviews w/ the Trustees and/or Department Heads (as appropriate) to understand organization successes, challenges and expectations for the *Village Administrator*.
- ✓ Prepare, and publish a **10-page color Recruitment Profiles** to provide a comprehensive view of the City, various organizations, accomplishments, challenges and opportunities to be expected.
- ✓ Conduct a **3-Part Dynamic Recruitment** using our national professional network & electronic media.
- ✓ Complete **SmartCheck® a 4-Level Digital and Manual Background Screening Process** examining (1) Pre-screening, (2) internet & social media & news archives, (4) reference interviews, and (5) Comprehensive Background (Education and Employment verification, Civil, Criminal and Financial Investigations).
- ✓ Assist in **Finalist Selection and Interview Support**.
- ✓ Candidate transition, on-boarding, and continued assistance.

### **Activity 1: Stakeholder Interviews**

- ✓ Interviews with the Trustees and / or Department Heads as appropriate to:
  - *Develop a profile of the 'ideal candidate'.*
  - *Learn the issues new employee will face.*
  - *Discuss organizational successes and challenges likely to be faced.*
  - *Gather materials for our information and to send to potential candidates.*
  - *Discuss compensation package the agency is prepared to offer the Village Administrator.*
  - *Finalize the recruitment schedule.*

### **Activity 2: Job Profile; 3-Part Dynamic Recruitment**

- ✓ Design and publish a **10-page color Recruitment Profile** used to recruit candidates nationally (see attached samples).
- ✓ **3-Part Dynamic Recruitment**
  1. Active Pursuit. Identify and pursue regional candidates who are qualified for each position (particularly those not actively seeking a new job) and encouraging them to apply.
  2. Professional Network. E-mail the advertisement to our professional network of 20,000 public administrators and encourage them to apply and / or share the opportunity.
  3. Digital Media. Distribute the profiles and recruitment materials through local, regional and national sources including industry associations, publications & websites.

### **Activity 3: 4-Level background Screening Process**

**Candidate Reports** (see sample attached) will be provided to the Board of Trustees and will include all updated information – including background investigations – as they are completed at each stage. These reports will aid the Board of Trustees in discussing and deciding on the progression of candidates up to the Finalist interviews.

**Level 1 - Candidate Pre-screening.** Consultants will carefully review each resume and cover letter, putting all relevant detail into a Qualifications Table for easy reference to screen-out all non-qualified candidates and create a narrower list of 12-15 *first-round* candidates (exact number TBD). *Top candidates will be asked to complete a writing sample and will participate in a 15-minute video interview.*

**Level 2 – Internet, Social Media & News Archives.** Once a first-round of 12-15 potential candidates have been identified, consultants conduct a comprehensive internet search of Social Media (*Facebook, Twitter, Google Plus, Instagram, LinkedIn & News Archives*) for information regarding each candidate.

**Level 3 - Reference Interviews & Writing Samples.** We will ask 6-8 *second round* candidates to provide a list / variety of references including elected officials, media, subordinates, and co-workers who will be interviewed by our consultants. Our reference checks might include elected officials, the board attorney, the external auditor, representatives of the local press, community leaders, peers, and subordinate employees – some selected by the candidate, and others we select independently. We prefer a minimum of 6, preferably 8 to 10 interviews per candidate.



We will also provide a 6-page questionnaire for candidates to respond to – a *writing sample*. The expectation is to arrive at 4-6 Finalist Candidates.

**Level 4 – Comprehensive Background Checks.** Once 4-6 Finalist Candidates are selected, our Consultants examine Employment History, Education Verification, Criminal-Civil-DMV-Credit checks.

#### Activity 4: Finalist Selection & Interview Support

**Interview Preparation.** Consultants will assist the Board of Trustees or Selection Committee in the preparation and coordination of interviews – including preparation of the interview *schedule* and 360° interview *process* which may include one of more of the following:

- ✓ *A Social Event with the candidates,*
- ✓ *Technical & Administrative interview panels,*
- ✓ *Group meetings with HR Department staff,*
- ✓ *Meet-and-greet with all employees*
- ✓ *Tour of the Borough,*
- ✓ *Executive Panel Interview (final).*

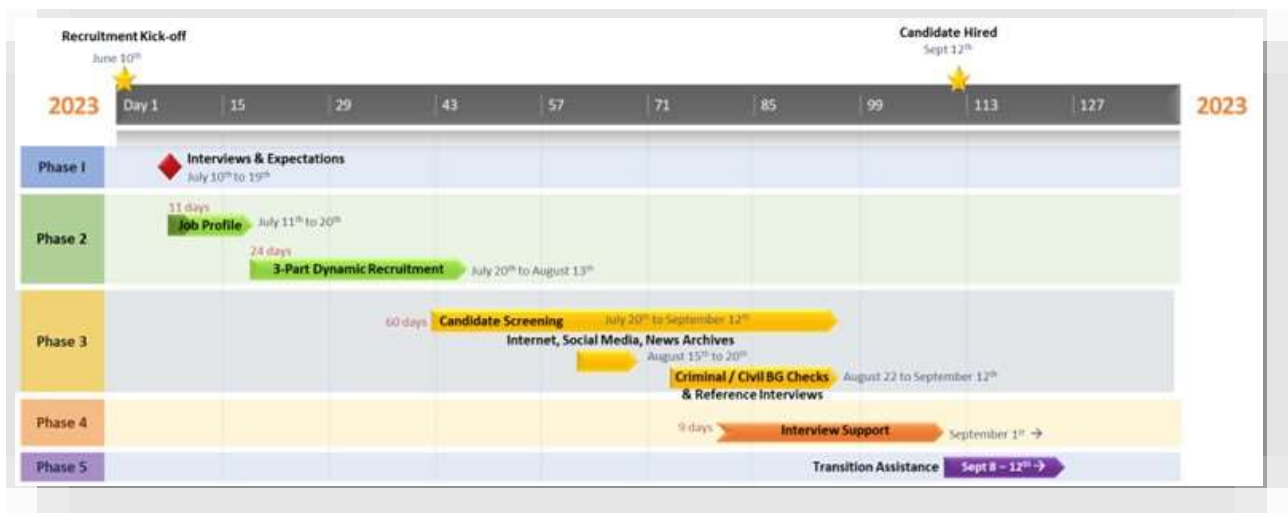
#### Activity 5: Transition Assistance & Warranty

Consultants will serve as a resource in the effective transition of the candidate into employment with the Village. This important step includes negotiating the compensation package (if desired) assuring continuity and cohesiveness with a **Team-building Workshop** at 6 months, and assistance in the **employee's Evaluation** at 6 and 12 months – if requested for no additional cost.

Other team-building / leadership training and Meyers Briggs / Color Code personality testing and training is also available under separate agreement. The warranty will extend for 2 years and is explained below.

### Completion & Deliverables Timeline

Our standard recruitment process requires 90-days to assure a high-quality result which produces a candidate who has a compelling reason to be in your community, and who is committed to building a future with you. Below is a standard timeline – customized to your recruitment.



## Costs

Municipal Solutions provides a highly-discounted rate for multiple recruitments. Our standard (*negotiable*) price range of **\$24,000** for a single search, is significantly reduced to **\$22,000\*** and **\$20,000\*** for a second and third search - if additional searches are requested during or within 1 year. See below.

Phase	Cost per search*		
	1 <sup>st</sup> recruitment	2 <sup>nd</sup> recruitment	3 <sup>rd</sup> recruitment
I. Needs Analysis & Interviews	\$5,400	\$3,900	\$3,600
II. Advertisement & Recruitment	\$5,400	\$4,900	\$4,500
III. Candidate Screening & Selection	\$5,600	\$5,600	\$4,800
IV: Coordination of Interviews & Selection	\$4,700	\$4,700	\$4,200
V: Contract Negotiation, Warranty, 6-mo Workshop	\$2,900	\$2,900	\$2,900
<b>Total</b>	<b>\$24,000</b>	<b>\$22,000*</b> <b>-\$2,000</b>	<b>\$20,000*</b> <b>-\$4,000</b>

\* if we modify the initial base recruitment profile.

Costs **include** all advertising, all travel expenses, and preliminary background checks. Expenses and fees associated with *Comprehensive* Finalist Background Checks and candidate travel for interviews are invoiced separately @ \$400 per background check.

Payment will be rendered as follows:

- Payment of Phase I up-front for mobilization and travel costs,
- Progress payments at the end of each Phase II – V as indicated above,
- Separate invoice for criminal / civil background checks and employment / education verification.

## Warranty

Municipal Solutions offers one of the best warranties in the Executive Search Industry. If all Phases are followed, we honor our **2-year Warranty** and will re-do the search should the candidate leave before two (2) years (details below). Provided we conduct the full search and assuming that your agency selects from the candidates we recommend, we warrant the following:

- 1) We will not approach the selected candidate concerning any other position as long as the individual is employed by your agency.
- 2) If the selected individual leaves for any reason other than an act of God (*for example, total incapacitation or death*) within the *first* year, we will repeat the search at no charge. If he/she departs during the *second* year for any reason other than an act of God, we will repeat the search for the reimbursement of our expenses only.
- 3) If you are not satisfied with any of the candidates we present, we 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.

## Section 2 - Executive Search Methodology

The following methodology has been refined over the past 20 years and now is virtually foolproof. We will modify it to integrate your ideas into the process. Our goal is to ensure you have the right people to interview as well as the information you need to make the right decision. Below is our 90-day recruitment process.

### Activity 1 – Interviews with Mayor, Councilmembers, Department Heads & Employees

An important part of the recruiter's work is selling the community to the very best candidates (*including those that are not actively looking for the next job*) while also providing an accurate portrayal of the community and the opportunity.

The principal objective of these interviews is to determine the needs of the client and the characteristics and attributes of the *ideal* candidate.

#### Client / Consultant Conference; Community

As the position is an Executive position, our consultants will benefit from personal interviews with the Board Trustees, Department Heads and staff (as appropriate) to better understand the nature of the position, its duties and responsibilities and what characteristics, skills and attributes will be important for this position, past successes and the challenges / opportunities your new *employee* will face, and how he / she will be judged and how performance will be evaluated. Determining the **characteristics of the ideal candidate** – such as experience, longevity, education, personality, demeanor, management style, and achievements as well as other items considered important. Our process includes:

- Compile background information from the jurisdiction's website and other sources,
- Interview members of the Senior Management Team,
- Discuss and determine:
  - the characteristics of the ideal candidate (*experience, longevity, education, personality, demeanor, management style, achievements, etc.*),
  - evaluation and performance criteria,
  - a competitive compensation package,
  - the recruitment timeline including interview dates,
  - selection criteria and evaluation formats.

This can be accomplished through individual or group interviews.

#### Activity 1 - Needs Assessment Interviews

Client & Consultant Conference; Committee Characteristics & Timeline

#### Activity 2 – Job Profile & Recruitment

Position Profile / Recruiting Materials  
3-part *Dynamic* Recruiting

#### Activity 3 – 4-level Screening Process

Level 4 Background Check  
Consultant Reports

#### Activity 4 – Selection & Interviews

Finalist Selection & Notification  
Candidate Assessment / Interview Process  
Debriefing and Selection

#### Activity 5 – Transition Assistance

On-Boarding & Additional Services



If the job description needs to be updated, or is compensation has not been set or updated, this is a good time to make sure to remove any final obstacles which might be an obstacle to attracting the right candidates. If necessary, our consultants will review these materials and recommend changes.

The other objective of this conference is to finalize the recruitment timeline so candidates can mark their calendars well in advance and will be available when the elected officials wish to conduct the interviews. Consultant and client will work together to establish a solid recruitment timeline.

## Activity 2 – Job Profile & 3-part *Dynamic Recruiting*

### Position Profile / Recruiting Materials

Consultants will develop a high-quality, relevant, color position description is probably the single-most constituting factor to recruitment success. Because we want to attract highly-qualified candidates from an existing position as well as in-transition professionals, the profile must speak to them.

Consultants will combine the information obtained in the initial Client / Consultant Conference with the background information from the jurisdiction's website and other sources to create a profile which includes: *Community Background, Form of Government, Longevity of Department Heads and Elected Officials, Accomplishments, Challenges / Opportunities and Amenities and Qualifications*

In summary, consultants will:

- ✓ *Develop a draft comprehensive, full-color Recruitment Profile,*
- ✓ *Provide the draft for your review and comment,*
- ✓ *Incorporate your recommended suggestions into the final document; and*
- ✓ *Prepare for national distribution. [See Appendix for more samples.](#)*



### Dynamic Recruiting

Dynamic Recruiting involves three (3) elements:

1. **Active Pursuit.** The best approach is diligent, personal outreach. Consultants will begin searching for and identifying potential candidates locally and regionally who appear qualified for the position (particularly those not actively seeking a new job), and encouraging them to apply.
2. **Professional Networking.** Consultants will E-mail the advertisement to our professional network of 20,000 public administrators and encourage them to apply and / or share the opportunity.
3. **Digital Media.** Consultants will distribute the advertisement and recruitment materials through local, regional, state and national sources including industry publications & partner websites to reach **more than 40,000 views**. We will also use our social media tools including LinkedIn and Facebook to reach more than 5,000 direct connections.

## Activity 3 – 4-level Background Screening Process

### Level 1 – Initial Candidate Pre-screening

Consultants will carefully review each resume and cover letter, putting all relevant detail into a table for easy reference. The **Qualifications Table** allows for our consultants to maintain a single-reference of all candidates' qualifications, education and experience and maintains accurate recordkeeping of the evaluation process.

Teleconference Interview (phone or video). Our recruitment team will personally interview each of these candidates using **Zoom** or **GoToMeeting** or by telephone. Using what we learned in Phase I of the project and our experience as managers and recruiters, as well as our unique ability to assess candidates, we will determine whether or not to consider them further.

Once we have evaluated the information we have gathered, we will present the strongest candidates to the Agency for its consideration. It should be noted that selecting strong candidates is both an *art* and *science*. While we believe (1) *qualifications* are important for consideration, so is (2) organizational / community *fit* and (3) compelling reasons to commit to your agency.



**Candidates Report #1.** This report will contain the list of top candidates with copies of their resumes, cover letters and our recommendations for Level 2 consideration. A Client-Consultant video conference concludes with agreement on 10-12 candidates to proceed for further investigation.

### Level 2 - Internet, Social Media and Newspaper Archives

We require all candidates to sign an **Acknowledgement and Release Form** granting us permission to begin the background investigation.

Virtually every local newspaper and has an electronic archive that provides stories about perspective candidates, the issues they have dealt with, how they resolved them and the results. While these articles don't always tell the 'whole story', these articles can also provide valuable insights into the candidate's relationship with the public and the elected officials. Of course, not all news sources are unbiased and we consider that in our evaluation.



Once a first-round of 12-15 potential candidates have been identified, consultants conduct a comprehensive internet search of social media (*Facebook, Twitter, Google Plus, Instagram, LinkedIn and News Archives*) for any information regarding each candidate.



**Candidates Report #2.** This *updated* report will be provided to the Board of Trustees for each of the selected candidates, with the results of the Level 2 background work. A Client-Consultant video conference concludes with agreement on 10-12 candidates to proceed for continued investigation.

### Level 3 - Reference Interviews & Writing Samples.

**Reference Interviews.** We will ask each of the 6-8 *second round* candidates to provide a list / variety of references including current and former elected officials, media, subordinates, and co-workers who will be interviewed by our consultants. References might also include the municipal attorney, the external auditor, staff members, peers, news media representatives, the director of the local chamber of commerce, community activists, and others who know the candidate. We tell the candidate with whom we wish to speak. We also attempt to contact some individuals who are not on the candidate's list. We prefer a minimum of 6, preferably 8 to 10 interviews per candidate. The expectation is to arrive at 4-6 *Finalist Candidates*

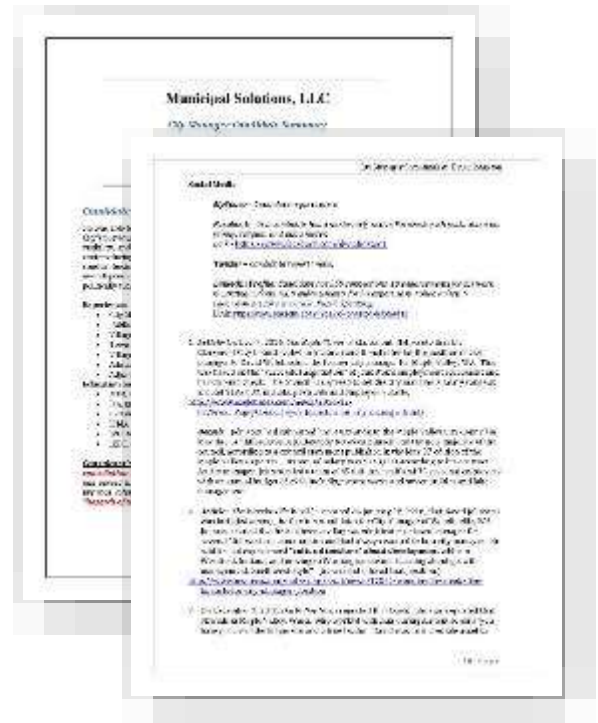
**Written Introduction / Writing Sample.** We will ask each of the 6-8 *second round* candidates to complete a 6-page, pre-formed written introduction describing who they are and their background / experience. This also allows the recruitment team to further evaluate their writing capabilities, their ability to use technology, and commitment to the process.

**Candidates Report #3.** This *updated* report will be provided to the Board of Trustees for each of the selected candidates, with the results of the Level 3 background work. A Client-Consultant video conference concludes with agreement on 4-6 candidates to proceed for Final Background investigations.

### Level 4 – Comprehensive Background Checks

Once 4-6 Finalist Candidates are selected, our Consultants examine Employment History, Education Verification, Criminal-Civil-DMV-Credit checks. Through our third-party vendor, American DataBank®, we will conduct Federal Criminal & Civil, State & County Criminal & Civil, and Financial including bankruptcy and credit (*prospective Finalists only*). Consultants will also use DegreeVerify® for education verification and contact employers to verify employment history.

If we conclude the situation is damaging or even questionable, the candidate should be dropped from further consideration.



**Candidates FINAL Report #4.** This *final* report is the completed, comprehensive written report for *each* candidate provided to the Board of Trustees prior to a Client-Consultant video conference concluding with agreement of 3-4 Finalists for interview.



## Activity 4 – Finalist Selection and Candidate Interviews

- Interview Preparation. Consultants will assist in the preparation and coordination of the interview schedule, process and structure. Consultants will work with the Board of Trustees to develop a process that *fully* assess the candidates.
- 360° Interview Process. While the particulars may be worked out later, we recommend a process including:
  - **Public Reception** for the Candidates to interact,
  - **Panel Interviews** with Technical & Administrative experts
  - Formal Interview with the **Board of Trustees**,
  - **Public Speaking Presentation** on a recent staff report,
  - **Assessment Centers**.
- Interview Questions. Consultants may also offer advice on interviewing, standardized panel questions and logistical support during their interviews. Consultants are to provide support, not influence the process.
- Decision-Making. Once the interviews are completed, we will provide any additional information the Agency needs in making the final determination.



## Activity 5 - Transition Assistance & Warranty

To assure an effective transition of the candidate into employment with the Agency, Consultants will serve as a resource in the **contract negotiation** process to assure an 'obstacle-free' start for your new hire.

**Warranty.** Our work is not done when the contract is executed. We stay in touch with you and your new *Village Administrator*. Our goal is to assist in mitigating any issues that may become intractable. Approximately six (6) months after hire, we will conduct a **Team-building Workshop** at no charge, and assist in the **employees Evaluation** at 6 and 12 months – at no additional cost. We simply feel it is part of our job to assure a successful relationship. Our 2-year Warranty is explained in detail at the end of this proposal.



These important steps assure continuity and cohesiveness and long-term success.



## Section 3 – Profile of the Firm

Our team is one of the most successful and reliable local government consultancies in the United States. We use simple, straightforward and foolproof processes which have successfully improved 100s of cities throughout the United States.

### Company Origins



Municipal Solutions LLC was founded in Phoenix, Arizona on 23 July 2003 to provide a modern, practical and affordable alternative to typical consulting options. Our initial focus was on small, local governments, but when the demand for our services grew, we became a '*collaborative consultancy*' of innovative practitioners (Borough Managers, Finance & Public Works Directors, Police & Fire Chiefs) who really understands the unique needs of local government – with incredible mastery of best practices. Over 18 years, Municipal Solutions has become a multi-disciplinary, *international* public-sector management consulting firm which specializes in **Efficiency**, **Technology** and **Safety**. This three-pronged focus allows our team of 160 Senior Associates and Senior Analysts to provide a variety of services illustrated below.

Efficiency	Technology	Safety
<b>ACCOUNTING &amp; FINANCE</b> Efficiency & Operations Audits Capital Improvement Programs Franchise Review / Revenue Recovery Software Audits & Conversion Process	<b>BROADBAND</b> Cable TV Franchises Broadband Feasibility Studies Wireless Tower Agreements Communications Master Plans	<b>EMERGENCY / RISK MANAGEMENT</b> Communications Interoperability Emergency Operations Plans Hazards & Risks Assessments Training & Emergency Exercises
<b>HUMAN RESOURCES</b> Class & Compensation Studies Interim Staffing & Executive Search Operations Audits / Efficiency Studies Training: <i>Customer Service &amp; Leadership</i> Job Descrip's, Policies & Procedures Manuals	<b>ECONOMIC DEVELOPMENT</b> Strategic Planning Statistical Surveys Stakeholder Summits Energy Sustainability Infrastructure Assessments	<b>PLANNING &amp; ENGINEERING</b> Transit Studies Strategic Planning General Plan Amendments Capital Projects Management (CIPs) Development & Fiscal Impact Analysis

### Corporate Structure

Our '*collaborative consultancy*' model provides you with a unique combination of talents, insights and technical skills regarding best practices on a local and national perspective. Our origins in Arizona expanded to 42 states and then to 13 countries – thanks the help of 160 public sector-practitioners provided real-world solutions to public management problems.



Our consultants have served more than 400 local governments in the United States and 40 countries – altogether, our consultants and have provided solutions to 1,000s of local government officials all over the world including Afghanistan, Bangladesh, Bosnia, Egypt, Indonesia, Iraq, Italy, Jordan, Kenya, Libya, Myanmar (Burma), Sri Lanka, Turks & Caicos, Trinidad & Tobago, and the United Kingdom to name a few.

David Evertsen, CEO & Principal personally oversees all consulting projects which are managed by teams of **Senior Associates** and **Senior Analysts** hand-picked and assigned on a 'best fit' basis for each project. Because of our three areas of expertise – we are able to provide a unique approach to problems facing local governments. The standard 'consulting as usual' model is dead.

Since 2003, our **Local Government Consulting** division has helped more than 500 local governments, provincial governments and national government agencies save more than \$351,109,000 through comprehensive organizational assessments, careful analysis, prudent recommendations and effective implementation. Through our efforts, nearly 400 local and national government clients have realized greater revenue collections, reduced fraud and improved public access to public services.

## Work Samples / Additional Services

While we follow a standard format and process, each client project is unique. Rather than provide a full copy of a Management Plan in this proposal, we have provided the links below to few samples of studies and reports to allow you to better examine our expertise. All services are available at your request

### **EFFICIENCY STUDIES & OPERATIONS AUDITS - AK, AZ, CA, CO, FL, KS, KY, NV, MA, MI, OH**

#### **All Departments / Full Service**

City of Sitka (AK) – [Admin., Electric, Finance, Fleet, Marinas, Public Safety, Utilities](#)

City of Syracuse (UT) – [Admin., Council, Finance, Fleet, IT, Police, Solid Waste, Utilities](#)

City of Bellville (TX) – [Admin., Community Development, IT, Library, Public Works](#)

City of Dartmouth (MA) – [HR, IT, Building / Planning / Zoning, Facilities Mgmt.](#)

#### **Fleet & Facilities**

City of Fort Collins (CO) – [Facilities, Custodial, Operations & Maintenance](#)

City of Clearfield (UT) – [Fleet Maintenance](#)

#### **Finance & IT**

City of Daytona Beach – [IT & Finance](#)

City of Delray Beach (FL) – [Fire, Fleet, IT, Police, Risk Management, Planning](#)

#### **Public Safety & Public Transit**

City of Arkansas City (KS) – [EMS, Police Fire, Finance, Fire, Fleet, IT, Police](#)

City of Coconut Creek (FL) – [Public Transit System Audit & Strategic Plan](#)

Fort Mojave Indian Tribe (AZ, CA, NV) – [Police Department Operations Audit](#)

*Other: Parkland, FL; Beachwood, OH; Covington, KY; Missouri Dept. of Public Safety*

### **COMPENSATION & CLASSIFICATION STUDIES - AK, CA, FL, KS, MD, MI, NM, OK, SD**

#### **Small Communities**

City of North Pole (AK) – [Total Compensation, Admin., Police, Fire, Public Works](#)

Town of Indian River Shores (FL) – [Triple-Certified Public Safety Compensation Study](#)

City of Huron (SD) – [Full Classification Audit & Compensation Study](#)

City of Tecumseh (OK) – [Classifications, Compensation, Benefits Audit](#)

#### **Mid-sized City**

City of Gallup (NM) – [Admin., Finance, Fire, IT, Library, Parks, Police, Public Works](#)

City of Walker (MI) – [Triple -Certified Public Safety Department](#)

#### **Large City**

City of Shawnee (OK) – [Admin., Finance, Parks, Public Safety, Public Works \(all tables\)](#)

*Other: Flagstaff, Fountain Hills, Guadalupe, Queen Creek & Scottsdale, AZ; Jupiter Island, Tequesta, FL; La Habra Heights, CA; Largo, Parkland, Tequesta, FL; Elko, NV; Dublin, OH; Huron, SD; Harrisville, Pleasant View, Pleasant Grove, UT; Colonial Heights, VA;*



**BROADBAND, FIBER & WIRELESS - AZ, CA, CO, GA, IL, MT, NV, TX, UT, VA, VT, WA, WY****Infrastructure Assessments, Policy & Municipal Broadband Strategy**

City of Flagstaff (AZ) - [Infrastructure Assessment, Broadband Policy & Strategic Plan](#)

City of Goodyear (AZ) - [Fiber & Wireless Assessment, Broadband Summit, Strategic Plan](#)

City of Safford (AZ) - [Broadband Infrastructure Assessment, Survey & Strategic Plan](#)

**Cable TV Franchise Audits, Negotiation & Wireless Tower Agreements**

City of Kingman (AZ) - [Cable TV Franchise Audit / Inspection Report](#)

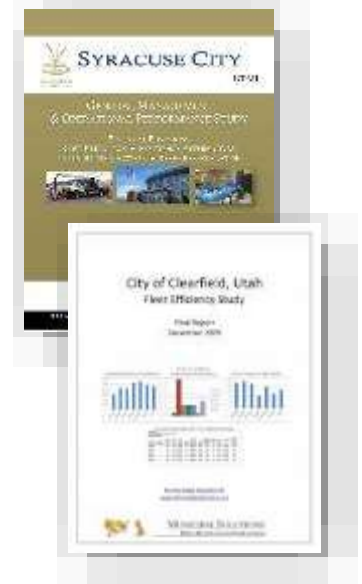
City of Maricopa (AZ) - [Verizon Cell Tower Proposal Assessment](#)

City of Seabrook (TX) - [Review & Recommendations of Cable Franchise Agreement](#)

*Other:* Cave Creek, Flagstaff, Florence, Superior, Gila & Pinal Counties, Safford, San Carlos Apache Telecom, Wickenburg, AZ; Bountiful, Centerville, Draper, Hurricane, Logan, Payson, N. Salt Lake, UT; La Habra Hts, CA; Upper Dublin Township, PA; Burlington, VT.

**Network Design & Construction**

Inglewood, Loma Linda, CA; Longmont, CO; Columbia Co., GA; Lewistown, MT; Mesquite, NV; Hurricane UT; Westford, Underhill, Jericho, VT; Kent, WA, Powell, WY; State of Arizona, State of Illinois

**CUSTOMER SERVICE & STRATEGIC PLANNING - AK, AZ, CA, CO, ID, KS, NM, NC, PA, RI, SD, TX, UT, WA, WY**

City of Arkansas City (KS) - [Citizen Customer Service Survey](#)

City of Avondale (AZ) - [Leadership Summit & 20-year Strategic Plan](#)

[Customer Service Training Program Guide & Client List](#)

**Sample News Media**

We are accustomed to working in an environment where corresponding to and working with the media is essential. Below are links to some of our new articles.

**Compensation Studies**

[Buckeye, Tolleson City Managers' salaries outweigh city size](#) (AZ Central)

[Some Small City Managers are paid Big-time Salaries](#) (Pressreader)

**Executive Searches**

[Cuyahoga County executive's pick for sheriff](#) (Cleveland.com)

[National challenges finding Finance Directors](#) (Municipal Finance Today)

[CFO Recruitment for Decatur, Alabama](#) (DecaturDaily.com)

[Covington Taps Firm to Find New City Manager](#) (River City News)

**Efficiency Studies / Operations Audits**

[Operations Audit & Management Plan for City of Sitka, Alaska](#) (KCAW Radio)

[Covington asks consulting firm for organizational analysis](#) (NKYTribune)

[Organizational efficiency audit of city proves hopeful](#) (CourierTraveler) [#2](#), [#3](#), [#4](#), [#5](#).

**Local Government Emergency Planning & Preparedness**

[Review of 25 Eastern US Emergency Response Plans](#) (Pocono Record)



**Economic Development, Entertainment Districts & Professional Sports**

[From 'Cow Town' to 'City of the Future' \(Arizona Republic\)](#)

[Microsoft's Bill Gates Spends \\$80M On Majority Stake in West Valley Property \(KJZZ\)](#)

[Peoria OK's Key Piece of \\$90 million P83 Entertainment District \(Arizona Republic\)](#)

[West Valley \(Phoenix\) Making a Comeback \(AZ Bex\)](#)

[Glendale's \(AZ\) exit from \(NHL\) Coyotes arena deal is positive \(Reuters\)](#)

[Glendale and Goodyear pay spring-training ballpark debt \(AZ Central\)](#)

[Avondale's \\$800K development incentives \(Arizona Republic\)](#)

[Glendale, Goodyear Struggle to pay \\$260 million spring-training ballpark debt \(AZ Central\)](#)

**Broadband & Military Base Realignment & Closure (BRAC)**

[Luke AFB Transitions, New Missions Could Ripple \(AZ Republic\)](#)

[Webinar for Municipalities on Building Gigabit Networks \(BroadbandBreakfast\)](#)

**Management & Governance**

[The Business Case for Superior Project Leadership \(iMeetCentral\)](#)

[Delray looks to upgrade software, safety in billing department \(South Florida Sun Sentinel\)](#)

**Executive Search Ethos & Attributes**

Below are some key attributes about our services and results:

➤ **Diversity**

Municipal Solutions has extensive contacts with more than 10,000 public sector professional individuals and organizations – many of whom represent women and minorities. As a result, are thus able to identify and bring a diverse group of finalists to the Town.

➤ **Quality and Client Satisfaction**

We are selective with new assignments. When we dedicate ourselves to a client, we dedicate ourselves to getting the job done correctly. Because all of our key people are former public-sector administrators, we aim to deliver on time and on budget. We perform the comprehensive background investigations and we offer the best warranty (2-years) in the business.

➤ **Completion of Projects within Budget**

We are proud of our 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 if we were entitled to do so.

➤ **High-quality Reputation**

We have an outstanding reputation and commitment to quality and value. Our work is not done until the client is satisfied. That means we go the extra mile and expend extensive effort and energy to provide the client with expected satisfaction. We do not ask the client for additional fees. Rather, we accept these situations as part of our cost of doing business. We believe that once a contract is signed, we have an obligation to fulfill its requirements excellently and within the budgeted amount.

➤ **Completion of Projects on Schedule**

We routinely complete our assignments in 60 to 90 days. Further, since we began performing recruitments, we have never missed a project milestone.



➤ **Search Completion Record**

In every case for which we have been selected to perform a senior executive search, the search has been completed and the client has selected from one of our recommended candidates. We have never been fired before a search was completed.

➤ **Prior Names and Litigation**

Municipal Solutions has never been involved in any litigation in the United States, except to testify as an expert witness on behalf of one of the parties. Our company has always operated under its current name. Our performance has never been questioned to the point that legal action resulted.

➤ **Insurance**

To protect our clients, Municipal Solutions maintains the following insurance coverages: (1) General Liability insurance of \$2 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 \$2 million per occurrence. We are not typically subject to the requirements for workers compensation and employer liability insurance. If required by the client, and if it is available to us, we will obtain these two coverages prior to contract execution.

## Executive Recruitment & Interim Management Team

### **Our Executive Search Team is highly motivated!**

Each of our team members bring a uniquely local government skill set and a refreshingly creative perspective to the search process. Municipal Solutions consultants are among the best and brightest Public Administrators in the United States. Our collaborative-consultant network of 100s of highly-qualified public administrators assure each and every client familiarity and sensitivity to local & regional issues with a toolbox of resources available to assist at every level of government.

Our **Executive Search** consultants have conducted more than 400 public and private-sector searches for clients in twenty-three states. The basic approach we have presented in the Scope of Services section of this document. It has been refined over the years to the point where it is problem-free.

Key personnel that will be utilized in this project are listed below.

**David Evertsen** –Principal consultant to +5,000 public servants in the US and Globally.

**Kathryn Knutsen** – has conducted 1000s of candidate evaluations & background / reference / employment checks.

**Dr. Eric Strauss** – started his long career in Wisconsin, is the retired Chair of the Urban & Regional Planning department at Michigan State University, and has consulted several Wisconsin and Michigan communities.

**Marie Lopez Rogers** – former President of the National League of Cities and nationally-recognized by Presidents Obama and Biden for her leadership w/ women, Hispanics and African Americans.

**Greg Baylor** – highly-experienced Senior Executive and MD Public Administrator.

**Sean Baenziger** – Senior Associate, has assisted +50 national executive searches.

**David A. Evertsen, CEO & Principal**  
*Recruitment Manager*

Mr. Evertsen has been recognized nationwide for his ability to "make significant contributions while facing difficult constraints," and has repeatedly positioned agencies and staff to handle tremendous and possible unanticipated change, due in part to knowing "how to get the job done, through analysis, vision, and successful collaboration of skilled resources." He is an accomplished public speaker in local, national and international settings.



Mr. Evertsen has successfully managed 1,000's of consultants, trained more than 14,000 civil servants while managing more than 300 consulting projects on 4 continents in the past 20 years – including design and facilitation of more than 100 organizational development and strategic planning workshops and trainings. His professional experience includes: Arbitrator, Facilitator, Negotiator, Commercial, Industrial and Residential Developments, Recruiter, Government Relations, Statistician, Data Modeler, Emergency Management Planner, Urban Planner, Master Trainer, Chief Executive, Chief of Party, Team Leader, Public Speaker and advisor to Governors, Senators and Congressmen.

He has personally managed more than 300 client Human Resource projects which include:

- ❑ **Executive Searches & Interim Placements** for Blythe, California City, Desert Hot Springs, Madera, and Coachella, CA; El Mirage, Goodyear, Scottsdale, and Glendale, AZ; Bellville, Edinburgh, Lampasas, Port Arthur, TX; Greenville Utilities Commission (GUC), NC; Largo, St Cloud, Daytona Beach, FL; Wilson, AK; Hanover, NH; Norristown, PA.
- ❑ **Organizational Development & Change Management** for the Cities of Covington, KY, Beachwood, OH; Syracuse, UT; Sitka, AK; Fort Collins, CO; Arkansas City, KS; Delray Beach, FL; Clearfield, UT; Daytona Beach, FL; Delray Beach, FL; Parkland, FL; Tequesta, FL; Jupiter Island, FL; and La Habra Heights, CA.
- ❑ **Personnel Compensation, Classification and Restructure** for the cities of La Habra Heights, CA; Nogales, Guadalupe & Safford, AZ; Gallup, NM; Pleasant View & Harrisville, UT; Shawnee, OK; Elko, NV; Huron, SD; Walker, MI.
- ❑ **Diplomatic Missions & International Development** in for local, provincial and national governments in Afghanistan, Bangladesh, Bosnia, Iraq, Lebanon, Libya, Tunisia and Myanmar (Burma).
- ❑ **Strategic Planning** work for Avondale, AZ; Sitka, AK; Hurricane, UT; Mesquite, NV; Goodyear, AZ; Queen Creek, AZ; Buckeye, AZ; Flagstaff, AZ; and local and national governments in Bangladesh, Bosnia, Lebanon, Afghanistan, Libya and Iraq.

His four degrees include a Master's in Public Administration (University of Kansas); Masters of Urban & Regional Planning (University of Kansas); Bachelor's in Political Science (Weber State University); and Associates Degree in Business from Ricks College (now BYU Idaho).

**Kathryn Knutsen, Senior Analyst**  
*Interviews, Backgrounds & Report Assembly*

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 also worked with the State of Florida's Department of Corrections and with the State's Department of Employment Services. She was 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. She has an Associate's Degree in Business Education from West Georgia College in Carrollton, Georgia and currently Kathryn resides in Oneida County, WI.



Ms. Knutson has been involved in 100s of personnel projects and executive searches including:

- ❑ **Executive Searches & Interim Placements** for Buckeye, Chandler, Scottsdale, AZ; **Bellville, Corpus Christi, Lampasas, Odessa and Port Arthur, TX**; Coral Gables, Cape Coral, Clay County, Miramar, Marco Island, Miami, Daytona Beach, Surfside, Lake Worth, Sewall's Point, FL; Leesburg, Prince William County, Roanoke, York County and Winchester, VA; Portland, ME; Elmira, NY; Ankeny, & Polk County, IA; Greensboro, Fayetteville, Monroe and Union County, NC; Sunnyside, WA; Norristown, PA; Fayetteville, NC; Tacoma, WA; Matanuska-Susitna Borough, AK; Albany, DeKalb Co. & Doraville, GA.

**Dr. Eric Strauss, Senior Associate**  
*Senior Recruitment Advisor*

Dr. Eric Strauss is trained as both a land use lawyer and as an urban and regional planner. He is an academic who has taught in both fields. He has held faculty positions in the following disciplines: agriculture; architecture and urban design; environmental studies; geography; law; public administration; public affairs; and urban and regional planning.



Dr. Strauss received a Bachelor's Degree in Political Science and a PhD in Urban and Regional Planning from the **University of Wisconsin-Madison**. **He began his career working in Wisconsin working for the Governor's office, the Department of Administration, the Department of Local Affairs and Development and the University of Wisconsin-Extension.** He then joined the University of Kansas where he was the Chair of the Graduate Program in Urban Planning. He served as a city attorney and as planning director for various cities and counties. **He also taught at the University of Wisconsin-Madison in the Law School and the Institute for Environmental Studies.** In 2001 he moved to Michigan State University where he was Director of the Urban and Regional Planning Program.

**Dr. Strauss has worked with several Wisconsin communities on land use issues, including Pierce and Appleton Counties and Marshfield.** He recently co-authored a textbook on land use law. His research has been funded by federal, state and local governments as well as private profit and non-profit organizations. He is currently President of the Advisory Academic Council for Signage Research and Education.

**Marie Lopez Rogers, Senior Associate**  
*Senior Recruitment Advisor*

Marie Lopez Rogers recently served as President of the National League of Cities (NLC), the nation's oldest and largest organization representing municipal government. She was first elected to local office in 1996, and on January 1, 2006, she was elected as the nineteenth Mayor of Avondale, Arizona, and **the city's first Latina mayor**.



Mrs. Rogers grew up working side-by-side with her parents in the small migrant farm labor camps around the city. In 2011, **President Barack Obama** recognized her dedication to and accomplishments in local government at a **national conference of Hispanic leaders**.



Mrs. Rogers guided the transformation of her community. Avondale, once tiny agriculture community, became one of the nation's fastest growing municipalities. Avondale is home to the Phoenix International Raceway and was named the first Kids at Hope city in the United States.

She was appointed to serve on the Maricopa County Board of Supervisors in June 2014, served as a member of the League of Arizona Cities & Towns' Executive Committee, where she received a Distinguished Service Award and served as **President of the Arizona Women in Municipal Government**. Mrs. Rogers also served on Arizona's Council of Governments, Maricopa Association of Governments' Executive Committee, and served as its Regional Council Vice Chair.

Mrs. Rogers has also been active at the state government level. She was selected by U.S. Secretary of Homeland Security and former Arizona Governor Janet Napolitano, to serve on state of Arizona committees and task forces.

She is a founding and current member of the **Hispanic Leadership Forum**, an organization providing academic opportunities for rising leaders in the community. She received one of the highest awards in the state from the Latino community, when she was presented the Profiles of Success Special Recognition Award for her advocacy, leadership, and years of service to her community -- emphasizing the integration of the Hispanic community.

Mrs. Rogers received the Jacque Steiner Public Leadership Award for Children from the Arizona Children's Action Alliance, and was one of 25 women chosen by Governing Magazine to participate in its 2015 Inaugural Women's Leadership Class.

She and her husband Ed have been married 46 years. They have three sons and six grandchildren.

**Sean Baenziger, Senior Associate**  
*Senior Recruitment Advisor*

Mr. Baenziger has worked with more than cities and towns on recruitments throughout the United States. He is highly effective in his interpersonal communications and understands what it takes to manage client expectations effectively. With his expertise in municipal government Executive Search, Mr. Baenziger has been called upon to assist in meeting with City Managers and Senior Staff, to understand the needs of the client, and to develop high-quality Position Descriptions which we use for marketing and advertising for the position. Because of his efforts, Mr. Baenziger has been a highly-valued member of the Municipal Solutions Recruitment Team.



Mr. Baenziger brings a strong background in research and analysis to Municipal Solutions. As a former Firefighter Paramedic and current Licensed Psychotherapist, he has ten years of experience working with state and local governments through public and private sector organizations. Since joining Municipal Solutions in 2002, his incisive ability to promptly get to the heart of a problem and accurately assess the facts have led him to quickly become the firm's background check guru. His experience and training allow him to rapidly determine which candidates are the 'right- fit' for your organization.

Mr. Baenziger has been involved as a background specialist in virtually every search Municipal Solutions has conducted. Some of his current and former executive search work history includes:

- ❑ **Executive Searches & Interim Placements** for Buckeye, Chandler, Scottsdale, AZ; Corpus Christi, Clay County, Miramar, Marco Island, Miami, Daytona Beach, Surfside, Lake Worth, Sewall's Point, FL; + 40; Prince William County, VA; Roanoke, VA; York County, VA; Winchester, VA; Portland, ME; Elmira, NY; Ankeny, IA; Polk County, IA; Greensboro, Fayetteville, Monroe and Union County, NC; Sunnyside, WA; Norristown, PA; Tacoma, WA; Matanuska-Susitna Borough, AK (listing only a few of +100).

As noted, the majority of Mr. Baenziger's work has come in the form of background examinations with the firm. Due to his extensive psychological training, he is quickly able to assess candidates' personalities and styles and determine if there are concerns in their past as well as if the candidates would be a good fit for Municipal Solutions' clients. In the past Mr. Baenziger has served in a variety of municipal capacities such as being a consultant for several private sector agencies with contracts with the State of Utah's Division of Child and Family Services, as well as playing a principal role in the revision of North Port Fire Rescue District's Infection Control Plan.

Mr. Baenziger obtained his Bachelor's Degree in Psychology from Brigham Young University, a Master's Degree in Social Work from the University of Utah, and an MBA from Brigham Young University. He is a certified Firefighter/Paramedic in both Florida and Utah. He currently resides in Chandler, AZ.

**Greg Bayor, *Senior Associate***  
*Senior Recruitment Advisor*

In a career of more than 30 years, Mr. Bayor, has experience with both big-city and suburban governments. He has worked as Director of Recreation programs in the **Cities of Baltimore and Rockville, Montgomery and Prince George County, MD**, and the City of Tampa, FL. Mr. Bayor's record in building relationships is unprecedented – including community partnerships with the Baltimore Oriels, Baltimore Ravens, Tampa Bay Rays, Tampa Bay Buccaneers and more. He has personally recruited and managed more than 215 employees and managed departments as small as 10 and as many as 490 employees.



Mr. Bayor has an exceptional eye for talent and will be instrumental our recruitment process with clients in Florida, Maryland and Virginia.

**Other Consultants**

Municipal Solutions has 160 active consultants in a variety of subject-matter areas which will be called into service when we need them. This includes IT / Communications, Police, Fire, Schools, Utilities, and other service areas. We also have a cache of Analysts and Senior Analysts who are on-call should we need them.

Extensive bios and client references can be reviewed on our website at <http://www.municipalsolutions.org>



## Section 4 – Detailed Cost Proposal

### Cost Options

Municipal Solutions provides a highly-discounted rate for multiple recruitments. Our standard (*negotiable*) price range of **\$24,000** for a single search, is significantly reduced to **\$22,000\*** and **\$20,000\*** for a second and third search - if additional searches are requested during or within 1 year. See below.

Phase	Cost per search*		
	1 <sup>st</sup> recruitment	2 <sup>nd</sup> recruitment	3 <sup>rd</sup> recruitment
I. Needs Analysis & Interviews	\$5,400	\$3,900	\$3,600
II. Advertisement & Recruitment	\$5,400	\$4,900	\$4,500
III. Candidate Screening & Selection	\$5,600	\$5,600	\$4,800
IV: Coordination of Interviews & Selection	\$4,700	\$4,700	\$4,200
V: Contract Negotiation, Warranty, 6-mo Workshop	\$2,900	\$2,900	\$2,900
<b>Total</b>	<b>\$24,000</b>	<b>\$22,000*</b> -\$ 2,000	<b>\$20,000*</b> -\$ 4,000

\* if we modify the initial base recruitment profile.

Costs **include** all advertising, all travel expenses, and *preliminary* background checks. Expenses and fees associated with Comprehensive Finalist Background Checks and candidate travel for interviews and will be invoiced separately as the total number of BG checks to be conducted will be determined by the client. The average additional expense \$400 per candidate, depending on work history and residency.

Payment will be rendered as follows:

- Payment of Phase I up-front for mobilization and travel costs,
- Progress payments at the end of each Phase II – V as indicated above, and
- Separate invoice for criminal / civil background checks and employment / education verification.

The above fee is based on anticipated efforts from Municipal Solutions, llc with the understanding that unexpected or changing circumstances will not be encountered during the engagement without revision to the terms of this agreement. Should such revisions be necessary, the hourly rate of \$150 is provided for consideration of extension of services.

## Warranty

The Municipal Solutions team offers the best warranty in the industry. Provided we conduct the full search and assuming your agency selects from the candidates we recommend, we warrant the following:

- 1) We will not approach the selected candidate concerning any other position so long as the individual is employed by your agency.
- 2) If the selected individual leaves for any reason other than an act of God (for example, total incapacitation or death) within the first year, we will repeat the search at no charge. If he/she departs during the second year for any reason other than an act of God, we will repeat the search for the reimbursement for expenses only.
- 3) If you are not satisfied with any of the candidates we present, we 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.

## Section 5 – Recruitment Completion Schedule

### Completion & Deliverables Timeline

Our standard recruitment process requires 90-days to assure a high-quality result which produces a candidate who has a compelling reason to be in your community, and who is committed to building a future with you. Below is an illustrated standard 90-day timeline.



### Draft Recruitment Schedule

#### PHASE I: NEEDS ASSESSMENT & INTERVIEWS

- July 10<sup>th</sup>:** Municipal Solutions (MS) begins interviewing the Trustees and Senior Management Team to understand the work environment, challenges and expectations for the *Village Administrator*.
- July 11<sup>th</sup>:** MS begins drafting the recruitment profile for publications and prospective candidates.
- July 19<sup>th</sup>:** MS submits the draft of the full recruitment profile to the Board of Trustees for review. Comments will be due back by July 20<sup>th</sup>.

#### PHASE II: RECRUITING

- July 20<sup>th</sup>:** MS begins networking, distributes and posts the full recruitment profile on its website, and submits it to the appropriate publications. MS begins forwarding candidates details to the Board of Trustees.
- August 13<sup>th</sup>:** Closing date for submission of applications. MS reports recruitment results.
- August 14<sup>th</sup>:** **Report #1:** Forwards the Report #1 and materials to the Board of Trustees Including the resumes, cover letter w/ recommended 10-12 first-round candidates.

### **PHASE III: SCREENING, REFERENCE CHECKS AND CREDENTIAL VERIFICATION**

- August 15<sup>th</sup>:** *Video conference w/ Board of Trustees to review 1<sup>st</sup>-round candidates.*
- MS begins candidate pre-screening of selected First-round candidates including Internet / newspaper archives, candidate intro. & writing sample.
- August 20<sup>th</sup>:** **Report #2:** MS presents First-round candidate pre-screening report to the Trustees.
- August 21<sup>st</sup>:** *Video conference w/ Board of Trustees to review 2<sup>nd</sup>-round candidates.*  
8–10 2<sup>nd</sup>-round candidates selected for background checks.
- August 22<sup>nd</sup>:** Comprehensive background investigations begin.
- September 12<sup>th</sup>:** **Report #3** MS forwards completed background checks and candidate profiles to Trustees for review.
- September 13<sup>th</sup>:** Board of Trustees selects / confirms finalists.

### **PHASE IV: INTERVIEW PROCESS COORDINATION AND SELECTION**

- September 1<sup>st</sup>:** Interview design and coordination
- Sept 7/8 or 11/12<sup>th</sup>:** Finalist social and Interview Panels.  
Board selects its new the *Village Administrator!!!*

### **PHASE V: TRANSITION ASSISTANCE & WARRANTY**

- September 12<sup>th</sup>:** Contract Negotiation and Transition Assistance begins.
- October 1<sup>st</sup>:** Target date – *Village Administrator begins!*

## Section 6 – Client References & Firm Experience

Over the past 20 years, we have helped 100s of local governments, provincial governments, school districts and national government agencies save \$ millions through Compensation Studies, Organizational Efficiency Audits, Policy Manual revisions, Organizational Structure Realignment and Process Mapping. In addition to the cost savings, our clients have realized greater revenue collections, reduced fraud & improved public access to public services.

### Client References

<p><b>1. Crandall Jones, Administrator</b> Norristown Municipality, PA (pop. 34,000) Phone: (970) 221-6505 <a href="mailto:cjones@norristown.org">cjones@norristown.org</a></p>	<p><b>2. Julia N. Griffin, Town Manager</b> Town of Hanover, NH (pop. 8,500) Phone: (603) 643-0701 <a href="mailto:Julia.Griffin@hanovernh.org">Julia.Griffin@hanovernh.org</a></p>
<p><b>3. Len Golden Price, Admin. Services Director</b> Collier County Gov't, FL (pop. 300,000) Phone: (239) 252-8450 <a href="mailto:Len.Price@colliercountyfl.gov">Len.Price@colliercountyfl.gov</a></p>	<p><b>4. Cindy Muncy, Asst City Manager</b> City of Odessa, TX (pop. 127,000) Phone: (432) 335-3232 <a href="mailto:cmuncy@odessa-tx.gov">cmuncy@odessa-tx.gov</a></p>
<p><b>5. Anthony Roberts, HR Manager</b> City of Fort Lauderdale, FL (pop. 183,000) Phone: (859) 576-7477 <a href="mailto:ARoberts@Fortlauderdale.gov">ARoberts@Fortlauderdale.gov</a></p>	<p><b>6. Crystal Dyches, City Manager</b> City of El Mirage, AZ (pop. 35,043) Phone: (507) 461-5954 <a href="mailto:jnnfrprentice@yahoo.com">jnnfrprentice@yahoo.com</a></p>
<p><b>7. Patrick Smock, Recruiting Manager</b> Cuyahoga County Gov't, OH (pop. 1,200,000) Phone: (216) 443-3187 <a href="mailto:psmock@cuyahogacounty.us">psmock@cuyahogacounty.us</a></p>	<p><b>8. Trudy Lewis, City Manager</b> City of Hutchins, TX (pop. 5,178) Phone: (972) 225-6121 <a href="mailto:tlewis@cityofhutchins.org">tlewis@cityofhutchins.org</a></p>
<p><b>9. Maryanne Ustick, City Manager</b> <b>J.M. DeYoung, Asst. City Manager</b> City of Gallup, NM (pop. 21,800) Phone: (505) 863-1218 <a href="mailto:mustick@gallupnm.gov">mustick@gallupnm.gov</a></p>	<p><b>10. Mike Welsh, Mayor</b> City of North Pole, AK Phone: (907) 651-2555 <a href="mailto:northpolemayor@gmail.com">northpolemayor@gmail.com</a></p>

In addition to the client references already provided, additional references are provided below.

## Similar Projects

The following pages contain a *partial* list detailing projects completed by members of our Executive Search and Interim Public Management team. *Includes the side / population of the city / town / service area.*

2022-23	
Sonterra Metropolitan Utility District <i>Austin, TX (pop. 15,000)</i>	CIO - City of North Las Vegas <i>(pop. 274,000)</i>
City Administrator <i>Windsor Heights, IA (pop. 5,170)</i>	City Administrator <i>Woodbury, NJ (pop. 9,000)</i>
Asst. City Manager / Community Dev. Director, <i>Arvin, CA (pop. 21,800)</i>	Development Services Director <i>New Smyrna Beach, FL (pop. 22,400)</i>
Assistant City Administrator <i>Moline, IL (pop. 41,920)</i>	City Manager <i>Arvin, CA (pop. 21,800)</i>
2021	
Code Enforcement Chief <i>San Bernardino County, CA (pop. 2,180,000)</i>	Interim City Administrator <i>Woodbury, NJ (pop. 9,000)</i>
Interim Town Manager <i>Dewey-Humboldt, AZ (pop. 5,000)</i>	Interim Town Clerk <i>Dewey-Humboldt, AZ (pop. 5,000)</i>
Director of Information Technology <i>Collier County Government, FL (pop 380,000)</i>	Chief of Police <i>City of Fort Lauderdale, FL (pop 182,600)</i>
2020	
Director of Finance <i>City of Odessa, TX (pop 127,000)</i>	Director of Human Resources <i>City of Odessa, TX (pop 127,000)</i>
Director of Information Technology <i>Cuyahoga County, OH (pop 1,250,000)</i>	Director of Human Resources <i>Cuyahoga County, OH (pop 1,250,000)</i>
Director of Finance <i>Hutchins, TX, (pop 5,500)</i>	County Sheriff (appointed) <i>Cuyahoga County, OH (pop 1,250,000)</i>
2019	
Interim Financial Services Manager <i>Madera, CA (pop.66,508)</i>	Interim Director of Financial Services <i>Madera, CA (pop.66,508)</i>
Interim Finance Director <i>St Cloud, FL (pop. 48,000)</i>	Interim City Manager <i>Madera, CA (pop.66,508)</i>
Director of Finance, <i>Corpus Christi, TX (pop 325,000)</i>	Director of Information Technology, <i>Grenville Utilities Commission (pop 92,000)</i>
Town Manager, Town of Payson, AZ (15,500)	
2018	
Interim Finance Dir, Bellville, TX (pop. 4,500)	Interim City Mgr. California City, CA (pop.13,707)
Interim Mgr. of Law Enforcement Operations, <i>Murray County, MN (pop. 8,413)</i>	Interim Assistant to the City Manager, <i>El Mirage, AZ (pop. 35,043)</i>
Interim City Engineer <i>Oak Harbor, WA (pop 23,204)</i>	Police Chief <i>El Mirage, AZ (pop. 35,043)</i>
City Manager, <i>El Mirage, AZ (pop. 35,043)</i>	Fire Chief <i>El Mirage, AZ (pop. 35,043)</i>
City Manager, <i>City of Blythe, CA (pop. 19,693)</i>	Finance Director, <i>Norristown, PA (pop. 34,370)</i>



2017	
Interim Finance Dir., St. Cloud, FL (pop. 48,000)	Finance Director, St. Cloud, FL (pop. 48,000)
Interim Community Development Director City of Desert Hot Springs, CA (pop. 27,900)	City Manager / Economic Development Director Wilson City / Town of Wilson, AR, (pop.850)
Economic Development Director, City of Covington, KY (pop 41,000)	Chief Financial Officer (CFO), City of Decatur, AL (pop 55,800)
Interim Public Works Director, City of Coachella, CA (pop 43,092)	Interim Sr. Planner, Desert Hot Springs, CA (pop. 27,900)
City Manager & Finance Director, Covington, KY (pop 41,000)	Economic Development Director, City of Covington, KY (pop 41,000)
2016	
HR Director, Port Arthur, TX (pop. 53,818)	Public Works Director, Salina, KS, (pop. 47,707)
Public Information Officer, Port Arthur, TX (pop. 53,818)	Director of Building Inspection & Code Enforcement, Port Arthur, TX (pop. 53,818)
Interim Finance Director, City of Madera, CA (pop. 64,444)	
2015	
City Manager, Roanoke, VA (pop. 98,465)	County Administrator, York., VA (pop 66,269)
City Manager, Winchester, VA (pop. 27,276)	Utility Director, Danville. VA (pop. 42,907)
Attorney, Prince William Co., VA (pop 428,000)	City Manager, Norwich, CT (pop. 40,347)
City Manager, Indianola, IA (pop. 15,108)	Public Works Director Norristown, PA (pop.34,370)
2014	
Fire Chief, Town of Hanover, NH (pop. 11,260)	City Manager, Monroe, NC (population 33,500)
City Manager, Ankeny, IA (pop. 45,600)	Village Manager, Bal Harbour, FL (pop. 3,300)
County Admin., Clackamas, Co. OR (pop. 383,900)	City Manager, Elmira, NY (pop. 29,200)
Treasurer, Miami, FL (pop. 408,000)	CEO/Borough Admin, Bal Harbour, FL (pop. 3,300)
2013	
County Admin, Okaloosa, FL (pop. 183,500)	City Manager, Doraville, GA (pop. 8,500)
Director, Engineering, Public Works and Utilities, Hallandale Beach, FL (pop. 39,000)	Watershed Mgmt. Dir, DeKalb Co., GA (pop 691,900)
City Manager, Scottsdale, AZ (pop. 217,400)	HR Director, Cape Coral, FL (pop. 154,300)
HR Director, W Palm Beach, FL (pop. 101,000)	CEO / Borough Admin., Miami, FL (pop. 408,000)
Police Chief, St. Augustine Beach, FL (pop 7,026)	County Manager, Union Co., NC (pop. 198,600)
Police Chief Screening of Candidates,	CEO/Executive Director of the Sewerage and

Melbourne FL (pop 82,800)	Water Board of New Orleans, LA - Pop Huge
Police Chief, Golden Beach, FL (pop 959)	HR Director, Gainesville FL (pop 125,000)
City Manager, Fife, WA (pop 8,700)	City Manager, Chamblee, GA (pop 17,000)
County Administrator, Broward County, FL (pop. 1,800,000)	County Administrator, Hernando County, FL (pop. 172,800)
City Manager, Miramar FL (pop. 125,000)	City Manager, Roanoke, VA (pop 96,000)
City Attorney, West Melbourne, FL (pop. 15,000)	City Manager, Cooper City, FL (pop. 32,000)
City Manager, Albany, GA (pop. 75,600)	City Manager, Coral Gables (pop. 43,000)
City Manager, Fort Pierce, FL (pop 41,900)	City Manager, Key West, FL (pop 24,600)
Community Development Director, Miami, FL (pop. 408,000)	City Manager, Cottonwood Heights, UT (pop. 34,000)
Economic Development Director, Loudoun County, VA (population 326,000)	City Manager, Coral Gables, FL (pop 43,000)
General Manager, Tampa Bay Water (pop. served 2,400,000)	Police Chief, Sunny Isles Beach, FL (pop 20,832)
Executive Director, Valdosta-Lowndes County Industrial Authority, GA (serving a pop. 92,000+)	Watershed Management (Water and Wastewater) Director, DeKalb County, GA (population 691,900)
Human Resources Office, Loudoun County, VA (pop. 326,000)	Executive Director, Onslow Water & Sewer Authority (Jacksonville, NC) (pop. 160,000)
City Manager, Hallandale Beach, FL (pop 39,000)	City Manager, Greensboro, NC (pop 259,000)
City Manager, Cape Coral, FL (pop 154,300)	City Manager, Fayetteville, NC (pop 208,000)
City Manager, Cottonwood Hts, UT (pop 34,000)	Village Manager, Key Biscayne, FL (pop. 11,000)

See Appendix A for a more detailed listing of Executive Recruitments completed by our consulting team.

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## Exhibit A – Executive Search – Completed Recruitments

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### ***Other Completed Searches - Prior to 2013***

*(including those completed by current consultants and former partners)*

#### **City Attorneys**

City Attorney, Roanoke, VA (population 96,000) in 2012

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

#### **Community Development/Growth Management/Planning**

Assistant Director of Community Development, Largo, FL (population 74,000) in 2004, 2005

Community Development Director, Miami, FL (population 408,000) in 2008

Community Development Director, Safety Harbor, FL (population 18,000) in 2006

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

Development Services Director, Daytona Beach, FL (population 65,000) in 2005

Director of Capital Projects, New Orleans, LA (population 323,000) in 2008

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

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

Growth Management Manager, Wellington, FL (population 55,000) in 2009

Housing and Community Development Director, West Palm Beach, FL (pop. 101,000) in 2007

Planning Administrator, Daytona Beach, FL (population 65,000) in 2007

Planning Director, Osceola County, FL (population 235,000) in 2005

Director of Planning, Roanoke, VA (population 96,000) in 2012

#### **Economic Development / Redevelopment**

Economic Development Director, Charlotte County, FL (population 170,000) in 2007

Economic Development Director, Collier County, FL (population 328,000) in 2012

Assistant City Manager for Community Building, Durham, NC (population 220,000) in 2009

Economic Development Director, Roanoke, VA (population 96,000) in 2012

Director, Office of Economic & Workforce Development, Durham, NC (pop. 220,000), 2009

Economic Development Director, Loudoun County, VA (population 326,000) in 2010

Redevelopment Director, Daytona Beach, FL (population 65,000) in 2007

Economic Development Director, St. Johns County, FL (population 162,000) in 2011

Executive Director, Valdosta-Lowndes County Industrial Authority, GA (serving a population 92,000+) in 2006 and 2011

Executive Director, Technological Research and Development Authority, FL (serving a statewide population) in 2006

#### **Engineers**

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

County Engineer, Polk County, FL (population 500,000) in 2006

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

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

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

Engineering Manager, Sumter County, FL (population 70,000) in 2005

Staff Engineer, Wellington, FL (population 55,000) in 2009

**Facilities Management**

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

**Finance and Budget**

Budget and Financial Services Director, Polk County, FL (population 500,000) in 2006  
Budget Director, St. Petersburg, FL (population 248,000) in 2009  
Controller, City of Orlando, FL (population 197,000) in 2007  
Chief Financial Officer, Hillsborough Area Regional Transit, FL (population 1,000,055) in 2005  
Chief Financial Officer, City of Orlando, FL (population 87,000) in 2005  
Deputy Director of Management, Budget and Accounting, Orlando, FL (pop. 197,000) in 2004  
Director, Management & Financial Services, Loudoun County, VA (population 326,000) in 2012  
CEO / Borough Administrator, Altus, OK (population 19,800) (background check) in 2012  
CEO / Borough Administrator, Daytona Beach, FL (population 31,860) in 2012  
CEO / Borough Administrator, Fort Walton Beach, FL (population 20,000) in 2006  
CEO / Borough Administrator, Lauderdale Lakes (population 32,000) in 1998  
CEO / Borough Administrator, Oregon City, OR (population 31,860) in 2012  
CEO / Borough Administrator, St. Petersburg, FL (population 248,000) in 2010  
CEO / Borough Administrator, Sunny Isles Beach, FL (population 17,000) in 2010  
CEO / Borough Administrator, Surfside, FL (population 5,700) in 2012  
CEO / Borough Administrator, Tamarac, FL (population 55,500) in 2005 and 2009  
CEO / Borough Administrator, West Palm Beach, FL (population 101,000) in 2007  
Manager, Office of Management and Budget, Lake Worth, FL (population 37,000) in 2010

**Housing/Building**

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

**Human Resources**

Human Resources Director, Boca Raton, FL (population 84,000) in 2006  
Director of Personnel, Fulton County, GA (population 992,000) in 2010  
Human Resources Office, Loudoun County, VA (population 326,000) in 2011  
Human Resources Administrator, Martin County, FL (population 140,000) in 2007  
Personnel Director, North Miami, FL (population 56,000) in 2001  
Human Resources Director, Osceola County, FL (population 235,000) in 2006  
Human Resources Director, City of Sarasota, FL (population 55,000) in 2002  
Personnel Director, Vero Beach, FL (population 17,900) in 2003

**Human Services**

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

**Information Technology**

Information Technology Director, Lakeland, FL (population 87,000) in 2004  
Information Services Director, Lauderdale Lakes, FL (population 32,000) in 1998  
Information Services Director, Palm Beach County Tax Collector (population 1,300,000) in 2012 (partial search)

**Parks/Recreation/Libraries**

Director, Parks, Recreation, & Conservation, Hillsborough County, FL (pop. 1,000,055) in 2004  
District Manager, Holiday Park Recreation District (population 1,400) in 2007  
Library Services Director, St. Johns County, FL (population 162,000) in 2007  
Director, Parks and Recreation, West Palm Beach, FL (population 101,000) in 2006

**Public Safety**

Fire Chief, Hanover, New Hampshire (population 11,260) in 2014  
Fire Chief, Daytona Beach, FL (population 65,000) in 2006  
Police Chief, Golden Beach, FL (population 355) in 2011 (partial search)  
Police Chief, Lauderhill, FL (population 66,900) in 2011 (partial search)  
Police Chief, Melbourne, FL (population 76,000) in 2011 (partial search)  
Police Chief, St. Augustine Beach, FL (population 6,200) in 2012

**Public Works**

Public Works Director, Salina, KS (population 47,000) in 2015)  
Public Works Director, Chandler, AZ (population 250,000) in 2007  
Executive Director, Environment and Infrastructure, Pinellas County, FL (pop. 917,000) in 2012  
Director / Capital Projects Manager / City Engineer, Sunny Isles Beach, FL (pop. 17,000) 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  
Solid Waste Director, Hillsborough County, FL (population 1,000,055) in 2005

**Transportation**

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

**Completed Searches – Utilities**

Environmental Services Director, Largo, FL (population 74,000) in 2006  
Executive Director, Des Moines (IA) Water Works (serves a population of over 500,000) in 2012  
Executive Director, Florida Keys Aqueduct Authority, Key West, FL (pop. 90,000) in 2003  
Executive Director, Escambia County Utilities Authority, FL (90,000 customers) in 2002  
Executive Dir., Onslow Water & Sewer Authority (Jacksonville, NC) (pop. 160,000) in 2009  
General Manager/CEO, Orlando Utilities Commission, FL (190,000 customers) in 2004  
General Manager, Tampa Bay Water, FL (population served 2,400,000) in 2008



Utilities Director, Charlotte County, FL (population 170,000) in 2007  
Utilities Director, Daytona Beach, FL (population 65,000) in 2004  
Utilities Director, Lake Worth, FL (population 37,000) in 2009  
Utilities Director, Palm Bay, FL (population 101,000) in 2005  
Executive Director, Environment and Infrastructure, Pinellas Co., FL (pop. 917,000) in 2012  
Utilities Director, Polk County, FL (population 500,000) in 2004  
Water (Wastewater) Resources Director, St. Petersburg, FL (population 248,000) in 2008  
Watershed Management (Water and Wastewater) Director, DeKalb County, GA (population 691,900) in 2011

**Work Force Management**

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

**Other**

City Clerk, Lauderdale Lakes, FL (population 32,000) in 1998  
District Manager, Sun 'n Lake Community Development District, FL, (population 5,000) in 2005  
Director, Registrations and Elections, Fulton County, GA (population 992,000) in 2009  
Environmental Resources Director, St. Lucie County, FL (population 261,000) in 2009  
Executive Director, Lakewood Ranch Inter-District Authority (population 15,000) in 2011  
Executive Director, Northern Palm Beach Improvement District, Palm Beach Gardens, FL (Population 200,000) in 2003  
General Manager, Sun 'n Lake Improvement District, FL (population 7,500) in 2002 and 2005  
General Manager, Holiday Park Recreation District, FL (population 4,500) in 2007  
Special Projects Coordinator, Islamorada, Village of Islands, FL (population 7,500) in 1998

**Recruitment Profiles**

**See attached sample Recruitment Profiles.**

**Candidate Background Reports**

**See attached sample Candidate Background Reports.**

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## Exhibit B – Interim Management (Temp) Services

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**Attached separately.**

