



**PROPOSAL TO PROVIDE EXECUTIVE RECRUITMENT SERVICES  
FOR  
MARGATE, FL**

**Volume I: Proposal**

***Colin Baenziger & Associates***

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

# PROPOSAL TO PROVIDE EXECUTIVE SEARCH FIRM SERVICES

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March 30, 2024

The Honorable City Manager Cale Curtis  
Attn: Laurie L. Meyer, Human Resources Director  
City of Margate  
5790 Margate Boulevard  
Margate, FL 33063

The Honorable Mr. Curtis:

Colin Baenziger & Associates (CB&A) would like to thank you for the opportunity to submit this proposal to assist in finding your next Police Chief. While selecting key personnel is never easy, CB&A has developed a problem-free process that has been tested across the country and found to be extremely effective.

While CB&A is a nationwide municipal recruiting firm, our home base is Florida. In fact, we have been selected to perform 140 of the last 215 recruitments where a Florida city or county has chosen to use a recruiter to find its Manager / Administrator. We pride ourselves on providing not just high-quality results, but, equally important, providing a great deal of personal attention to each of our local government clients and candidates. 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 City and the community firsthand. That effort takes time, but it is the only way to ensure the candidates we recommend are well qualified and fit well with you and your community. As a result, we only take a few clients at a time and focus on completing each assignment in an exemplary manner. Further, we routinely complete our work in ninety days. This timeframe includes preparation of recruitment and advertising materials, candidate outreach, candidate screening, finalist interviewing, and selection. Finally, we offer one of the better warranties in the industry.

Some of our other searches for Police Chiefs include: Golden Beach, FL, Farmington, NM, Indian Creek Village, FL, Lauderhill, FL, Melbourne, FL, Mooresville, NC, Petersburg, VA, Sewall's Point, FL, St. Augustine Beach, FL, Sunny Isles Beach, FL and Winchester, VA. We have also

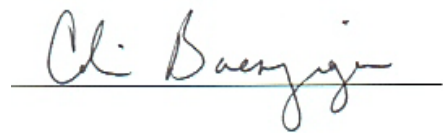
found the Director of Administration – Public Safety for the Ocean Reef Community Association in Key Largo, FL.

Some of our current searches include a County Administrator for Dougherty County, GA; City Managers for Deltona, FL, Fruitland Park, FL and Sunnyside, WA; and Economic Development and Human Resources Directors for St. Johns County, FL.

Those authorized to bind the company are myself, Colin Baenziger, and Lynelle Klein, Vice President for Operations.

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 / Owner

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

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

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

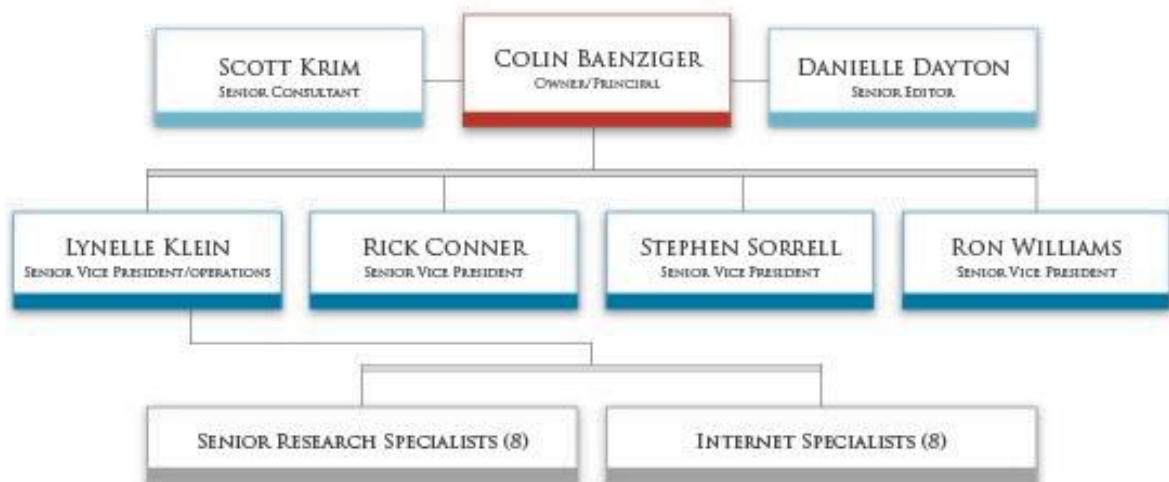
Colin Baenziger & Associates (CB&A) is a nationally recognized executive recruiting firm established in 1997 and owned and operated by Colin Baenziger. We are a sole proprietorship headquartered in Volusia County, FL with satellite offices in Grand Junction, CO, Live Oak, FL, Ogden, UT, and Pensacola, FL. As a sole proprietorship, we are not registered with any state as a corporation, foreign or otherwise.

Colin Baenziger & Associates' outstanding reputation is derived from our commitment to the quality of our product and the timeliness of the delivery. Further, our work is not done until you are fully satisfied. That means we go the extra mile and, at times, expend more effort and energy than originally anticipated in our action plan. When we do so, we do not ask for more than the originally quoted price. We feel you are hiring us as your experts and once a contract is signed, we have an obligation to fulfill its requirements with excellence, on time, and within budget. We simply do not believe in unforeseen circumstances.

Since beginning our executive search practice in 1998, we have conducted searches for clients in thirty-four states. Overall, we have sought over 230 CEOs for cities, counties, and special districts. We have also conducted over 415 searches overall. The basic approach outlined herein has been refined to the point where it is problem-free.

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

Colin Baenziger & Associates has developed its business model over the past 26 years, and it has proved to be extremely effective. Our work has focused primarily on Executive Search and our staff is extremely capable and experienced. See Section III for more details. The structure of our firm is outlined below.



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

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

Colin Baenziger & Associates is proud of its record of completing searches within budget. Once we quote a price to the client, that price is what the client will pay, no matter how difficult the search is or what circumstances may develop. *We have never requested anything beyond the originally quoted price, even when we were probably entitled to do so, and we never will.*

### ***Completion of Projects on Schedule***

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

### ***Diversity***

CB&A has extensive contacts with individuals and organizations representing women and minorities. We are thus able to identify and bring a diverse group of finalists to the City. The proof is that since 2012, 38% of the candidates selected as semi-finalists have been females and/or minorities. Some years have been as high as 52%.

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

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

### ***Insurance***

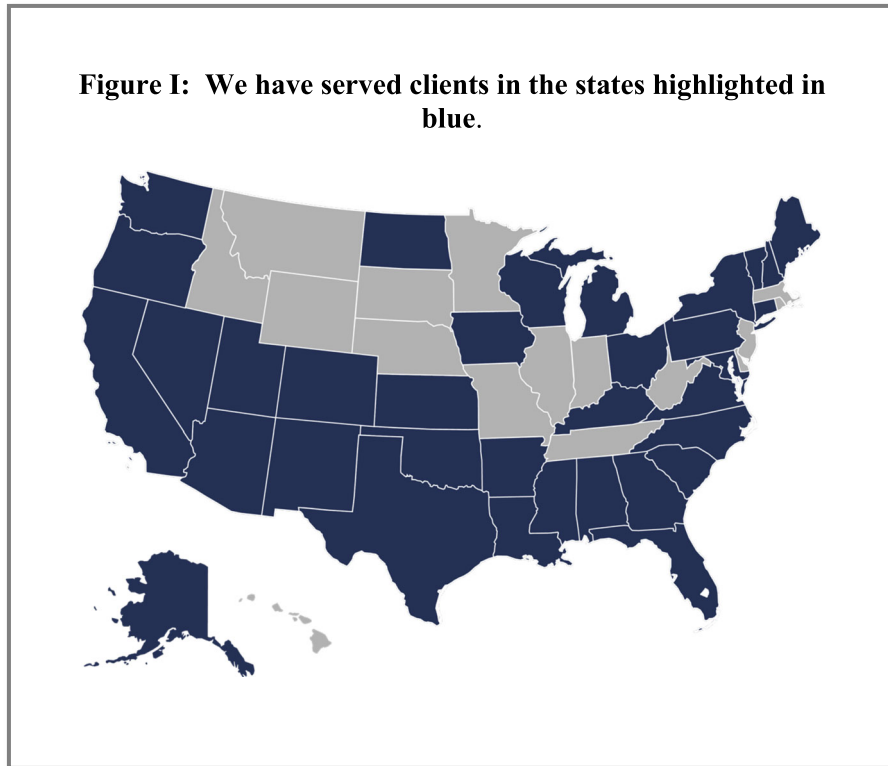
To protect our clients, Colin Baenziger & Associates maintains the following insurance coverages: (1) general liability insurance of \$2 million combined single limit per occurrence for bodily injury, personal injury, and property damages, (2) automobile liability insurance of \$1 million per accident,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

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

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### ***Geographic Reach***

Since initiating its search function in 1998, CB&A has become a nationwide recruiting firm. See Figure I below for the states we have conducted searches in. A complete list of our searches can be found in Appendix A.







## ***II. Proposed Work Plan***

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The following search methodology has been refined over the past twenty-six years and is virtually foolproof. That said, we will integrate any ideas you have into the process to the extent possible. Our goal is to ensure you have the right people to interview as well as all the information you need to make the right decision.

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

#### ***Task One: Needs Assessment***

An important part of the recruiter's work is selling the community to the very best candidates (including those who are not actively looking for the next job) while also providing an accurate portrayal of the community and the opportunity. As such, CB&A must first determine the needs of the client and the characteristics of the ideal candidate. Our approach is as follows:

- Compile background information from the jurisdiction's website and other sources;
- Interview the City Manager and other key parties (such as City staff). Our goal is to develop a strong sense of your organization, its leadership, its short- and long-term expectations, and its challenges;
- Determine the characteristics of the ideal candidate. These will include experience, longevity, education, personality, demeanor, and achievements as well as other items you and the community consider important;
- Review the existing (if any) job description for the position;
- Determine a reasonable compensation package; and
- Finalize the timeline with the City so candidates will know when they need to be available should they be selected as finalists.

If the City wishes, we will gladly incorporate meetings with other stakeholders (such as the business community, non-profit organizations, the religious community, and so on) to gather their insights.

Note: In order to move the process along expeditiously, we will likely conduct some or all of them via video conferencing.

#### ***Task Two: Develop Position Description and Recruitment Materials***

Based on the information we gather, CB&A will next develop a comprehensive recruitment profile for your review. We will then incorporate any additional suggestions you may have and finalize the document. A sample profile is included as Appendix B. Other examples can be found on our firm's website under the "Executive Recruitments" / "Active Recruitments" tabs.

## ***II. Proposed Work Plan (Continued)***

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### ***Phase II: Recruitment***

#### ***Task Three: Recruit Candidates***

CB&A uses a number of approaches to identify the right people for your position. We say people (and not person) because our goal is to provide you with six to ten outstanding semi-finalists. You then select the top three to five people to interview and ultimately choose the candidate who is the best fit with you and your community. The approaches we use are:

- ***Networking:*** The best approach is diligent outreach. We will network with potential candidates and consult our database of government professionals. Being well established in Florida, we know whom we should contact. As we identify outstanding candidates (many of whom are not in the market), we will approach them and request that they apply. Often excellent candidates are reluctant to respond to advertisements because doing so may alienate their current employers.
- ***Advertising:*** While we will seek out the best, we will not ignore the trade press as it often also yields strong candidates. Hence, we will use publications from organizations appropriate to the profession to notify potential candidates of the opportunity.
- ***CB&A Website:*** We will also post the recruitment on our website, [www.cb-asso.com](http://www.cb-asso.com). With our reputation, many candidates consult it regularly.
- ***Email:*** We will e-mail the recruitment profile through our listserv of over thirteen thousand managers and professionals who are interested in local government management positions. One of the advantages of e-mail is that if the recipient is not interested, he/she can easily forward the recruitment profile to someone else who may be interested.

We generally do not use local newspapers, national newspapers, or generic websites because while they produce large numbers of applications, they generally do not produce the caliber of candidates we are seeking. If the City wants to have ads placed in these venues, it will need to bear the cost.

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

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

Based on our most recent recruiting efforts, we anticipate receiving resumes from forty to sixty applicants. We will use the information we developed in Phase I to narrow the field. Selecting strong candidates is, in reality, more of an art than a science and a mixture of in-depth research and subjective evaluation. While we consider standard ranking factors and the elements of the job, ultimately the most important factor is who we believe will be an outstanding fit with the City and the community as your next Police Chief.

## ***II. Proposed Work Plan (Continued)***

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Specifically, our efforts will involve:

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

**Step Two. Screening Interview.** Our lead recruiters, and possibly other senior representatives of the firm, will interview each of the top candidates. Using what we learned in Phase I and our experience as managers and recruiters, as well as our unique ability to assess candidates, we will determine whether to consider each candidate further.

**Step Three. Evaluate the Best Candidates.** We will conduct thorough research into the backgrounds of the best six to twelve candidates. Specifically, CB&A will:

- **Ask the Candidates to Prepare a Written Introduction:** We will ask the candidates to answer a series of questions about themselves as an adjunct to their resumes and cover letters. By so doing, (1) the candidates can tell their story *in their own words*, and balance the negativity that is so often characteristic of the press, and (2) the City to evaluate the candidates written communication skills.
- **Interviews of References:** We provide the candidate with a list of references with whom we wish to speak. These will include current and former elected officials, the municipal attorney, the external auditor, staff members, peers, news media representatives, the director of the local chamber of commerce, community activists, the Human Resources Director they work with, and others who know the candidate. All told, the list will include approximately 20 individuals. We will also attempt to contact some individuals who are not on the candidate's list. Typically, we reach eight to twelve people and prepare a written, approximately page long summary of each conversation.
- **Legal Checks:** Through our third-party vendor, American DataBank, we will conduct the following checks: criminal records at the county, state, and national level; civil records for litigation at the county and federal level; motor vehicle records; and bankruptcy and credit. As an aside, while only police departments have access to the gold standard for criminal records (the NCIC database), our vendor has developed a very reliable substitute.
- **Search the Internet, Newspaper Archives, and Social Media:** Virtually every local newspaper has an electronic archive that provides stories about perspective candidates, the issues they have dealt with, how they resolved them and the results. These articles can also provide valuable insights into the candidate's relationship with the public and the governing body. Of course, not all news sources are unbiased, and we consider that in our evaluation. Further, we will review the candidate's social media accounts.
- **Verification of Education and Work History:** We will verify all claimed educational degrees, as well as the candidate's work history for the past 15 years to assure the candidate has been completely forthright.

## ***II. Proposed Work Plan (Continued)***

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- **Candidate Disclosure Statement:** We ask candidates to disclose anything controversial in their background that we need to be aware of. While it is unlikely that they will disclose anything we are not already aware of at this point, we believe redundant checks are beneficial.

As part of our efforts, we will crosscheck sources, search for discrepancies, and resolve them. When sensitive or potentially embarrassing items are discovered, they will be thoroughly researched. Depending on what we discover, we may decide to drop the candidate or to present them with an explanation.

*Note: We firmly believe that all background work and checks should be completed prior to presenting them to you. That way you will know the individuals you select to interview are all top performers and do not have anything embarrassing in their pasts that might come to light after selection. It also means that once you have made a selection, you can move forward promptly, negotiate a contract and make an announcement.*

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

CB&A will select six to ten candidates and present them for your consideration as finalists. We will provide to you electronically a complete written report for each recommended candidate which will include: the candidate's cover letter, resume, introduction, references, background checks and internet / newspaper archive search results. A complete sample candidate report is included as Appendix C. We will also provide advice on interviewing, a series of questions the City may wish to ask (as well as outlining questions that are not appropriate to ask), and some logistical information.

### ***Task Six: Finalist Selection***

Approximately a week after the City has received the candidate materials, CB&A will meet with the City Manager to discuss our findings and to select finalists (ideally five with an alternate) to be invited to interview.

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

We will notify the finalists by telephone and give them the opportunity to ask additional questions. Additionally, we will provide them with information concerning the interviews and travel if necessary.

CB&A will also contact those not selected to be interviewed. Part of the notification will include advice concerning their application materials, even though they were not selected to go forward, they will have gained something valuable from participating in the process.

## ***II. Proposed Work Plan (Continued)***

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### ***Phase IV: Coordinate the Interview Process and Police Chief Selection***

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

Prior to the interviews, we will recommend an evaluation process including mechanisms to assess the candidates' communication skills, interpersonal skills, and decision-making skills. Typically, we suggest the City observe the finalists in three settings: a social setting (since the selected candidate will frequently represent the City at community functions), one-on-one interviews with the City Manager, and panel interviews.

**Day #1:** The finalists are given a tour of the community and its facilities by a knowledgeable staff member. Later, senior staff members meet briefly with the candidates. This opportunity allows the finalists to ask questions and the City to assess the candidates in a social setting.

Later, that evening, the City can host a reception for the candidates. The purpose is to observe how the finalists respond to a social situation. As noted, your next Police Chief will, after all, represent your local government in a variety of venues. It is thus important to know how the individual will respond to your citizenry. The reception also serves as an icebreaker whereby the City Manager and the candidates get to know one another informally.

**Day #2:** Beginning at approximately 9:00 a.m., each candidate interviews individually with panels representing different aspects of the government (and the community, if appropriate) for approximately 50 minutes each. These meetings provide the City with an opportunity to assess how the candidates might interact with them. We also anticipate the candidate interviewing one-on-one with the person(s) who will be supervising them.

We recommend you invite the finalists' spouses to the interviews, so they can become familiar and feel comfortable with the community.

Finally, if it would make you feel more comfortable, we can recommend several third-party management and personality assessment tools that the City can use to provide additional input. They are available at a relatively small cost and are not included in our fee.

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

After the interviews are completed, we have developed a simple methodology that moves the City quickly and rationally to selecting your next Police Chief.

## ***II. Proposed Work Plan (Continued)***

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

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

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

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

Our work is not done when the contract is executed. We will stay in touch with you and your new Police Chief. Our goal is to be there to assist in resolving any issues that arise before they become intractable. We simply feel it is part of our job to ensure a successful relationship.

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

#### ***The City's Obligations***

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

## ***II. Proposed Work Plan (Continued)***

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### ***Proposed Project Schedule***

The following is the schedule we would suggest and assumes CB&A is selected to complete the search by April 15<sup>th</sup>. It can be adjusted based on availability of the City.

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

- |                          |  |
|--------------------------|--|
| April 19 <sup>th</sup> : | CB&A begins meeting with the Commission Members and other stakeholders to understand the job and its challenges. |
| April 30 <sup>th</sup> : | CB&A submits the draft of the full recruitment profile to the City for its review.                               |
| May 7 <sup>th</sup> :    | City provides comments on the recruitment profile.   |

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

- |                         |   |
|-------------------------|---|
| May 10 <sup>th</sup> :  | CB&A posts the full recruitment profile on its website and submits it to the appropriate publications. It is also e-mailed to over 13,000 local government professionals. |
| June 7 <sup>th</sup> :  | Closing date for submission of applications.  |
| June 12 <sup>th</sup> : | CB&A reports on the results of the recruitment.   |

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

- |                         |  |
|-------------------------|--|
| July 8 <sup>th</sup> :  | CB&A forwards its reports and materials to the City for the recommended candidates. These will include the candidates' cover letters, resumes and introduction as well as the results of our reference, background, and Internet/newspaper archives/social media checks. |
| July 16 <sup>th</sup> : | City selects approximately five finalists and an alternate to interview.   |

#### ***Phase IV: Interview Process Coordination and Police Chief Selection***

- |                         |   |
|-------------------------|---|
| July 25 <sup>th</sup> : | City holds reception for the finalists.                 |
| July 26 <sup>th</sup> : | One-on-one and full Commission interviews and decision. |

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

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|-----------------|---|
| Post-Selection: | CB&A works with City representatives and the selected candidate on an employment agreement. |
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### ***III. Proposed Project Team***

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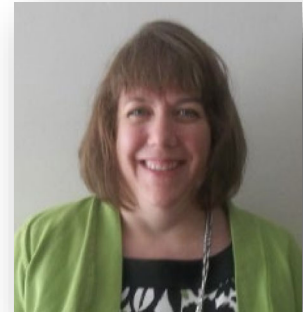
#### ***Project Team and Involvement***

Colin Baenziger & Associates has assembled an outstanding project team to serve your needs.

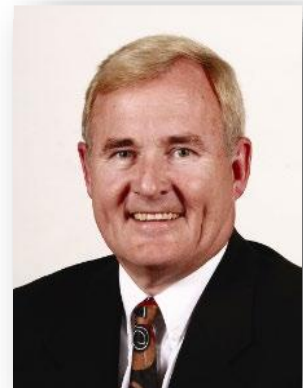
**Colin Baenziger** will have overall responsibility for the execution of the search. Mr. Baenziger has spent ten years in local government as a senior manager and over 30 years as a consultant. In addition to his 25 years in executive search, he specialized in operational reviews of governmental agencies and private sector clients such as the Recording Industry Association of America, and the Marriott Corporation. Mr. Baenziger has a master's degree with distinction in public administration from Cornell University's Graduate School of Management, and a Bachelor of Arts degree from Carleton College. He is also active in the International City Management Association and the Florida City and County Management Association.



**Lynelle Klein**, Senior Vice President for Operations, is a skilled professional with extensive expertise in executive search. Starting as a research assistant with CB&A 12 years ago, she has now firmly established herself as the number two person at CB&A. Prior to joining the firm, she worked primarily in the private sector providing financial and administrative services. Ms. Klein has an associate degree from Brigham Young University in Rexburg, Idaho. She currently resides in Mesa County, CO.



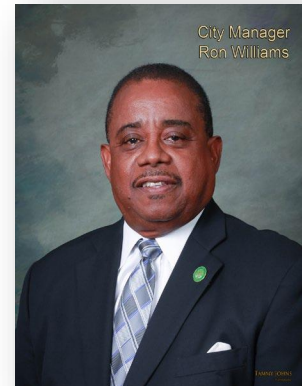
**Stephen Sorrell**, Senior Vice President, brings over 35 years of management and technical experience in municipal, county, state, and special district agencies in addition to his work with Colin Baenziger & Associates (CB&A). Some of the leadership positions Steve has held include serving as Executive Director, Emerald Coast Utilities Authority in Pensacola, Florida, and as City Manager, Director of Public Safety, Assistant City Manager, and Director of Finance, all for Hamilton, Ohio. He is a P.E. and earned a Bachelor of Science in Civil Engineering Degree from the University of Dayton, Ohio, and Master of Public Administration Degree from the University of Cincinnati, Ohio. He is a member of the International City/County Management Association, Florida City/County Management Association, Florida Finance Officers Association, American Water Wastewater Association, President of the Exchange Club, President of the Safety Council, Chairman of the Neighborhood Watch Program, and served on the Board of Directors for Senior Services and the Chamber of Commerce. One day, he hopes to slow down – just not yet.



### ***III. Proposed Project Team*** *(continued)*

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**Ron Williams**, Senior Vice President. While Mr. Williams is technically relatively new to CB&A, he worked with the firm in its infancy and helped develop the operating methodology that has led to our growth and success. His public sector career began as a budget analyst for the City of Miami and culminated as the City Manager for Palmetto Bay (an affluent suburb of Miami, FL with 24,000 residents) and then for Live Oak (a rural city of 7,000 about 100 miles west of Jacksonville, FL). Along the way, he served in high level positions in the juvenile justice, public works, and general services. What excites him now is finding the people you need to fill your key positions, and he is exceptionally good at it. Ron has a Bachelor of Science in Management and a Master's Degree in Public Administration from the University of West Florida. He has also taught at Miami Dade College and in the County's public school system.



**Rick Conner**, Senior Vice President, has over 30 years of experience in executive recruiting and in local government (serving as a city manager in Florida and Texas) as well as a public works and utilities director. That experience provides him with an excellent perspective of the needs of local government operations and staffing. Rick earned Bachelor of Science Degrees in Business Administration and Engineering from the University of Missouri. He is a Registered Land Surveyor and a Professional Engineer in Missouri, as well as a Professional Engineer in Florida, Tennessee, and Texas. In his spare time, he invents scuba diving equipment and accessories.



**G. Scott Krim**, Senior Consultant, has 20 years' experience in the public and private sectors and offers an abundance of managerial and analytical experience. He is a versatile leader with proven expertise in operations optimization, personnel selection and retention, and internal / external stakeholder relationships. Prior to joining our firm, Scott worked for five years in Utah's District Courts. He is a member of the Association for Public Policy Analysis & Management, the Society of Human Resource Management, and the American Communication Association. Scott has a Master of Public Administration (emphasis in state and local government) from Southern Utah University, and a Bachelor of Science in Organizational Communication from Weber State University in Ogden, Utah. Scott is a certified Professional and Technical Writer.



## ***IV. References***

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### ***1) Police Chief, Winchester, VA (population 27,300)***

**Contact:** Former City Manager Eden Freeman at (404) 683-4816

Winchester is an historic city in Northern Virginia dating back to the mid-1700s. It is also an exurb of Washington, DC. Its Police Department has 77 sworn officers and 12 non-sworn personnel. Our work started on early April 2017 and was completed in mid-July. John Piper, a Major with the Fairfax County Police Department, was hired in mid-July and began work on started on September 1, 2017. He remains with the City but has been promoted to Deputy City Manager of Public Safety.

### ***2) Police Chief, Farmington, NM (population 45,900)***

**Contact:** City Manager Robert Mayes at (505) 320-9228 or [RMayes@fmtn.org](mailto:RMayes@fmtn.org)

Farmington is a regional employment center and has a Police Department of 135 sworn officers, 40 non-sworn and 25 part-time employees. Our work started on October 14, 2013 and was completed on January 9, 2014. Steven Hebbe, Deputy Chief of the Anchorage (Alaska) Police Department started with the City on March 9, 2014 and remains with the City.

### ***3) Police Chief, St Augustine Beach, FL (population 6,200)***

**Contact:** City Manager Max Royle at (904) 471-2122 or [citymanager@cityofsab.org](mailto:citymanager@cityofsab.org)

Our work started on July 26, 2012 with interviews originally scheduled for October 29<sup>th</sup>. The City moved them back to November 28<sup>th</sup> for their convenience. Robert Hardwick, previously of the St. Augustine, FL, Police Department and the Florida Office of the State Attorney in the 7<sup>th</sup> Judicial Court, was selected. He resigned on 2019 to run for the office of St. Johns County Sheriff and was elected in 2020. He took office on January 5, 2021.

### ***4) Police Chief Candidate Screening and Recommendation, Melbourne, FL (pop. 72,500)***

**Contact:** Retired City Manager Jack Schluckebier at (321) 288-7846

Our work involved screening the candidates and took approximately four weeks. Steve Mimbs, previously the Interim Police Chief and Deputy Chief, was selected in 2010. His department was awarded accreditation in 2016. He retired in 2017.

### ***5) Police Chief Background Checks, Lauderdale, FL (population 66,900)***

**Contact:** Retired City Manager Chuck Faranda at (954) 294-7573

Our work took approximately three weeks and resulted in Andrew Smalling, previously Chief of the Lauderdale Lakes District of the Broward County Sheriff's Office, being selected in 2011. He retired in 2015. We also recommended Allen Siegel who was hired as the Deputy Police Chief. Mr. Siegel was hired in February 2012, and he remains with the City.

## ***IV. References (continued)***

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### **Candidate References**

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

<b>Placement</b>	<b>Recruited To Be</b>	<b>Contact at</b>
Dale Martin  <i>Former City Manager for Winchester, CT</i>	City Manager, Fernandina Beach, FL  <i>Appointed September 2015. He left in February 2023 and is currently the City Manager of Flagler Beach, FL.</i>	(904) 557-5047 dallmartin@yahoo.com
Eden Freeman  <i>Former Assistant City Manager for Sandy Springs, GA</i>	City Manager, Winchester, VA  <i>Appointed June 2014, she left in March 2020. She returned to Sandy Springs as the City Manager in January 2022.</i>	(404) 683-4816
Bryan Hill  <i>Former Deputy Administrator for Beaufort County, SC</i>	Administrator, James City County, VA  <i>Appointed July 2014. Hired as the Fairfax County, VA, CEO in January 2018.</i>	(843) 368-7458
Chris Morrill  <i>Former Assistant City Manager for Savannah, GA</i>	City Manager, Roanoke, VA  <i>Appointed December 2009. Hired as the Executive Director of the Government Finance Officers Association in 2017.</i>	(843) 368-7458
Raymond “Boz” Bossert, Jr.  <i>Former Village Administrator for Port Edwards, WI</i>	General Manager, Sun ‘N Lake of Sebring Improvement District, FL  <i>Appointed July of 2023 and remains with the District.</i>	(706) 215-4567

## ***V. Fee and Warranty***

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### **Fee**

CB&A offers a firm, fixed price of \$34,500, which includes all the expenses we will incur in the search with one exception. The City will make a reservation and pay for one night's stay for the CB&A representative in the same hotel as the finalists when they come to interview for the Police Chief position so we can help facilitate the final stage of the recruitment process. The only other expenses the City will incur are those associated with bringing the finalists (and spouses, if invited) to interview with the City (travel, meals, hotel etc.). Bills will be rendered as the search progresses and due at the end of each Phase as indicated below:

<b>Requested Services</b>	
<b>Phase I:</b> Needs Analysis / Information Gathering	\$ 4,000
<b>Phase II:</b> Recruiting	14,000
<b>Phase III:</b> Screening	14,000
<b>Phase IV:</b> Interview Process Coordination and Selection	1,500
<b>Phase V:</b> Negotiation and Warranty	1,000
<b>Firm, Fixed Fee Total*</b>	<b>\$34,500</b>

If the City asks us to perform work that is clearly beyond the scope of this proposal, it will be billed at a rate of \$150 per hour. No such work will be performed without your written authorization. Please note, as previously stated, that we have never billed nor requested additional funds beyond our originally quoted fee – even when circumstances suggested we were entitled to them and where the work we performed extended beyond the scope of our assignment.

### **Warranty**

Colin Baenziger & Associates offers one of the best warranties in the industry. We can offer it because we have confidence in our work. Provided we conduct the full search (Phases I-V), follows our recommendations, and selects from among the candidates we recommend, we warrant the following:

- 1) We will not approach the selected candidate for any other position as long as the individual is employed by the City.
- 2) If the selected individual leaves for any reason other than an Act of God (such as total incapacitation or death) within the first year, CB&A will repeat the search for the reimbursement of our expenses only.
- 3) If you are not satisfied with the candidates we present, CB&A will repeat the search until you are satisfied.
- 4) Our price is guaranteed and will not be exceeded for any reason, even if conditions change after the contract is executed.