

# City of Glendale Council Workshop Agenda

May 7, 2013 – 1:30 p.m.

## Welcome!

We are glad you have chosen to attend this City Council meeting. We welcome your interest and encourage you to attend again.

## Form of Government

The City of Glendale has a Council-Manager form of government. Policy is set by the elected Council and administered by the Council-appointed City Manager. The City Council consists of a Mayor and six Councilmembers. The Mayor is elected every four years by voters city-wide. Councilmembers hold four-year terms with three seats decided every two years. Each of the six Councilmembers represent one of six electoral districts and are elected by the voters of their respective districts (see map on back).

## Council Meeting and Workshop Schedule

Council meetings to take official action are held two times each month. These meetings are held on the second and fourth Tuesday of each month at 7:00 p.m. Council workshops are generally held two times each month. Workshops provide Council with an opportunity to hear a presentation by staff on topics that may come before Council for official action. These meetings are held on the first and third Tuesday of each month at 1:30 p.m. The City Council does not take official action during workshop sessions. All meetings are held in the Council Chambers, Glendale Municipal Office Complex, 5850 W. Glendale Avenue.

## Executive Session Schedule

Council may convene in "Executive Session" to receive legal advice and discuss land acquisitions, personnel issues, and appointments to boards and commissions. Executive Sessions will be held in Room B3 of the Council Chambers. As provided by state statute, this session is closed to the public.

*Regular City Council meetings are telecast live. Repeat broadcasts are telecast the second and fourth week of the month – Wednesday at 2:30 p.m., Thursday at 8:00 a.m., Friday at 8:00 a.m., Saturday at 2:00 p.m., Sunday at 9:00 a.m. and Monday at 1:30 p.m. on Glendale Channel 11.*

**If you have any questions about the agenda, please call the City Manager's Office at (623)930-2870. If you have a concern you would like to discuss with your District Councilmember, please call the City Council Office at (623)930-2249**



**For special accommodations or interpreter assistance, please contact the City Manager's Office at (623)930-2870 at least one business day prior to this meeting. TDD (623)930-2197.**

**Para acomodacion especial o traductor de español, por favor llame a la oficina del administador del ayuntamiento de Glendale, al (623) 930-2870 un día hábil antes de la fecha de la junta.**

## Meeting Agendas

Agendas may be obtained after 4:00 p.m. on the Friday before a Council meeting, at the City Clerk's Office in the Municipal Complex. The agenda and supporting documents are posted to the city's Internet web site, [www.glendaleaz.com](http://www.glendaleaz.com)

## Public Rules of Conduct

The presiding officer shall keep control of the meeting and require the speakers and audience to refrain from abusive or profane remarks, disruptive outbursts, applause, protests, or other conduct which disrupts or interferes with the orderly conduct of the business of the meeting. Personal attacks on Councilmembers, city staff, or members of the public are not allowed. It is inappropriate to utilize the public hearing or other agenda item for purposes of making political speeches, including threats of political action. Engaging in such conduct, and failing to cease such conduct upon request of the presiding officer will be grounds for ending a speaker's time at the podium or for removal of any disruptive person from the meeting room, at the direction of the presiding officer.

## How to Participate

**Council Meeting** - The Glendale City Council values citizen comments and input. If you wish to speak on a matter concerning Glendale city government that is not on the printed agenda, please fill out a blue Citizen Comments Card. Public hearings are also held on certain agenda items. If you wish to speak on a particular item listed on the agenda, please fill out a gold Public Hearing Speakers Card. Your name will be called when the Public Hearing on the item has been opened or Citizen Comments portion of the agenda is reached. **When speaking at the Podium**, please state your name and the city in which you reside. If you reside in the City of Glendale, please state the Council District you live in and present your comments in five minutes or less.

**Workshop Meeting** - There is no Citizen Comments portion on the workshop agenda.

*Regular Workshop meetings are telecast live. Repeat broadcasts are telecast the first and third week of the month – Wednesday at 3:00 p.m., Thursday at 1:00 p.m., Friday at 8:30 a.m., Saturday at 2:00 p.m., Sunday at 9:00 a.m. and Monday at 2:00 p.m. on Glendale Channel 11.*

### Councilmembers

Cactus District – Ian Hugh  
Cholla District – Manuel D. Martinez  
Ocotillo District – Norma S. Alvarez  
Sahuaro District – Gary D. Sherwood  
Yucca District – Samuel U. Chavira



**MAYOR JERRY P. WEIERS**

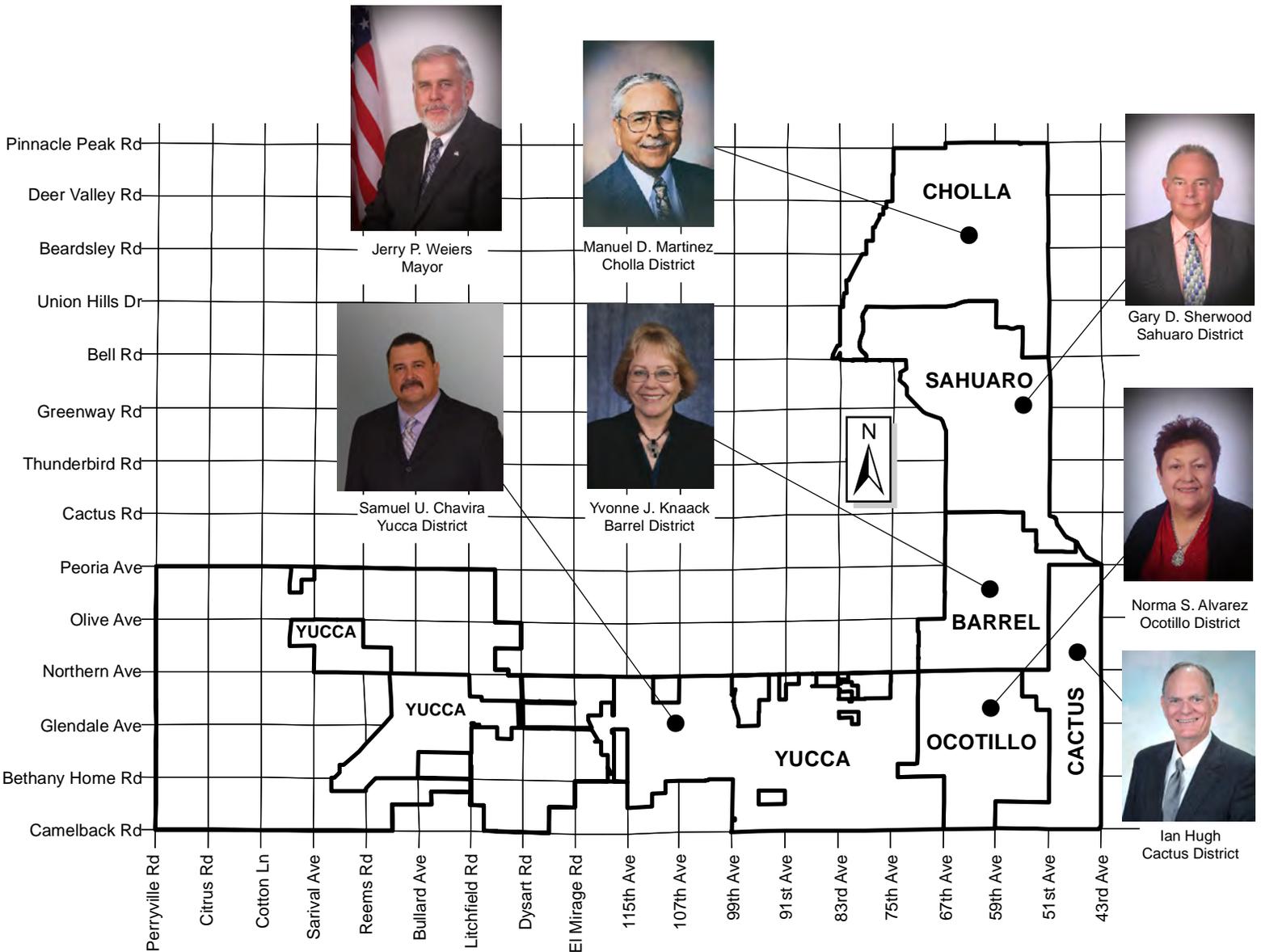
Vice Mayor Yvonne J. Knaack – Barrel District

### Appointed City Staff

Richard Bowers – Acting City Manager  
Nicholas DiPiazza – Acting City Attorney  
Pamela Hanna – City Clerk  
Elizabeth Finn – City Judge



# Council District Boundaries





**GLENDALE CITY COUNCIL WORKSHOP SESSION**  
**Council Chambers**  
**5850 West Glendale Avenue**  
**May 7, 2013**  
**1:30 p.m.**

One or more members of the City Council may be unable to attend the Workshop or Executive Session Meeting in person and may participate telephonically, pursuant to A.R.S. § 38-431(4).

**CALL TO ORDER**

**PLEDGE OF ALLEGIANCE AND MOMENT OF SILENCE**

**WORKSHOP SESSION**

1. THE SINE BUILDING: CREATION OF GLENDALE SMALL BUSINESS AND ENTREPRENEURSHIP CENTER  
PRESENTED BY: Brian Friedman, Executive Director, Community and Economic Development Department; Dave McAlindin, Economic Development Official; Jessi Pederson, Economic Development Specialist
2. AMENDMENT TO THE MODEL CITY PRIVILEGE (SALES) TAX CODE  
PRESENTED BY: Diane Goke, Chief Financial Officer
3. COUNCIL ITEM OF SPECIAL INTEREST - CITY ATTORNEY RECRUITMENT  
PRESENTED BY: Jim Brown, Interim Executive Director, Human Resources and Risk Management

**CITY MANAGER'S REPORT**

**This report allows the City Manager to update the City Council. The City Council may only acknowledge the contents to this report and is prohibited by state law from discussing or acting on any of the items presented by the City Manager since they are not itemized on the Council Workshop Agenda.**

## COUNCIL ITEMS OF SPECIAL INTEREST

**Councilmembers may indicate topic(s) they would like to have discussed by the Council at a future Workshop and the reason for their interest. The Council does not discuss the new topics at the Workshop where they are introduced.**

### EXECUTIVE SESSION

#### 1. LEGAL MATTERS

- A. The City Council will meet with Jose De Jesus Rivera, of Haralson, Miller, Pitt, Feldman & McAnally, P.L.C. for legal advice, discussion and consultation regarding the external audit. (A.R.S. § 38-431.03(A)(2)(3))
- B. The City Council will meet with the City Attorney for legal advice, discussion and consultation regarding the city's position in pending or contemplated litigation, including settlement discussions conducted in order to avoid or resolve litigation. (A.R.S. § 38-431.03(A)(3)(4))

#### 2. LEGAL MATTERS – PROPERTY & CONTRACTS

- A. Discussion and consultation with the City Attorney and City Manager to receive an update, consider its position and provide instruction and direction to the City Attorney and City Manager regarding Glendale's position in connection with agreements associated with arena management, the Arena and the Hockey Team, which are the subject of negotiations. (A.R.S. § 38-431.03(A)(3)(4)(7))

#### 3. PERSONNEL MATTERS

- A. Various terms have expired on boards, commissions and other bodies. The City Council will be discussing appointments involving the following boards, commissions and other bodies. (A.R.S. § 38-431.03 (A)(1))

- 1. Arts Commission
- 2. Audit Committee
- 3. Aviation Advisory Commission
- 4. Board of Adjustment
- 5. Citizens Bicycle Advisory Committee
- 6. Citizens Transportation Oversight Commission
- 7. Commission on Neighborhoods
- 8. Commission on Persons with Disabilities
- 9. Community Development Advisory Committee
- 10. Glendale Municipal Property Corporation
- 11. Historic Preservation Commission
- 12. Industrial Development Authority

13. Judicial Selection Advisory Board
14. Library Advisory Board
15. Parks and Recreation Advisory Commission
16. Personnel Board
17. Planning Commission
18. Public Safety Personnel Retirement Board/Fire
19. Public Safety Personnel Retirement Board/Police
20. Risk Management/Workers Compensation Trust Fund Board
21. Western Loop101 Public Facilities Corporation

Upon a public majority vote of a quorum of the City Council, the Council may hold an executive session, which will not be open to the public, regarding any item listed on the agenda but only for the following purposes:

- (i) discussion or consideration of personnel matters (A.R.S. § 38-431.03(A)(1));
- (ii) discussion or consideration of records exempt by law from public inspection (A.R.S. § 38-431.03(A)(2));
- (iii) discussion or consultation for legal advice with the city's attorneys (A.R.S. § 38-431.03(A)(3));
- (iv) discussion or consultation with the city's attorneys regarding the city's position regarding contracts that are the subject of negotiations, in pending or contemplated litigation, or in settlement discussions conducted in order to avoid or resolve litigation (A.R.S. § 38-431.03(A)(4));
- (v) discussion or consultation with designated representatives of the city in order to consider its position and instruct its representatives regarding negotiations with employee organizations (A.R.S. § 38-431.03(A)(5)); or
- (vi) discussing or consulting with designated representatives of the city in order to consider its position and instruct its representatives regarding negotiations for the purchase, sale or lease of real property (A.R.S. § 38-431.03(A)(7)).

#### Confidentiality

Arizona statute precludes any person receiving executive session information from disclosing that information except as allowed by law. A.R.S. § 38-431.03(F). Each violation of this statute is subject to a civil penalty not to exceed \$500, plus court costs and attorneys' fees. This penalty is assessed against the person who violates this statute or who knowingly aids, agrees to aid or attempts to aid another person in violating this article. The city is precluded from expending any public monies to employ or retain legal counsel to provide legal services or representation to the public body or any of its officers in any legal action commenced for violation of the statute unless the City Council takes a legal action at a properly noticed open meeting to approve of such expenditure prior to incurring any such obligation or indebtedness. A.R.S. § 38-431.07(A)(B).

Items Respectfully Submitted,



Richard A. Bowers  
Acting City Manager



# WORKSHOP COUNCIL REPORT

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Meeting Date: **5/7/2013**  
Meeting Type: **Workshop**  
Title: **THE SINE BUILDING: CREATION OF GLENDALE SMALL BUSINESS AND ENTREPRENEURSHIP CENTER**  
**Brian Friedman, Executive Director, Community and Economic Development Department**  
Staff Contact: **Dave McAlindin, Economic Development Official**  
**Jessi Pederson, Economic Development Specialist**

## **Purpose and Policy Guidance**

Staff is seeking guidance from Council to move forward with Glendale Community College (GCC) in the creation of a Glendale Small Business and Entrepreneurship Center in the now-vacant, city-owned Sine Building located in Downtown Glendale at 6829 North 58th Drive.

## **Background**

The Economic Development Division of the Community and Economic Development Department currently has established programs for Business Attraction, Business Retention & Expansion, and Redevelopment; the Division however does not have an established comprehensive Business Assistance program. Small business outreach has consistently been a Council priority and in the past direction has been given to staff to provide programs that will assist Glendale's small businesses. While the Division has been providing some assistance to small business through direct contact and through our Business Retention & Expansion program, we have recognized our effort has not been substantial enough to meet the needs of our small businesses. For the past three years, the Division has been working with GCC and others to improve our small business outreach efforts to Glendale businesses. Glendale is made up predominately of small businesses and the Division has been looking for specific ways to utilize existing resources that can be housed in one location to offer an accessible, comprehensive assistance program to those small businesses.

Recognizing this need, the city and GCC have come together and formed a consortium to provide a wide variety of programs to Glendale and West Valley small businesses with the desire of locating in one convenient center. The initial programs and services, most of which are free, that would be housed at the Glendale Small Business and Entrepreneurship Center include:



# WORKSHOP COUNCIL REPORT

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## Small Business Development Center (SBDC)

- One-on-one business counseling
- Business Plan Assistance
- Market Feasibility and Research
- Marketing and Branding Strategy Development
- Cash Flow Analysis
- Financial Projections Development
- Identifying Sources of Capital
- SBA Loan Assistance
- Business Assessment
- Import and Export Assistance
- Inventory Control Assessment
- Technology Plan Development
- Assistance for Minority, Women and Veteran-Owned Businesses
- Training Programs and Workshops, including NxLevel and Profit Mastery

## Procurement Technical Assistance Center (PTAC)

- Assists with identifying procurement opportunities with federal, state, and local governments
- Provides training on preparing government bids and proposal responses
- Assists with registration and government certifications
- Assists with marketing to government entities

## College Readiness Center

- Provides college readiness through ESL programming and proactive outreach to the local population

## Maricopa Corporate College

- Assists new and existing companies with their employee training needs
- New concept approved by the Maricopa Community College Board

If approved by Council, these groups will come together in one location to offer this comprehensive program to assist our future entrepreneurs, existing business owners, and new small businesses with marketing, cash flow, receivables, inventory control, business plans and other essential business services. This partnership includes providing the Sine Building to GCC for a five year period free of rent. GCC will pay operating and maintenance costs including all utilities, custodial service and general maintenance. When the Sine Building was occupied, operating and maintenance costs were approximately \$50,000 annually which GCC will now fully assume. While the building is presently vacant,



# WORKSHOP COUNCIL REPORT

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operating and maintenance costs to the city are approximately \$7,000 annually. With this proposed partnership, the city will no longer be responsible for any operating and maintenance costs. As the owner of the building, the city will be responsible for all major repairs which would remain the case if the city were to lease the building in the market.

## **Analysis**

Staff has identified the city-owned Sine Building as the premiere location for the Glendale Small Business and Entrepreneurship Center after conducting a thorough analysis of the marketability of the property for sale or lease. The Division enlisted the expertise of two, highly respected and professional commercial brokerage firms, CBRE and NAI Horizon, to determine the present open market value of the Sine Building.

The first analysis provided by CBRE, attached, afforded a complete evaluation of four comparable properties, by both size and parking, within Glendale and it is the broker opinion that the Sine Building's current sale value on the open market is between \$275,600 and \$413,400. The city's current investment in the Sine Building, including original acquisition cost and tenant improvements totals \$2,254,278.

CBRE also provided staff with a broker opinion letter of the feasibility of leasing the Sine Building. Given the minimum standard office space parking requirements which is 4 spaces per 1,000 square feet, it is the broker's opinion that the Sine Building does not meet the expectations of the open market. The Sine Building is approximately 13,780 gross square feet with only 6 dedicated parking spaces and as a result clearly does not meet the 4:1,000 ratio. The Sine Building would need approximately 56 dedicated parking spaces to meet the open market's expectation. As stated in the attached opinion letter dated April 22, 2013, this brokerage firm would not take this listing.

Staff also obtained a second broker opinion from NAI Horizon which is attached. In summary, the brokerage firm concluded that, at best, given the property's limitations, the city's expectation should be limited to no more than a \$2 per square foot lease rate. This rate is directly related to a number of factors that inhibit the property's leasability.

Considering the above, staff and our partners identified this asset as the ideal location to house this unique and much needed Business Assistance program.

The creation of the Glendale Small Business Assistance and Entrepreneurship Center is the result of an ongoing relationship that began when GCC partnered with the Economic Development Division in the city's first comprehensive business retention program. The partnership has grown to include an office in Glendale for the SBDC which was temporarily housed at GCC. Due to campus growth, GCC was no longer able to provide space for SBDC,



# WORKSHOP COUNCIL REPORT

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therefore, the dedicated Glendale SBDC staff are currently operating out of a local law firm. With the city's assistance, along with the SBDC and GCC, the successful funding of the state's first PTAC is now headquartered in Glendale as well. The current location of PTAC on GCC's campus is substandard as it does not provide adequate meeting space for the necessary training resources offered by these partners. GCC's campus is also not easily accessible to the business community. In addition, the physical separation of SBDC and PTAC diminishes the proven synergy that coupling these two entities in a single location creates. The Sine Building offers an ideal facility in our downtown for all of the initial partners to come together and provides direct access to these resources at one dedicated site with space for future growth.

Also, with the proposed location of the new Maricopa Corporate College in Glendale, the city will have a unique, one of a kind program initiated by Maricopa Community Colleges and GCC to assist both new and existing businesses with their training needs. This will provide Glendale with an additional economic development tool by offering a well-trained, quality workforce to potential and existing employers and give Glendale an additional advantage over competing locations.

Arizona is currently ranked the number one state in the nation by the Kauffman Foundation, in new business start-ups and was also recently ranked sixth in the nation for growth and economic influence of Women-owned businesses in the annual *State of Women-Owned Businesses Report*. The establishment of the Glendale Small Business and Entrepreneurship Center will provide these entrepreneurs and business leaders with the kind of assistance they need to be successful. As these businesses grow, 80% of them will remain in the community where they received assistance. Successful new start-ups and existing new small businesses will help assure Glendale remains a diversified economy and the strongest in the West Valley. Cities across the country have recognized the importance of new start-up and existing small businesses to the communities' economy and have created long-term relationships with the business community and educational institutions to encourage the growth of small business.

Entrepreneurs gravitate to cities that have a demonstrated commitment to business, knowing they will receive the help they need to increase their chances of being successful. These new companies represent the best in American creativity and innovation and are a welcome addition to any community. Taking advantage of the resources we have available as a city, will assure Glendale's place as a prime location for new business and sends a strong message that Glendale supports its existing businesses and is a prime location for new startups.

In addition, creating one focal point of assistance in Glendale's downtown attracts prospective clients and visitors to the area, which in turn increases the exposure of our



# WORKSHOP COUNCIL REPORT

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Centerline district. As a result, these resources not only benefit the existing businesses located in the downtown that are in need of assistance, but will attract additional jobs and new businesses to the heart of the city as well. This consortium of partners will all reach out and become an integral part of the fabric of our business community with a special focus on Centerline.

The location of this center is also vital to our goal of reaching out to our local youth and adults to provide educational resources that allow them to be most effective in the marketplace. Latinos between the ages of 18 - 34 make up the fastest growing population in the United States and the Centerline district contains the second highest concentration of this group in the Valley of the Sun. Additionally, according to the Kaufman Foundation, the Latino population is the fastest growing among new entrepreneurs in the country as well. Locating this center in Downtown Glendale will only further help to serve the local citizenry and foster more growth, development, investment and educational opportunities within the community.

## **Previous Related Council Action**

At the September 18, 2012 Workshop, the Council was provided a preliminary introduction to this item as part of the City Manager's update.

## **Community Benefit/Public Involvement**

In the spring of 2010, the Small Business Development Center conducted a survey of 35 small businesses in Glendale's Centerline. The results of that survey indicated very strong interest in a business assistance center located in the downtown area that could assist with issues that often plague small business. With the economy continuing to improve, the establishment of this Center will meet the present critical needs within the Glendale marketplace and sends a resounding message to new and existing companies that Glendale is serious about supporting small business.

The creation of a Glendale Small Business and Entrepreneurship Center has the strong potential to become one of the most significant programs administered by the Economic Development Division on behalf of Glendale's business community. Small businesses in Glendale will be able to take advantage of the comprehensive services offered and benefit from the programs available to them. Small businesses in Glendale will, for the first time, have the tools available in one place that will assist them in becoming or remaining successful.

When a city demonstrates a commitment to business, it sends a commanding message to the local business community and the greater business environment. Progressive cities



# WORKSHOP COUNCIL REPORT

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who demonstrate their understanding and desire to help existing businesses flourish as well as welcome new capital investment and intellectual property, have the greatest chances of creating a sustainable and vibrant city with the broadest employment base possible.

## **Budget and Financial Impacts**

The only resulting cost to the city as a participant in this unique partnership is the use of a city-owned facility and the potential of not collecting possible rent of approximately \$25,000 annually per the brokerage opinion provided. The potential upside this center has to offer existing and future small business growth in Glendale far outweighs the minimal cost. Our partners are required to report annual statements demonstrating the number of clients assisted and the direct financial benefit to the community. Through this partnership, the city would also require annual progress reports to quantitatively measure the successes of the center.

The economic impact associated with the organizations and resources that will make up the Small Business and Entrepreneurship Center are proven both in Glendale and across the Valley. The SBDC satellite office located within Glendale has already had an impact on the surrounding community. Prior to the creation of this Assistance Center, the Glendale SBDC office has helped start nine new businesses, created 38 jobs, secured more than \$1.5 million in loans and other capital for their clients, and increased the collective sales for those clients by more than \$2.1 million from 2010 to 2012. With the combination of these partners and services, the return on investment is unlimited based on the number of clients assisted. For example, the first new business that hires 12 employees, at an average annual salary of \$45,000, occupying 5,000 square feet of space, results in a direct economic impact of \$18,000 to the city of Glendale. With this example, coupled with the city's \$7,000 annual operating and maintenance costs, any potential rent is effectively offset by this opportunity.

As is evident in those Valley communities that have invested in programming and partnerships to serve their small businesses, the economic impact that SBDC has on Glendale, can significantly increase with the investment in these services and additional resources. Mesa and Chandler are two examples of communities that have invested dedicated time and resources towards small business assistance. The SBDC offices in these two cities, for the same time period, 2010 to 2012, reported significant impacts for their clients. Mesa's SBDC office helped their clients increase sales by more than \$10 million, secured more than \$3 million in loans, assisted in the creation of more than 200 jobs, and started 66 new businesses. Likewise, Chandler's SBDC office helped increase their clients' sales by more than \$24 million, secured nearly \$21 million in loans, created 284 jobs, and helped start 68 new businesses.



# WORKSHOP COUNCIL REPORT

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The Glendale Small Business and Entrepreneurship Center will provide the opportunity to Glendale's small businesses to experience the benefit of a community that invests in its people and its businesses in the heart of its downtown.

The Glendale PTAC office has also had a significant economic impact on the local community. Within its first year of operations headquartered at the GCC campus, the PTAC office has already secured more than \$29 million in government contracts for area businesses. The proven impact of all of these resources now combined in one convenient location will only serve to increase the positive synergy and economic effect on Glendale's small business community.

## **Attachments**

Other  
Other  
Other

**Sine Building  
Summary  
October 16, 2012**

PROPERTY SUMMARY

Address	Sine Building 6829 N 58th Dr Glendale, AZ	
Building Size	± 13,780	SF
Land Area	± 0.58	acres
Property Profile	Two story historic office building	
Occupancy	0.00%	
Parking	± 17 spaces (± 1.23 per 1,000 square feet)	
Year Built	1912	
Zoning	PR, City of Glendale	

SUMMARY OF OPINION OF VALUE

It is our opinion that the Sine Building would sell, after being exposed to the market, at a current value of between \$275,600 and \$413,400 (\$20 PSF and \$30 PSF).

**PROPOSED ASKING PRICE - IF MARKETED CURRENTLY**

AMOUNT	\$482,300	\$35.00 psf
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**CURRENT RANGE OF VALUES**

High	\$413,400	\$30.00
Probable	\$344,500	\$25.00
Low	\$275,600	\$20.00

Basis for Amount: sales comparables - price per square foot

2010 - 2012 YTD OFFICE PROPERTY SALES

5,000 SF TO 15,000 SF - 2 MILE RADIUS OF DOWNTOWN GLENDALE

Trans No.	Property Name Property Address	City	Property Type Quality	Price Per SF	Building Size (SF)	Close of Escrow	Yr Built # Tenants	Land Area Parking Count	F.A.R. Park Ratio/1000	Occupancy Cap Rate	Zoning # Stories	Trans Type Buyer Type Seller Type	Buyer Seller
	<b>4 Glen Lakes Professional Building</b> 5334 W Northern Ave	Glendale	3 C	\$300,000 \$24.00	12,500	6/11/2012	1983 2	32,670 50	0.38 4.00	20.8% NA	R-4 1	A 4 4	Buyer: Haithem Haddad Seller: Frank Machin
	<b>3 5402 W Myrtle Ave</b>	Glendale	3 C	\$80,000 \$9.09	8,800	5/30/2012	1985 0	9,801 17	0.90 1.93	0.0% NA	C-N 2	A 4 7	Buyer: American West Construction Corp. Seller: Internal Revenue Service
	<b>2 7017 N 56th Ave</b>	Glendale	3 C	\$325,000 \$51.88	6,265	3/24/2011	1973 0	6,970 29	0.90 4.62	0.0% NA	C-2 2	C 6 7	Buyer: BHFC Financial Services Seller: Sunrise Bank of Arizona
	<b>1 5322 W Northern Ave</b>	Glendale	3 C	\$150,000 \$23.06	6,506	7/19/2010	1980 0	43,560 56	0.15 8.60	0.0% NA	R-4 1	A 4 4	Buyer: Haithem Haddad Seller: Del Norte Partnership

**\$855,000**  
**\$25.09**

**34,071**

**Property Type:**

- 1: hi-rise
- 2: mid rise
- 3: suburban
- 4: garden
- 5: flex space / back office
- 6: strictly medical office
- 7: user driven; NNN lease
- 8: user / owner
- 9: condo
- 10: mixed use
- 11: reposition assets

**Buyer/Seller:**

- 1: institutional (advisor, REIT, insurance co., etc.)
- 2: major office investor/developer
- 3: syndicator (local or national)
- 4: individual investor
- 5: NNN investor
- 6: user/owner
- 7: lender/trust deed buyer

**Transaction Type:**

- A: standalone deal
- B: portfolio deal
- C: user driven
- D: REO, BK, other distress

**Bryan Taute**  
Senior Vice President

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April 22, 2013

Mr. Mark Paratore  
City of Glendale – Economic Development  
5850 West Glendale Avenue  
Glendale, Arizona

**Re: 6829 North 58th Drive  
Glendale, Arizona**

Dear Mark:

I have a few thoughts regarding the parking availability of 6829 North 58<sup>th</sup> Drive. In order to adequately market the property for lease with a reasonable expectation of success, it would require at least 4 parking spaces per 1,000 rentable square feet or 56 parking spaces. 4:1,000 has been the standard office parking ratio, but in recent years we have seen a trend to even heavier parking requirements (5-6:1,000 becoming the new standard). In my opinion, not providing approximately 4:1,000 would greatly inhibit your ability to lease the space and possibly eliminate the possibility all together. This would not only impact the tenant pool, but it would also have a significant impact on the achievable rental rate.

Personally, I would not take a listing that could not provide adequate parking, because the chances of successfully leasing the property would be minimal.

Please let me know if you have any further questions.

Sincerely;



Bryan Taute

April 26<sup>th</sup>, 2013

Mark Paratore  
Economic Development  
City of Glendale Arizona

RE: 6929 N 58<sup>th</sup> Dr, Glendale,

Dear Mark,

It was a pleasure speaking with you again. Thank you for your Inquiry in regard to the marketability and leasing possibilities of the above referenced city owned property.

Along with this Letter I have sent a distilled Costar survey of the closest "like-kind" properties in a seven (7) mile radius from the subject property. Luckily you have not asked for a full blown market appraisal as the subject property would be problematic at best as there were scarce few, if any which match all the properties attributes and characteristics. A long list of adjustments would have to be made as there were no perfect comparables. I had to run several versions of criteria to finally obtain results.

The survey parameters for the accompanying listings were as follows:

- 7 Mile radius of the subject property
- Similar class "C"
- Similar size 10,000- 18,000 RSF
- Rental range \$0-\$9 per RSF
- Single or two story
- Retail or Office

That being said, only one other two story office building appeared "6031 N 19<sup>th</sup> avenue"  
It is 11,639 RSF with each floor being 5,844 RSF.

The first floor is essentially retail use, the second floor has been empty for over two years.

The property has 30 parking spaces.

The first floor is four (4) small retailers with businesses that turn around customers in short periods of time. Even with those logistics working in the properties favor, they've had a difficult time in leasing the offices due to the lack of parking availability for a normal office use whose employees need work day parking. **This property has approximately 3:1000 parking ratio.**

Next we analyze the remaining properties-all retail, with one *calling* itself office, but being occupied and leased as traditional small shop business. Everyone of the buildings are single-story; Two have **5:1000 parking**, One has **3.5:1000**, one has **2.5:1000** and the last three range from **1.75-1.1:1000**.

All of these properties, existing Market conditions aside, are experiencing greater than market average vacancy. Although they are all priced at single digit rents, all of the properties with the parking ratio's less than **2:1000 have the greatest vacancy 100% to 70%.**

Looking back to the City property in question, 6829 N 57<sup>th</sup> drive, we note the parking ratio as less than **half a parking space per thousand**. The two story height makes even drive up, high turn-over, retail use impossible.

We addressed several creative leasing ideas:

- RESIDENTIAL
  1. Cost of conversion construction
  2. Conversion of use costs (rezone, permitting, etc)

**Under-Parked, Too Costly**

- HOSPICE
  1. Cost of conversion construction
  2. Conversion of use costs
  3. Could use Mini van service for residents

**Under-Parked for STAFF, Costly**

- SPECIALTY RETAIL (e.g High End by appointment only showroom)
  1. Cost of construction (tenant improvements)
  2. High Net worth Demographic
  3. Location

**If this were Arrow-Head Ranch or Scottsdale-slim to none chance of attracting this type of user**

- TELECOM
  1. Cost of construction
  2. Property not windowless
  3. Floor Load issues
  4. Fiber connections
  5. Back-up generator requirements

**Almost zero properties are converted to this use now as in the 90's and 2000's, they are purpose built And what previously needed 14,000 square feet, technology has now reduced the equipment to a mere 2,000 RSF.**

- STORAGE FACILITY
  1. Cost of construction (gut walls, install cages to receive locks)
  2. Securitize openings
  3. HVAC/ Environmental controls

**This may be the only use that the Parking ratio barely fulfills-However the rental rate would be closer to \$1-\$2 prsf**

- OFFICE
  1. Cost of construction
    - a) Blow out the first floor
    - b) Create new entry to second floor office
    - c) Create parking underneath the second floor

**This would be the way to achieve a marketable parking ratio for an office use, however you've lost the entire first floor which decreases the rentable area and will now only provide HALF the rental income...The unknown is if the existing construction would allow the second floor to stand alone on stilts, This is more common in a Florida setting along Miami Beach.**

**Note: Having been a national broker with Insignia/CBRE the only setting that a parking ratio of 1:1000 or less has worked is in Tier 1 Major High-Density Cities like NY and Chicago where the public transportation system is extensive with subways, rail, city buses and taxi service.**

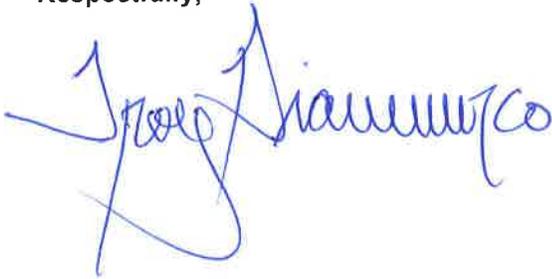
**In Summary**

**The property suffers from physical and market obsolescence. The rent would need to be drastically reduced to attract the "needle in the haystack" user you may or may not find. The market has not recovered yet and competition with superior parking abounds.**

**I regret to be the bearer of bad news but you have a very difficult and unique asset to deal with.**

**Thank You for the opportunity to be a resource to you.**

**Respectfully,**

A handwritten signature in blue ink, appearing to read "Greg Gianunipeto". The signature is fluid and cursive, with a large initial "G" and a long horizontal stroke extending to the left.

**6031 N 19th Ave**



CoStar

Location: **Northwest Phoenix Cluster**  
**Northwest Phoenix Submarket**  
**Maricopa County**  
**Phoenix, AZ 85015**

Building Type: **Class C Office**

Status: **Built 1963**

Stories: **2**

RBA: **11,639 SF**

Typical Floor: **5,844 SF**

Total Avail: **5,814 SF**

% Leased: **50.1%**

Developer: -

Management: **Malouf Properties**

Recorded Owner: **Hoffmantown Two, LLC**

Expenses: **2013 Tax @ \$1.18/sf; 2013 Est Ops @ \$0.91/sf**

Parcel Number: **156-19-125A**

Parking: **30 Surface Spaces are available**

Amenities: **Corner Lot**

Floor	SF Avail	Floor Contig	Bldg Contig	Rent/SF/Yr + Svs	Occupancy	Term	Type
E 2nd / Suite 6031	2,400 - 5,814	5,814	5,814	\$7.00/nnn	Vacant	3-5 yrs	Direct

## 8021 N 43rd Ave - 43rd Ave Plaza



**Location:** 43rd Ave Plaza  
 AKA 8021 N 43rd Ave  
 North Phoenix Ret Cluster  
 N Phoenix/I-17 Corr Ret Submarket  
 Maricopa County  
 Phoenix, AZ 85051

**Building Type:** Retail/(Strip Center)  
**Bldg Status:** Built 1985  
**Building Size:** 16,000 SF  
**Typical Floor Size:** 16,000 SF  
**Stories:** 1  
**Land Area:** 1.01 AC  
**Total Avail:** 6,050 SF  
**% Leased:** 62.2%  
**Total Spaces Avail:** 4  
**Smallest Space:** 850 SF  
**Bldg Vacant:** 6050

**Developer:** -  
**Management:** BP Properties  
**Recorded Owner:** BP Properties  
**Expenses:** 2012 Tax @ \$1.59/sf, 2011 Est Tax @ \$1.81/sf; 2010 Ops @ \$1.18/sf, 2011 Est Ops @ \$1.19/sf  
**Parcel Number:** 150-13-003G

**Amenities:** Pylon Sign, Signalized Intersection  
**Cross Street:** Northern Ave  
**Street Frontage:** 147 feet on N 43rd Ave(with 1 curb cut)  
**Parking:** 40 Surface Spaces are available; Ratio of 2.50/1,000 SF

Floor	SF Avail	Floor Contig	Bldg Contig	Rent/SF/Yr + Svs	Occupancy	Term	Type
P 1st / Suite 10	1,000	1,000	1,000	\$6.00-\$7.56/nnn	Vacant	Negotiable	Direct
P 1st / Suite 3B	850	850	850	\$6.00-\$7.56/nnn	Vacant	Negotiable	Direct
P 1st / Suite 4A-6	3,200	3,200	3,200	\$6.00-\$7.56/nnn	Vacant	Negotiable	Direct
P 1st / Suite 9	1,000	1,000	1,000	\$6.00-\$7.56/nnn	Vacant	Negotiable	Direct

## 8804-8830 N 43rd Ave - Olive Village



**Location:** Olive Village  
 North Phoenix Ret Cluster  
 Glendale Ret Submarket  
 Maricopa County  
 Glendale, AZ 85302

**Building Type:** Retail/(Neighborhood Center)  
**Bldg Status:** Built 1979  
**Building Size:** 14,400 SF  
**Typical Floor Size:** 14,400 SF  
**Stories:** 1  
**Land Area:** 1.01 AC  
**Total Avail:** 10,120 SF  
**% Leased:** 29.7%  
**Total Spaces Avail:** 5  
**Smallest Space:** 900 SF  
**Bldg Vacant:** 10120

**Developer:** -  
**Management:** -  
**Recorded Owner:** George A. & Mary J Monier, Trs.  
**Expenses:** 2012 Tax @ \$1.36/sf; 2011 Est Ops @ \$2.65/sf  
**Parcel Number:** 148-10-002Y

**Cross Street:** Alice Ave  
**Street Frontage:** 155 feet on N 43rd  
**Traffic Count:** 35,650 cars per day on N 43rd  
**Parking:** 50 Surface Spaces are available; Ratio of 3.47/1,000 SF

Floor	SF Avail	Floor Contig	Bldg Contig	Rent/SF/Yr + Svs	Occupancy	Term	Type
P 1st / Suite 8812	900	900	900	\$6.00/nnn	Vacant	Negotiable	Direct

## 7046 N 45th Ave - Glendale Gateway



**Location:** NWC 45th Ave & Glendale  
North Phoenix Ret Cluster  
Glendale Ret Submarket  
Maricopa County  
Glendale, AZ 85301

**Building Type:** Retail/Auto Dealership  
**Bldg Status:** Built 1974  
**Building Size:** 11,500 SF  
**Typical Floor Size:** 11,500 SF  
**Stories:** 1  
**Land Area:** 1.28 AC  
**Total Avail:** 11,500 SF  
**% Leased:** 0%  
**Total Spaces Avail:** 1  
**Smallest Space:** 11,500 SF  
**Bldg Vacant:** 11500

**Developer:** -  
**Management:** -  
**Recorded Owner:** Tim Corwin Family Ltd Partnership II  
**Expenses:** 2012 Tax @ \$1.07/sf

**Parcel Number:** 147-09-021A, 147-09-021B  
**Loading Docks:** None

**Ceiling Height:** 15'

**Amenities:** Fenced Lot  
**Cross Street:** NWC 45th Ave & Glendale  
**Parking:** 20 free Surface Spaces are available

Floor	SF Avail	Floor Contig	Bldg Contig	Rent/SF/Yr + Svs	Occupancy	Term	Type
E 1st	11,500	11,500	11,500	\$6.00/mg	Vacant	Negotiable	Direct

## 8114 N Black Canyon Hwy



Location: **North Phoenix Ret Cluster**  
**N Phoenix/I-17 Corr Ret Submarket**  
**Maricopa County**  
**Phoenix, AZ 85051**

Building Type: **Retail/Restaurant**  
 Bldg Status: **Built 1982**  
 Building Size: **10,715 SF**  
 Typical Floor Size: **10,715 SF**  
 Stories: **1**  
 Land Area: **1.05 AC**  
 Total Avail: **10,715 SF**  
 % Leased: **0%**  
 Total Spaces Avail: **1**  
 Smallest Space: **10,715 SF**  
 Bldg Vacant: **10715**

Developer: **Zifkin Real Estate Group**  
 Management: **-**  
 Recorded Owner: **Aztex Associates LP**  
 Expenses: **2012 Tax @ \$3.02/sf**  
 Parcel Number: **158-04-004J**

Street Frontage: **101 feet on N Black Canyon Hwy(with 0 curb cut)**  
 Parking: **60 free Surface Spaces are available; Ratio of 5.72/1,000 SF**

Floor	SF Avail	Floor Contig	Bldg Contig	Rent/SF/Yr + Svs	Occupancy	Term	Type
E 1st	10,715	10,715	10,715	\$6.00/nnn	Vacant	3-5 yrs	Direct

## 9401-9415 N Central Ave - Central Plaza



Location: **Central Plaza**  
**AKA Central @ Central & Hatcher**  
**North Phoenix Ret Cluster**  
**East Phoenix Ret Submarket**  
**Maricopa County**  
**Phoenix, AZ 85020**

Developer: -  
 Management: -  
 Recorded Owner: **Haddad Fadi W**  
 Expenses: **2012 Tax @ \$0.73/sf**

Parcel Number: **159-44-133A**

Amenities: **Corner Lot, Signalized Intersection**

Street Frontage: **172 feet on N Central Ave(with 1 curb cut)**

Parking: **18 free Surface Spaces are available**

Building Type: **Retail/Freestanding (Strip Center)**  
 Bldg Status: **Built 1982**  
 Building Size: **16,000 SF**  
 Typical Floor Size: **16,000 SF**  
 Stories: **1**  
 Land Area: **0.59 AC**  
 Total Avail: **12,000 SF**  
 % Leased: **25.0%**  
 Total Spaces Avail: **1**  
 Smallest Space: **1,000 SF**  
 Bldg Vacant: **12000**

Floor	SF Avail	Floor Contig	Bldg Contig	Rent/SF/Yr + Svs	Occupancy	Term	Type
E 1st / Suite 9401	1,000 - 12,000	12,000	12,000	\$5.40/fs	Vacant	3-5 yrs	Direct

## 8400 W Peoria Ave - Wagoner Plaza



Location: **Wagoner Plaza**  
**North Phoenix Ret Cluster**  
**Glendale Ret Submarket**  
**Maricopa County**  
**Peoria, AZ 85345**

Building Type: **Retail/(Community Center)**  
 Bldg Status: **Built 1975**  
 Building Size: **18,000 SF**  
 Typical Floor Size: **18,000 SF**  
 Stories: **1**  
 Land Area: **1.97 AC**  
 Total Avail: **6,300 SF**  
 % Leased: **65.0%**  
 Total Spaces Avail: **3**  
 Smallest Space: **1,200 SF**  
 Bldg Vacant: **6300**

Developer: -  
 Management: -  
 Recorded Owner: **Wagoner Plaza, LLC**  
 Expenses: **2012 Tax @ \$0.93/sf**

Parcel Number: **142-42-042B**

Amenities: **Mixed Use**

Street Frontage: **378 feet on N 85th Ave**

Parking: **1100 Surface Spaces are available; Ratio of 5.31/1,000 SF**

Floor	SF Avail	Floor Contig	Bldg Contig	Rent/SF/Yr + Svs	Occupancy	Term	Type
P 1st	1,200	1,200	1,200	\$7.00/nnn	Vacant	Negotiable	Direct
P 1st	1,500	1,500	1,500	\$7.00/nnn	Vacant	Negotiable	Direct
P 1st / Suite 8415	3,600	3,600	3,600	\$7.00/nnn	Vacant	Negotiable	Direct

## 3241-3251 W Thomas Rd - Bldg C - Phoenix Business Park



**Location:** Bldg C  
 Sec 33rd Ave & Thomas Rd  
 Northwest Phoenix Cluster  
 Northwest Phoenix Submarket  
 Maricopa County  
 Phoenix, AZ 85017

**Building Type:** Class C Office

**Status:** Built 1983

**Stories:** 1

**RBA:** 12,450 SF

**Typical Floor:** 12,450 SF

**Total Avail:** 8,800 SF

**% Leased:** 29.3%

**Developer:** -  
**Management:** -  
**Recorded Owner:** 33rd Avenue & Thomas, LLC

**Expenses:** 2012 Tax @ \$1.16/sf  
**Parcel Number:** 108-09-026, 108-09-027  
**Parking:** 16 free Surface Spaces are available  
**Amenities:** Corner Lot

Floor	SF Avail	Floor Contig	Bldg Contig	Rent/SF/Yr + Svs	Occupancy	Term	Type
P 1st / Suite 3241	6,700	6,700	6,700	\$6.00/mg	Vacant	Negotiable	Direct
P 1st / Suite 3251A	600	600	600	\$4.00/mg	Vacant	Negotiable	Direct



# WORKSHOP COUNCIL REPORT

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Meeting Date: **5/7/2013**  
Meeting Type: **Workshop**  
Title: **AMENDMENT TO THE MODEL CITY PRIVILEGE (SALES) TAX CODE**  
Staff Contact: **Diane Goke, Chief Financial Officer**

## **Purpose and Policy Guidance**

This report contains information on the 2011 and 2012 Model City Tax Code changes that are needed to the Glendale City Code in order to maintain conformity with state law.

This item will require formal Council adoption at a future voting meeting. This presentation provides an opportunity for staff to provide information and answer questions in a workshop setting.

## **Background**

Following each legislative session, Arizona cities and towns, work collectively to determine those areas of the Model City Privilege (Sales) Tax Code (MCTC) that require adjustment to maintain or achieve conformity with state law. This committee, called the Unified Audit Committee (UAC), gathers input from taxpayer advocates and business representatives to draft tax code changes. These proposed changes are then forwarded to the Municipal Tax Code Commission (the Commission) for approval. Any changes to the MCTC that are approved by the Commission must be adopted by each city's Council unless the change is a Local Option or Model Option, which cities may choose to select at their discretion. It is important to note that cities start practicing the state laws as soon as they are passed.

## **Analysis**

During 2011 and 2012, the Commission approved several changes which would align the MCTC to changes in the Arizona Revised Statutes (A.R.S.). Changes included fall into one of three general categories: Medical Marijuana, Tax Code Uniformity, and Technical Corrections and are described in more detail below.

### **Medical Marijuana**

In the November 2010 general election, Arizona voters approved Proposition 203, the Arizona Medical Marijuana Act, which legalized the sale of marijuana for use by individuals with "chronic or debilitating diseases" under specific circumstances. While both the distribution and possession of marijuana remain criminal offenses under the Controlled Substances Act (21 U.S.C. 801 through



# WORKSHOP COUNCIL REPORT

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971), marijuana sales that comply with the requirements established under the Arizona Medical Marijuana Act are permitted under Arizona law.

The proposal to clarify that the sale of medical marijuana and related medical marijuana products are subject to privilege tax was proposed by the UAC to the Commission since such sales have been deemed taxable by the Arizona Department of Revenue under State statute. The changes pertain to existing definitions in Section 100 which is slightly different, leading to the need for the proposed changes. A new definition will be added to Section 100 and will have a retroactive effective date of June 1, 2011.

## **Tax Code Uniformity**

Information on the Arizona Department of Revenue's website known as green pages, identify the different tax code language that is unique to self-collecting cities and serves as a centralized tax code reference for businesses. In response to the concerns expressed by businesses about the difficulty in complying with the difference tax codes, a simplification committee comprised of the League of Arizona Cities and Towns, UAC and Arizona cities have been working to eliminate as many green page items as possible. The correction in this section represents a change in Glendale's business license renewal practice that will then be consistent with other program cities.

1. **Eliminate subsection (j) of Section 310, Licensing.** This subsection waives the annual renewal fee for any taxpayer who has an annual taxable gross income of less than \$3,000. City of Glendale is the only city using such a provision. The removal is a step in our on-going effort to eliminate as many green page items as possible and to ensure uniformity and continuity among the cities. This item was presented to and approved by the Municipal Tax Code Commission at its September 21, 2012 meeting.

In 1989, in response to Glendale taxpayer's requests, ordinance No. 1612 was adopted which provided relief to small businesses from the \$50 annual renewal fee for any taxable activity which totaled less than \$3,000 in taxable gross for a 12-month period. There was no option for it in the Model City Privilege (Sales) Tax Code and the Commission chose not to conduct a hearing or comment on the change.

## **Technical Corrections**

During the review of the Model City Privilege (Sales) Tax Code, a couple of minor errors were noted and are being corrected in this package. The corrections in this section represent no change in the city's current practices or revenue.

1. **Remove the obsolete reference to Section 567 (*Allocation of tax on retail sales when more than one city or town has nexus*) in subsection (c).** The former Section 567 dealt with determining which city had priority when two or more cities could claim sufficient nexus to tax a particular transaction. That section was eliminated several years ago when



# WORKSHOP COUNCIL REPORT

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its concepts were incorporated elsewhere in the code, most notably through the addition of subsection 460(e) under Retail. Effective July 20, 2011.

- 2. Clarify the exemption for affiliated corporations in subsection (s), and insert new conforming language by adding subsection (t), which expands on the same issue.** Subsection (s) was added last year as conforming language to incorporate A.R.S. §42-6004(A)(11). We are adding the phrase “is exempt” to compensate for wording differences between the statute and the Model code. New subsection (t) is added to incorporate A.R.S. §42-6004(A)(12), which allows an exemption for affiliated corporations that are owned by the same shareholders. Effective July 20, 2011.

## **Previous Related Council Action**

The Council approved several amendments to the Model City Privilege (Sales) Tax Code since its original adoption, including the latest amendment on June 14, 2011.

## **Community Benefit/Public Involvement**

The Model City Privilege (Sales) Tax Code provides taxpayers a uniform tax code with consistent language that is used throughout the state.

Cities through the Unified Audit Committee and the League of Arizona Cities and Towns work with the business stakeholders on changes to the Model City Privilege (Sales) Tax Code. The Municipal Tax Code Commission held public hearings to receive community input and then acted to approve the amendments.

## **Budget and Financial Impacts**

The City is currently receiving revenue from the taxation of medical marijuana and related infused products. Elimination of subsection (j) will result in an increase in annual license fee revenue of approximately \$180,000.

Capital Expense? Yes  No

Budgeted? Yes  No

Requesting Budget or Appropriation Transfer? Yes  No

## **Attachments**

None



# CITY COUNCIL REPORT

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Meeting Date: **5/7/2013**  
Meeting Type: **Workshop**  
Title: **COUNCIL ITEM OF SPECIAL INTEREST - CITY ATTORNEY RECRUITMENT**  
Staff Contact: **Jim Brown, Interim Executive Director, Human Resources and Risk Management**

## **Purpose and Policy Guidance**

This is a request for City Council to review and provide guidance to city staff on the selection of a professional executive search firm to recruit a new City Attorney.

## **Background Summary**

The former City Attorney resigned from the City of Glendale on April 1, 2013. Council took action to appoint an Acting City Attorney on March 26, 2013.

The Glendale City Charter provides for the appointment of the City Attorney. The Charter states:

### Art. IV. Administrative Departments, Offices, and Employees, Sec. 4. City Attorney

The council shall appoint the city attorney who shall be the chief legal advisor of all officers, departments and agencies and of all officers and employees in matters relating to their powers and duties. He shall represent the city in all legal proceedings. It shall be his duty to perform all services incident to his position as may be required by statutes, by this charter or by ordinance. He will serve at the pleasure of the council.

The Human Resources Department has received estimates from three executive search firms with the appropriate experience in local government appointed official recruitments. The three search firms are as follows in no particular order:

- CPS HR Consulting – Mr. Stuart Satow
- Bob Murray & Associates – Mr. Bob Murray
- Colin Baenziger & Associates – Mr. Colin Baenziger

Details on the pricing and process used by these firms are attached to the Council Report.

## **Previous Related Council Action**

At a City Council Special Meeting on April 2, 2013, Council accepted the resignation and severance package for the City Attorney effective April 1st. At the March 26, 2013 Workshop, the



# CITY COUNCIL REPORT

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Council appointed Nick DiPiazza as Acting City Attorney until such time as a new City Attorney could be appointed.

## **Budget and Financial Impacts**

The costs of an internal or external recruitment for a City Attorney are not a budgeted item and will be funded from a yet-to-be-determined General Fund account. Depending on Council direction, the cost for the City Attorney recruitment will be from \$22,000 to \$25,000.

## **Attachments**

Executive Search Firms Summary

Executive Search Firm Proposals

# Executive Search Firms City Attorney Recruitment

## CPS Executive Search

**\$25,000 total cost**

**Cost break out: \$17,000 professional fee & up to \$8,000 in expenses; excludes candidate travel expenses**

Contact: Stuart Satow 916-263-1401

*Conducted City of Glendale's Deputy City Manager and Assistant Police Director recruitments*

*Conducted City Attorney recruitment for Surprise, AZ*

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## Bob Murray & Associates

**\$25,000 total cost**

**Cost break out: \$17,500 professional fee & \$7,500 expenses; excludes candidate travel expenses**

**Contact:** Bob Murray 916-784-9080

*Conducting current City Manager recruitment; has conducted City of Glendale's Utilities Director, Police Chief, Assistant Police Chief, and Assistant HR Director recruitments*

*Conducted City of Phoenix's City Manager recruitment*

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## Colin Baenziger & Associates

**\$22,000 total cost**

**Cost break out: \$22,000 Flat Fee; excludes candidate travel expenses**

**Contact:** Colin Baenziger, (561) 707-3537

12970 Dartford Trail – Suite 8

Wellington, FL 33414

**E-mail:** [Colin@cb-asso.com](mailto:Colin@cb-asso.com)

*Has not worked with Glendale in the past*

*Conducting City of Scottsdale's City Manager recruitment*

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April 12, 2013

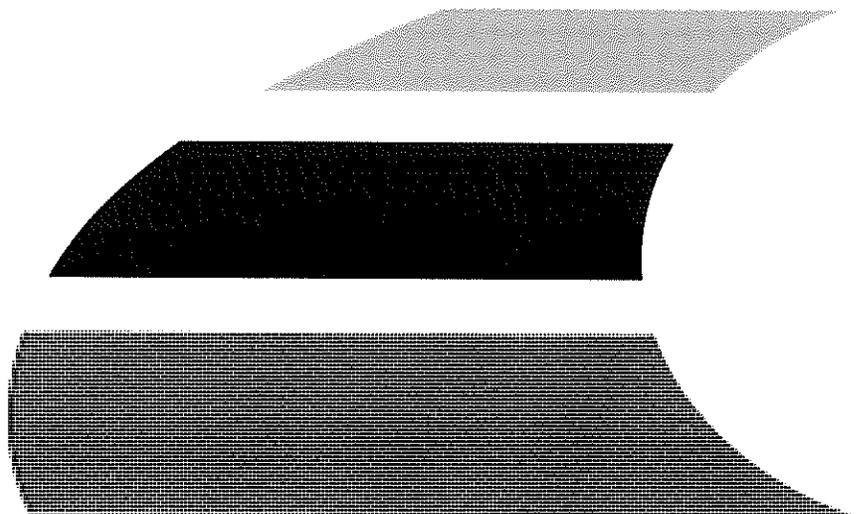
# City of Glendale

## Executive Recruitment Services for City Attorney

SUBMITTED BY:

LINDA KEGERREIS  
*Chief Workforce Officer*

CPS HR Consulting  
241 Lathrop Way  
Sacramento, CA 95815  
t: 916-471-3470 f: 916-263-3613  
Tax ID: 68-0067209  
[www.cps.ca.gov](http://www.cps.ca.gov)



April 12, 2013

Jim Brown  
City of Glendale  
5850 West Glendale Ave  
Glendale, AZ 85301

Sent via e-mail to: [jwbrown@glendaleaz.com](mailto:jwbrown@glendaleaz.com)

Dear Mr. Brown:

Thank you for the opportunity to submit a proposal to assist the City of Glendale (the "City") with executive recruitment services for a new City Attorney. CPS HR Consulting ("CPS HR") offers a broad spectrum of human resource services, while delivering personalized, results-oriented service, utilizing best practice methods of recruitment and selection strategies from our team of recruitment experts. This recruitment is an important decision for the City, and we are prepared to make the process seamless, unbiased and defensible. We possess a number of important strengths to assist the City in accomplishing this recruitment, including:

- **The successful completion of approximately 1,700 recruitments for more than 600 clients.** We have extensive experience in the recruitment of all types of local government, executive and professional staff, including council/board appointed executives, public safety, department directors, and key professional and management positions. Although our client list covers a broad range, please note that each recruitment we conduct is uniquely designed to fit the needs of the individual client and is calculated to provide a strong, competitive pool of candidates.
- **Deep knowledge of the area.** We have extensive experience conducting executive recruitments in the state of Arizona, including City Attorney recruitments for the Cities of Scottsdale and Surprise. The assigned Executive Recruiter, Mr. Satow, has conducted recruitments for the cities of Apache Junction, Chandler, Gilbert, Glendale, Maricopa, Paradise Valley, Peoria, Phoenix, Scottsdale, Surprise, and Tucson, as well as Pinal County.
- **In-depth understanding** of all state and local government operations, programs, and services. This understanding has been gained as consultants to local governments throughout the United States.

# CPS HR CONSULTING

Thank you for the opportunity to be considered for this assignment. Should you have any questions or require clarifying information, please contact Stuart Satow. He can be reached at 916-471-3134, or by e-mail at [ssatow@cps.ca.gov](mailto:ssatow@cps.ca.gov).

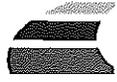
Sincerely,



Linda Kegerreis  
Chief Workforce Officer

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## **Our Ability to Meet Your Needs**

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CPS HR has developed a specialized process for executive level recruitments, which we customize for each client based on individual needs and requirements. Our approach to this process is effective for a variety of reasons:

■ **We are a public agency**

As a public agency ourselves, we understand the challenges and issues you face. We share a common perspective with our clients; we understand how to work with and within government. Our consultants are drawn from public and private sector organizations, and employ strategy, innovation, and flexibility to find the solutions that will work for you. We work collaboratively with you to generate creative and practical solutions. This understanding of public sector culture and policy sets CPS HR apart from our corporate competitors.

■ **Our expert recruiting staff**

Our Executive Recruiters possess a high level of expertise in recruiting and placing qualified managers, directors, and executive professionals. We have a retention rate that averages more than 5 years. Our staff of experts includes an exceptional group of full-time employees as well as a full complement of subject matter experts, intermittent, and part-time employees with a wide variety of public and private sector experience. This allows CPS HR to precisely match the needs of the client with CPS HR's expertise and provide a wide range of services.

■ **High level of client satisfaction**

Our Client Satisfaction rating averages 4.6 on a scale of 5. Each of our clients receives a client satisfaction survey at the end of each engagement to respond to questions on the quality of our staff, our deliverables and the overall consulting relationship. The answers to these questions are then compiled and analyzed to identify client satisfaction ratings which are used as a factor within the CPS HR performance management system. The ratings are weighted very highly in each CPS HR employee's individual performance plan and annual performance rating to ensure CPS HR continues to deliver on the high level of client satisfaction our clients have a right to expect from us.

## Project Approach

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The City Council for the City of Glendale is seeking a professional consultant to provide executive recruitment services for the position of City Attorney. CPS HR has developed a specialized process for executive level recruitments, which we customize for each client based on individual needs and requirements. Our approach to this process is effective for a variety of reasons:

Our unique approach to executive search includes the following features to help the City of Glendale meet its goals and objectives for this endeavor:

### **Key Stakeholder Involvement**

Key stakeholders must be intimately involved in the search for a new City Attorney. For this reason, our approach assumes the direct participation of the appropriate personnel, such as the City Council, and other key stakeholders as desired by the City. This participation will focus on primary phases of the search process, including the development of the candidate profile and recruitment strategy, and the selection of final candidates.

### **City's Needs**

A critical first step in a successful executive search is for the City to define the professional and personal qualities required of its City Attorney. To be certain this occurs, we have developed an effective process to speak with your representatives to clarify [1] the preferred future direction for the City; [2] the specific challenges the City is likely to face in achieving this future direction; [3] the working style and organizational climate the City wishes to establish with the City Attorney; and ultimately, [4] the professional and personal qualities that will be required of the City Attorney. The outcome of these discussions will allow CPS HR to create a snap shot of the City's strategy and vision, which can be an important consideration for highly qualified candidates. Communicating this vision in advertising materials and verbal communication will be one technique CPS HR will utilize to attract the best candidates.

### **Other Participants**

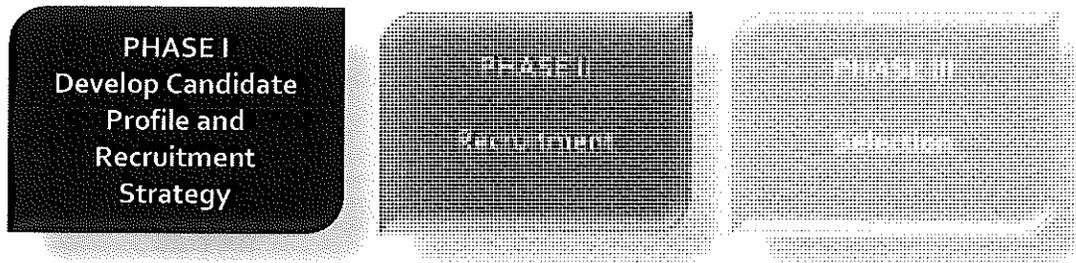
At the discretion of the Council, our approach provides for the involvement of other key stakeholders, such as the City's executive management team or others, in the development of the candidate profile.

### **Assertive and Proactive Recruitment**

The best candidates are often not actively seeking a new position. They may be very satisfied with their current situation, and may only consider a change if a more attractive career opportunity is presented to them. Yet, among potential applicants, there are those who, though personally satisfied with their current situation, would rise to the professional challenge and apply for the City Attorney position for the City of Glendale. Evoking that sense of vision and opportunity in qualified individuals is among the responsibilities of CPS HR. This is why we take an assertive and proactive approach in identifying and recruiting the best available candidates utilizing the latest

trends in recruiting. For example, we use social media, online advertising, and the tried and true methods of direct contact and cold calling. We spend countless hours ferreting out those individuals that best fit the characteristics identified by the City as those of the ideal candidate, and then personally contact those potential applicants to apprise them of the City's attributes and encourage their candidacy.

**Detailed Outline**



The executive search process presented below and on the following pages is designed to provide the City with the full range of services required to ensure the ultimate selection of a City Attorney who is uniquely suited to the City's needs. Our process starts with Phase I, outlined below, where our consultant will meet with the City Council and any other designated key stakeholders to ascertain the City's needs and ideal candidate attributes to target our search efforts and maximize candidate fit with the City. From there, Phase II outlines the recruiting process, which is tailored to fit the City's specific wants and needs, with targeted advertising, combined with personal contacts with qualified individuals from our database. Finally, in Phase III, the selection process is also customized for the City. CPS HR will work with the City to determine the process best suited to the City of Glendale.

**Phase I - Develop Candidate Profile and Recruitment Strategy**

**Task 1 - Review and Finalize Executive Search Process and Schedule**

A critical first step in this engagement is a thorough review of the search process and schedule with the City Council, and any other key stakeholders, as directed by the City. This will ensure that the City's needs are met in the most complete manner possible.

**Task 2 - Development of Candidate Profile and Recruitment Strategy**

In developing the candidate profile and recruitment strategy, CPS HR will meet with the City Council and other key stakeholders as desired. These meeting(s) will result in the identification of the personal and professional attributes required of the new City Attorney, and include the following activities:

- The City Council will identify priorities for the new City Attorney.
- CPS HR will assist the Council in identifying the conditions and challenges likely to be encountered in achieving the priorities identified above.

- The Council will describe the type of working relationship they wish to establish with the City Attorney.
- CPS HR will assist the Council in generating a list of specific competencies, experiences, and personal attributes needed by the new City Attorney in light of the analyses conducted above.
- CPS HR will present several recruitment and selection strategies for the Council's consideration. The Council will choose the recruitment and selection process most likely to produce the intended results after a discussion of the outcome of the strategies presented.

### **Task 3 - Prepare Recruitment Brochure**

Following the completion of the workshop session, CPS HR will work with a professional graphic artist to design a recruitment brochure and present it to the City for review prior to printing (examples of current brochures are available for viewing on our website at [www.cps.ca.gov/Search](http://www.cps.ca.gov/Search), and we have provided a copy of a sample brochure in Appendix A). In addition, advertisements will be prepared and placed for publication in appropriate magazines, journals, newsletters, job bulletins, and web sites to attract candidates on a nationwide or targeted basis, depending on the preference of the City.

CPS HR is also focused on reaching a diverse candidate pool and would recommend publications/websites that are targeted to minority and female candidates. We are proud of our successful record of assisting our clients with placing over 170 minority and female candidates in executive positions over the past five years. CPS HR will specifically research other jurisdictions whose demographics mirror those of the City of Glendale and target outreach to those individuals. In addition to placing ads on websites aimed at minority candidates, we will contact leaders within those associations to gain their perspective and referrals of possible candidates.

Before placing ads in publications and websites, we have the final brochure developed and available on our website, so that interested potential candidates can access the brochure (a link to the brochure is listed in the advertising). Additionally, we prepare an e-mail distribution list that is sent to prospective candidates and referral sources. The e-mail will have a direct link to the brochure embedded in the e-mail message. We also send letters and brochures directly to prospective candidates and referral sources soliciting interest in the position.

## **Phase II - Recruitment**

### **Task 1 - Identify and Contact Potential Candidates**

This very crucial task will include a variety of activities designed to attract the best available candidates. In addition to the placement of advertisements in appropriate professional journals, CPS HR will:

- Contact respected and experienced legal professionals to identify outstanding potential candidates on a referral basis. CPS HR maintains a comprehensive, up to date database of such professionals; however, we do not rely solely upon our current database. We also conduct specific research to target individuals relevant to your specific needs and

expectations to ensure that we are thorough in our efforts to market this position to the appropriate audience to garner a diverse and quality pool of candidates. These individuals, as well as potential candidates, are typically contacted very soon after they have received a recruitment brochure to maximize the impact of the multiple contacts.

- Select top quality candidates for consideration from past recruitments.
- Provide each potential candidate with a copy of the recruitment brochure transmitted with a personal letter.
- Contact potential candidates by telephone to explain the career opportunity, answer questions, and encourage them to submit a resume. Oftentimes this component necessitates multiple conversations with the same person to pique their interest and to answer their questions.

As a consulting firm that interacts with hundreds of public sector executives during engagements, we have a cadre of individuals who we inform of recruitments, both to increase the visibility of the opening and to attract appropriate individuals who fit the special needs of the client. Communication with these executives, both via personal phone call and e-mail, ensures that an accurate picture of the requirements of the job are apparent and proliferated throughout these executives' professional networks.

- Communicating to candidates, through advertising materials and verbally, a strong sense of the purpose and strategy of the City. For many talented individuals, understanding these aspects is one of the key motivators to compete in such an environment.
- Providing guidance and resources to candidates regarding the area's cost of living, mean and median housing prices, higher education opportunities, K-12 education information, and other aspects of interest to those who are considering a move to the area. We have found that potential candidates sometimes make the decision not to apply based on rumored information, rather than facts and research.
- Actively seeking individuals who are highly visible in the field – widely published, frequent presenters and/or thought leaders – who are seemingly ready for the challenge. These highly qualified candidates may be attracted by the prospect of collaboration with other City departments, maintaining mutually beneficial relations with the residents of the City of Glendale, or continuing to ensure the public confidence in the integrity of the Office of City Attorney and the profession.

#### **Task 2 – Resume Review and Personal Interviews**

All resumes will be submitted directly to CPS HR for initial screening. This screening process is specifically designed to assess the personal and professional attributes the City is seeking, as well as:

- A thorough review of each candidate's resume and other supporting materials and subsequent contact with the most qualified candidates to arrange personal interviews, working in conjunction with the City, throughout the process.
- Personal interviews with the candidates who appear to best meet the City's needs will typically include approximately 10-15 candidates. CPS HR will spend quality time ascertaining each candidate's long term career goals and reason(s) why the candidate is

seeking this opportunity, as well as gaining a solid understanding of the candidate's technical competence and management philosophy. We will also gather data on any other unique aspects specific to this recruitment based upon the candidate profile.

- CPS HR will conduct internet research on each candidate interviewed, to include newspaper articles and blog checks.

CPS HR will conduct as many interviews in person as possible within the timeframe and pricing matrix established with the City.

### **Task 3 – Council Selects Finalists**

At the conclusion of the previous tasks, CPS HR will prepare a written report on the recruitment that summarizes the results of the process and recommends approximately 5 - 8 candidates for further consideration by the Council. This report will include the candidate resumes and a profile on each candidate's background. The candidate profile includes a summary of current responsibilities and an assessment of each candidate's potential fit. CPS HR will meet with the Council to review this report and to assist in selecting a group of finalists for further evaluation.

This meeting will include the consultants' assessment of each candidate based on the preliminary screening interview conducted with each of the candidates. The report will have candidates categorized into two groups – a top tier (group 1) of those candidates the consultants feel are the most qualified candidates based on the needs of the City, and a second tier (group 2) that includes candidates who, based on the consultants' assessment, don't possess the requisite qualifications to be a strong candidate for the position/organization. Based on this assessment and discussion, the Council will then decide which of the candidates it wishes to invite to a finalist assessment process.

## **Phase III - Selection**

### **Task 1 - Design Selection Process**

Based on the results of the meeting conducted in Phase I, CPS HR will design a selection process to be utilized by the Council in assessing the most qualified final candidates. This process will typically include an in-depth interview with each candidate, but may also include other selection tools such as oral presentation, preparation of written materials, and problem-solving exercises. CPS HR will meet with the Council to review this process and discuss the best approach to meet the Council's needs.

### **Task 2 - Administer Selection Process**

CPS HR will coordinate all aspects of the selection process for the Council. This includes contacting both the successful and unsuccessful candidates, preparing appropriate materials such as interview questions and evaluation manuals, facilitating the interviews, and assisting the Council with deliberation of the results of the assessment process.

**Task 3 – Arrange Follow-up Interviews, Final Assessment Process (In-Depth Reference and Background Checks)**

Following the completion of the selection process, CPS HR will be available to complete the following components:

- *Reference Checks:* the in-depth reference checks are a comprehensive 360 evaluation process whereby we speak with elected officials as well as current and previous supervisors, peers and subordinates. The candidates are requested to provide a minimum of ten reference sources. CPS HR is able to ascertain significant, detailed information from reference sources due to our assurance and commitment to them that their comments remain confidential which leads to a willingness to have an open and candid discussion with CPS HR. A written summary of the reference checks is provided to the City.
- *Background Checks:* we will arrange for a background records check of an applicant’s driving record, court and credit history, education verification, newspaper article research and other sensitive items.

**Value-Added Customer Service**

Throughout the executive search process, we are committed to keeping the City fully informed of our progress. We will collaborate with you to provide updates on the status of the recruitment via your preferred method of communication (phone conference, email, etc.). In addition, during each phase in the process, we send personal letters or make phone calls to candidates advising them of their status. We place a high level of importance on customer service and responding in a timely manner to all client and candidate inquiries. Our previous clients and candidates have expressed a sincere appreciation for our level of service and responsiveness to the management of the recruitment process. We have developed many long term relationships with clients that have resulted in the opportunity to assist them with multiple recruitments.

In addition, our follow-up extends once you have selected a new City Attorney. We will contact both the City and the newly appointed Attorney within six months of appointment to ascertain if an effective transition has occurred.

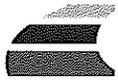
**CPS HR Consulting  
Two-Year Guarantee**

If the candidate selected and appointed by the City, as a result of a full executive recruitment, terminates employment for any reason before the completion of the first two years of service, CPS HR will provide the City with whatever professional services are required to appoint a replacement. Professional consulting services will be provided at no cost. The City would be responsible only for reimbursable expenses. The same applies if the initial recruitment efforts do not result in a successful appointment.

## Timeframe for Completion

CPS HR Consulting is prepared to begin work upon receipt of a fully executed contractual agreement. We can complete all outreach and screening activities, as described in the preceding pages, in approximately 60-90 days, with an anticipated appointment timeframe of 14-16 weeks\*. The precise schedule will depend on the placement of advertising in the appropriate professional journals/websites, and the ability to schedule the initial meeting with the City. A proposed schedule is presented below.

Task	Month 1				Month 2				Month 3				Month 4			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Initial Meeting/Candidate Profile	➤															
Draft Brochure		➤														
Brochure Approved/Printed Place Ads			➤													
Aggressive Recruiting							➤									
Final Filing Date							➤									
Preliminary Screening									➤							
Present Leading Candidates to Council / Council Selects Finalists											➤					
Council Interviews													➤			
Background / Reference Checks														➤		
Appointment															➤	
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16



## **Team Members**

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CPS HR Consulting has a uniquely qualified team of Executive Recruiters. Our team possesses extensive recruiting experience and a direct, in-depth understanding of local government. Each team member routinely serves as an engagement manager and personally handles every aspect of the executive search process. Stuart Satow will be the Executive Recruiter for this engagement. His resume is presented below.

### **Stuart Satow**

#### **Profile**

Since joining CPS HR Consulting in 2002, Stuart Satow has conducted over 150 successful recruitments covering all areas of public sector executive search including city, county, state, special district, and regional governments. Mr. Satow has extensive experience in conducting high-level recruitments for council/board appointed positions, including City Manager recruitments for the California cities of American Canyon, Brentwood, Elk Grove, Modesto, Napa, and Sacramento, and the Arizona cities of Chandler, Gilbert, Paradise Valley and Surprise. He has assisted the Cities of Elk Grove, Fresno and Modesto in City Attorney recruitments, as well as the City of Surprise, AZ and recently completed recruitments for an Assistant City Attorney for the City of Brentwood and City Attorney for the City of Sacramento. Mr. Satow has led General Counsel recruitments for the Sacramento Housing and Redevelopment Agency, the California Department of Insurance, and the State Bar of California. Mr. Satow has conducted numerous recruitments for Department Head level positions in city/county government and special districts in the areas of Planning/Community Development, Finance, Human Resources, Information Technology, Parks and Recreation, Communications, and Public Works/Engineering.

Mr. Satow is our most experienced recruiter in the State of Arizona. He has assisted the Arizona cities of Apache Junction, Chandler, Gilbert, Glendale, Maricopa, Paradise Valley, Peoria, Phoenix, Scottsdale, Surprise, and Tucson. Mr. Satow has also conducted the recruitment for Pinal County's county manager, and most recently assisted the City of Tucson in its search for a new Director of Transportation. Mr. Satow also recently assisted the City of Maricopa in its search for a new Finance Director, and is currently assisting the City of Surprise in the recruitment for a new Chief Financial Officer and Maricopa in the recruitment for a new Director of Development Services.

Previously, as a sportscaster for ABC affiliate KXTV Channel 10, Mr. Satow interviewed hundreds of management-level executives, university officials, and professional and amateur athletes. He is a popular public speaker and emcee who has long been involved in community events in the Sacramento region. With a BA degree in Communication Studies from California State University, Sacramento and 27 years of experience in the communications industry, Mr. Satow is an experienced writer and interviewer with excellent people skills and a positive track record in staff and project management.

**Employment History**

- Executive Recruiter, CPS HR Consulting
- Sports Director, KXTV-10, Sacramento, CA
- Sports Reporter / Weekend Sports Anchor, KXTV-10, Sacramento, CA
- Sports Reporter / Weekend Sports Anchor, KNTV Channel 11, San Jose, CA
- Sports Reporter / News/Sports Photographer, KTXL, Channel 40, Sacramento, CA

**Professional Experience**

- Conducting public sector recruitments for executive level positions (includes upper- and mid-management, department directors, and council/board appointed positions).
- Managing entire recruitment process: develop and submit responses to proposals, meet with clients to understand their recruitment needs and develop a project plan, develop marketing brochures for recruitments, place advertisements, and research and identify potential candidates. Proactively contact potential candidates; market the position to them. Conduct screening interviews. Facilitate the entire interview process. Perform thorough reference checks and oversee extensive background checks on candidates. Negotiate employment agreements.
- Coordinating activities of the Sports Department for local television news station
- Reporting on local sports events/teams of interest including high school, college and professional sports (and others)
- Liaison to local and regional sports contacts (including local and bay area professional teams, universities/colleges, high school athletic directors/coaches, and other key sports contacts)
- Experienced writer and interviewer with excellent people skills and a positive track record in staff and project management.

**Education**

- Bachelor of Arts degree, Communication Studies (with honors), California State University, Sacramento

## Relevant Work Experience

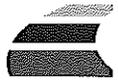
CPS HR has completed hundreds of executive recruitments for public agencies. Listed below are recruitments for Counsel/Attorney positions we have completed over the last few years. You are welcome to contact those identified for reference information. Those recruitments marked with an asterisk next to the position title were conducted by Stuart Satow, the Executive Recruiter assigned to this potential engagement.

CLIENT	POSITION	CONTACT
Berkeley, CA, City of	City Attorney (6/09)	Christine Daniel Deputy City Manager 510 981-7002 <a href="mailto:cdaniel@ci.berkeley.ca.us">cdaniel@ci.berkeley.ca.us</a>
Brentwood, CA, City of	Assistant City Attorney* (5/12) City Attorney (7/05)	Karen Chew Assistant City Manager 925 516-5191 <a href="mailto:kchew@brentwoodca.gov">kchew@brentwoodca.gov</a> or Damien Brower City Attorney 925 516-5440 <a href="mailto:dbrower@brentwoodca.gov">dbrower@brentwoodca.gov</a>
CA Health Benefit Exchange	Chief Counsel (11/11)	Peter Lee Executive Director 916 263-4270 <a href="mailto:Peter.lee@hbex.ca.gov">Peter.lee@hbex.ca.gov</a>
Elk Grove, CA, City of	City Attorney* (7/07)	Jim Cooper Former Mayor 916 600-1964 <a href="mailto:jcooper@elkgrovecity.org">jcooper@elkgrovecity.org</a>
Fresno, CA, City of	City Attorney* (6/06)	James Sanchez (former) City Attorney 916 808-5346 <a href="mailto:jsanchez@cityofsacramento.org">jsanchez@cityofsacramento.org</a>
Modesto, CA, City of	City Attorney* (5/06)	Susana Alcala Wood City Attorney 209 577-5284 <a href="mailto:swood@modestogov.com">swood@modestogov.com</a>
Napa County, CA	Assistant County Counsel (7/09)	Karla Jensen Human Resources Analyst (707) 253-4489 <a href="mailto:kjensen2@co.napa.ca.us">kjensen2@co.napa.ca.us</a>

*Proposal to the City of Glendale  
Recruitment Services for City Attorney*

CLIENT	POSITION	CONTACT
Orange County Superior Court	General Counsel (4/11)	Denise Leat Chief Human Resources Officer 657 622-7727 <a href="mailto:dleat@occourts.org">dleat@occourts.org</a>
Oakland, Port of	Labor Advisor (1/11)	Michael Mitchell Human Resources Supervisor 510 627-1516 <a href="mailto:mmitchell@portoakland.com">mmitchell@portoakland.com</a>
Sacramento, CA, City of	City Attorney* (11/05)	Geri Hamby Human Resources Manager 916 808-7173 <a href="mailto:ghamby@cityofsacramento.org">ghamby@cityofsacramento.org</a>
SHRA (Sacramento Housing & Redevelopment Agency)	General Counsel* (2/09)	Jim Shields Director of Administration 916 440-1308 <a href="mailto:jshields@shra.org">jshields@shra.org</a>
State Bar of California	General Counsel* (8/10) Chief Trial Counsel* (7/10)	Bob Hawley Deputy Executive Director 415 538-2777 <a href="mailto:Robert.hawley@calbar.ca.gov">Robert.hawley@calbar.ca.gov</a>
Surprise, AZ, City of	City Attorney* (8/06)	Michael Bailey City Attorney 623 222-1120 or April Reynolds Human Resources Manager 623 875-4328 <a href="mailto:april.reynolds@surpriseaz.com">april.reynolds@surpriseaz.com</a>

*\*Recruitments conducted by Stuart Satow.*



# Cost Schedule

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## Professional Fees

The base professional fee for this executive recruitment service as outlined is **\$17,000**. Our professional fee covers all CPS HR services associated with **Phases I, II and III** of the recruitment process, including the necessary field visits (up to three) to develop the candidate profile and recruitment strategy, assist the City in finalist selection, and facilitate candidate interviews with the City.

## Reimbursable Expenses

Actual out-of-pocket expenses for such items as consultant travel, advertising, marketing, long distance telephone, printing/copying, and postage/delivery charges are reimbursable at cost. There is no mark-up on expenses and we will work proactively with the City to ensure that the dollars being spent for expenses are in keeping with the City's expectations.

**Estimated Range ..... \$7,500 - \$8,000**

- Advertising (\$4,000)\*
- Brochure design/printing (\$1,500)
- Mailings (\$250)
- Background checks on 1 candidates (\$450)
- Consultant Travel (based on three trips) (\$1,750)
- Other expenses (supplies, shipping etc.) (approx. \$200)

\* Advertising costs for legal positions are more expensive than typical recruitments

Professional fees and reimbursable expenses would be billed and paid monthly.

## Why Choose CPS HR Consulting

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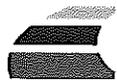
We believe the advantages of using our expertise include:

- Our commitment to, and expertise with, public agencies
- Our aggressive outreach to qualified individuals who may not be seeking new employment
- Our ability to customize our process to fit your needs
- Our extensive experience in recruiting executive level professionals for public agencies across the United States
- Our growing list of returning clients who seek our services for multiple engagements
- Our proven ability to recruit and place minority and female candidates
- The clients and candidates who repeatedly compliment us on our timely and frequent communication and feedback
- Our ability to facilitate discussions and garner consensus with groups, including councils and boards.

### **Why select CPS HR for this Important Effort**

- We conduct a detailed needs assessment to identify 1) future organizational direction; 2) challenges facing the position; 3) the working style and organizational climate; and 4) required core and job specific competencies as well as personal and professional characteristics required.
- CPS HR has a database of candidates for many jobs and an extensive network of external resources to leverage for executive-level positions.
- We utilize our vast pool of public and nonprofit resources and contacts to deliver a strong pool of competitive candidates to the City who will be well prepared to assist the City in the accomplishment of its specific mission and goals
- CPS HR recognizes that the very best candidates for some types of positions are not typically looking for a job and, therefore, our recruitment team takes a very aggressive approach to identifying and recruiting such candidates
- We encourage applicant diversity and incorporate a variety of activities to attract the best available candidates
- We have conducted more than 1,600 successful public sector and non-profit recruitments serving more than 600 clients and can provide the City with excellent references
- The combination of CPS HR's seasoned recruitment management and highly qualified staff enable us to reliably deliver successful results on time and on budget

Thank you for reviewing our proposal. CPS HR Consulting would be delighted to partner with the City of Glendale in this important endeavor. We are committed to providing quality, expert solutions to help you achieve your goals.



## About CPS HR Consulting

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CPS HR Consulting is an innovative, client-centered human resources and management consulting firm specializing in solving the unique problems and challenges faced by government and non-profit agencies. As a self-supporting public agency, we understand the needs of public sector clients and have served as a trusted advisor to our clients for more than 75 years. The distinctive mission of CPS HR is to transform human resource management in the public sector.

As a network of thought leaders in HR Systems, CPS HR delivers breakthrough solutions that dramatically transform public sector organizations to positively impact the communities they serve. By establishing centers of excellence and communities of practice, we provide your organization with the latest knowledge and the expertise to put that knowledge into action. With offices in Sacramento, CA and Bethesda, MD, and partners throughout the country, our clients draw experience from a powerful national network.



CPS HR offers clients a comprehensive range of competitively priced services, all of which can be customized to meet your organization's specific needs. We are committed to supporting and developing strategic organizational leadership and human resource management in the public sector. We offer expertise in the areas of organizational strategy, recruitment and selection, training and development, and organization and workforce management.

Through our collaborative process, client-centered approach, and nationwide network of distinguished partner organizations, CPS HR has the experience and capabilities to help your organization evolve and enable your employees to realize the promise of public service.

### **Our primary services include:**

- Recruitment and Selection
  - Executive Recruitment
  - Recruitment and Staffing Strategy
  - Job Analysis
  - Develop/Deliver Assessment Services
  - Test Development and Administration
- Talent Management
  - Competency Modeling
  - Workforce and Succession Planning
  - HR Process Reengineering
  - Organizational Assessment, Design and Development

- Performance Management
- Employee Engagement
- Employee Relations
- Classification, Compensation and Total Rewards
  - Position Classification
  - Job Evaluation
  - Compensation
  - Awards, Pay for Performance, Merit Pay
- Training and Development
  - Organizational Needs Assessment or Training Strategy
  - Organizational Training Programs
  - Coaching and Coaching Programs
  - Mentoring and Mentoring Programs
  - Training Courses (off the shelf, or custom)
  - Leadership Development
  - Facilitation



## Appendix A – Sample Brochure

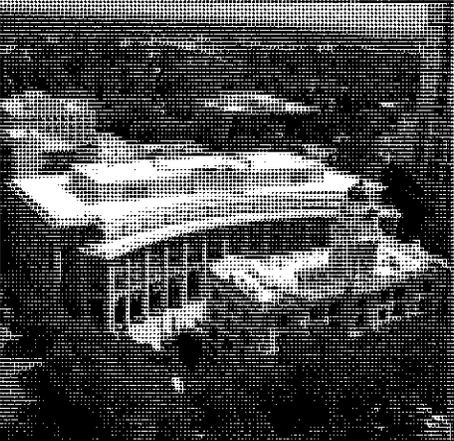
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THE CITY of SACRAMENTO, CALIFORNIA  
SEEKS AN ASTUTE, RESPONSIVE, RESPECTED AND EXPERIENCED  
**CITY ATTORNEY**

*A Unique Opportunity:*

The Sacramento City Attorney opening represents a superb opportunity for a public service oriented legal professional who is comfortable in a growing metropolitan city, acts the "top picture" and is committed to teamwork, equitable diversity, and managing a high performance team.





## CITY GOVERNMENT

### Mission Statement

*The mission of the City of Sacramento is to protect, preserve, and enhance the quality of life for present and future generations.*

Sacramento is a charter city operating under the council/manager form of government. The City Council consists of eight members, elected by District, and a directly-elected Mayor who serve overlapping four-year terms. The City Council is the legislative body responsible for the overall policies and direction of the City. The Council appoints the City Manager, City Attorney, City Clerk, and City Treasurer.

Sacramento provides a full array of municipal services including public safety (police and fire); community development; economic development; public works; utilities; convention, culture and leisure; parks and recreation; and the traditional internal management support functions (finance, general services, human resources/labor relations, information technology, and legislative affairs).

The FY 2012-13 city budget of approximately \$1.06 billion includes \$365 million for General Fund operations and capital projects, and \$690.5 million for operations and capital projects for the City's Enterprise Funds and other fund activities. The budget reflects approximately 3,900 FTE.

To view the City's budget:  
[www.cityofsacramento.org/finance/budget](http://www.cityofsacramento.org/finance/budget)

### Vision Statement

*Sacramento will be  
the most livable City in America.*

## OFFICE AND ROLE OF THE CITY ATTORNEY

The City Attorney is the chief legal advisor to the City Council and represents the Mayor and Council, city boards, commissions and city departments in matters of law pertaining to their official duties and responsibilities. The City Attorney also serves as legal advisor to the Sacramento Parking Authority, the Sacramento City Financing Authority, and Sacramento Regional Arts Facilities Finance Authority. The City Attorney serves as the department head for the City Attorney's Office—a full-service

legal department. The City Attorney formally reports to the City Council and communicates on a regular basis with Council Members and the entire governing body on a variety of legal matters. The City Attorney is also a valued member of the City's executive team and works closely with the City Manager and City Clerk on important legal and administrative issues.

The City Attorney's Office is organized into the following sections:

**Litigation** – Defends and prosecutes almost all cases on behalf of the City of Sacramento, and its officers and employees acting in the course and scope of employment.

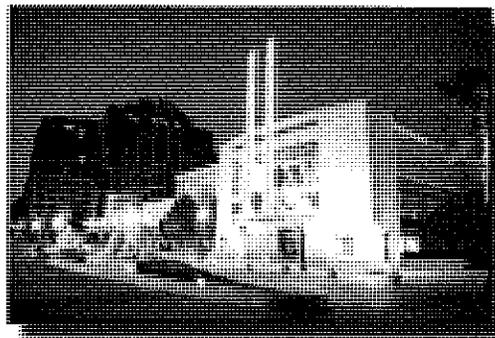
**Neighborhood Safety and Nuisance Abatement** – Works collaboratively with the Code Enforcement division, Police, and other departments regarding City Code enforcement, social nuisance abatement and public safety issues, including prosecuting code violations through administrative, civil or criminal proceedings, and social nuisances through civil litigation and training and advising staff on enforcement matters.

**Transactional/Advisory** – Provides strategic support to the City Council's policymaking function by providing legal advice to the City Council and Charter Officers, and works closely with City departments and divisions providing ordinance drafting, contract negotiations and legal advice and counsel regarding a wide range of City issues, including development, land use, finance, utilities, public works projects, and public safety matters.

**Administration** – Develops and implements office policies and procedures; monitors overall office performance; prepares and administers the office budget; handles all personnel hiring and other personnel matters; assembles and analyzes office productivity data, including production of an annual report; and engages in long-range planning.

The office has an operating budget of \$6.4 million and a current staff of 46, including 21 attorneys. The office sometimes retains outside counsel to assist on unique issues (e.g. bond counsel) or to deal with specific workflow requirements. Present City Attorney Office staffing includes the City Attorney, Assistant City Attorney, Special Assistant to the City Attorney, Law Office Administrator, three Supervising Deputy City Attorneys, 16 Deputy City Attorneys, an investigator, plus support staff including paralegals, secretaries, and staff assistants.

*The mission of the City Attorney's Office is to  
provide the highest quality legal services to the  
City of Sacramento.*





The goals of the City Attorney's office include

- Increase intra-office communication, cooperation, fairness and respect
- Attract, develop and retain staff
- Implement electronic document-storage-and-retrieval systems
- Increase organization effectiveness and efficiency
- Improve client confidence in our office

### IDEAL CANDIDATE

It is anticipated that the City Attorney will be a highly competent professional and strong generalist, with a solid record of pre-trial risk assessment, an in-depth understanding of issues confronting California cities and an appreciation for the role differences between elected officers and appointed officials. Typical candidates include City Attorneys, Assistant City Attorneys, and other public and private attorneys who have the necessary expertise and personal characteristics desired by the Mayor and Council. Additional requirements are as follows:

#### Education, Certification and Experience

Candidates will be expected to have a Juris Doctorate degree from an accredited school of law. Important qualifications include extensive experience practicing law including knowledge of local government law and the ability to manage a large, complex law office. Active membership in the State Bar of California is required.

#### Expertise

- First-rate lawyer – creative, thoughtful, technically competent, innovative and credible, with a solid work history.
- Thorough understanding of the legal principles, practices and precedents that are directly related to the role and responsibilities of a city attorney. Has a positive track record in successful pre-trial assessment.
- Highly skilled and poised communicator who is effective one-on-one or in public meetings that require clear, concise and objective responses to complex legal questions.
- Competent manager of both issues and staff – capable of sustaining a respectful and productive work environment that inspires teamwork and positive results and values staff contributions. Knows how to mentor and develop staff, respects budgetary parameters, retains and attracts top talent, with an appreciation for a diverse workforce.

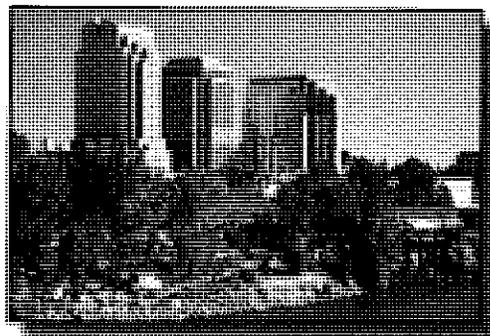
#### Personality / Management Style

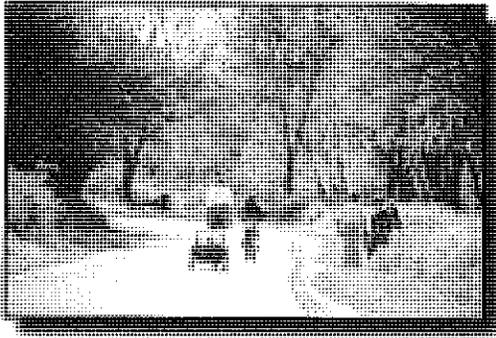
- Independent thinker with creative problem-solving approach and an eye for detail; dedicated to public service / keeps the interests of the City at heart.
- Self-starter, positive, appropriately assertive and proactive.

- Strives to earn and maintain the Mayor and City Council's trust and respect, yet willing to raise difficult issues when necessary.
- Maintains very high ethical standards – a person of exceptional character who naturally earns the confidence and trust of others.
- Politically astute without being political. Has experience working with local elected officials and knows the difference between legal advice and policy-making roles and does not duck difficult issues.
- Minimizes the City's exposure to liability while achieving the Mayor and Council's policy direction. Willing to take prudent risks – has a track record as an attorney of helping clients reach their goals by developing legal alternative approaches.
- Effectively manages a large law office and delivers high-quality, timely service. Knows when and how to effectively select and manage outside counsel. Can effectively communicate to city leaders the possible impacts of certain decisions on staff and financial resources.
- Has an established network of reliable resources, is respected in the state's municipal law community and understands California's local government political/financial/legal landscape.
- Excellent communication skills; able to explain legal issues in a clear and understandable manner and is proactive in communication sharing.
- Is a team player who works closely with the City Manager and department heads in examining potential legal impacts and developing alternatives to address a wide range of policy and operational issues.
- Collaborative – seeks to establish effective working relationships with other legal representatives in the region while partnering with Mayor/Council and City Management.
- Can be relied upon to provide sound legal advice even when it may not be the popular answer.
- Will be approachable and accessible to the Mayor and all Council Members, as well as the other Charter Officers and department heads and does not show favoritism.

### THE SACRAMENTO AREA

Sacramento – California's capital city, historic center of the Gold Rush and the center of state government. This vibrant metropolis that is one of the fastest growing cities in the nation is known by a number of different nicknames: "Camelia Capital" for the flower found so abundantly in Sacramento neighborhoods; "City of Trees" due to the countless miles of tree-lined streets and wooded parks in the region; and "River City" by virtue of two major rivers (Sacramento and American) that converge near historic Old Sacramento. Clearly, Sacramento is much more than just the "Capital City."





Sacramento is conveniently located halfway between the Pacific Ocean (San Francisco) to the west, and the Sierra Nevada Mountains (Lake Tahoe) to the east. The metropolitan area consisting of Sacramento and parts of Yolo, Placer, El Dorado, Sutter, and Yuba Counties has a population of approximately 2.1 million; Sacramento County has a population of 1.4 million. With a population of approximately 470,000, Sacramento is the 7th largest city in California.

Many factors contribute to the economic success of the region. A principal reason Sacramento has retained its attractiveness is that it offers some of the lowest housing prices of major cities in the state. Many new residents have relocated from the San Francisco Bay Area and Southern California to take advantage of Sacramento's employment opportunities, moderate housing prices, reasonable cost of living, ease of mobility, and competitive salaries. Sacramento is proud of its cultural diversity. In fact, Time Magazine declared Sacramento to be the most integrated city in the country.

The Sacramento region offers amenities that are attractive to those with an active lifestyle. Hiking, biking, golfing, snow-skiing, water-skiing, house-boating, wine-tasting, and other sports and recreational opportunities abound. Educational opportunities are plentiful, with the Sacramento region being home to California State University - Sacramento; University of California at Davis; Sacramento City College; McGeorge School of Law and other community and four-year college programs.

Sacramento boasts the NBA's Sacramento Kings, the 2003, 2004, 2007 and 2008 Pacific Coast League champion Sacramento River Cats baseball team, the Sacramento Capitals of World Team Tennis, the annual world-class Sacramento Music Festival (formerly Sacramento Jazz Festival), and many other recreational, entertainment and cultural activities. Each December Sacramento attracts some of the world's top long distance runners to the California International Marathon. Historic Old Sacramento, the State Railroad Museum, Crocker Art Museum, Governor's Mansion, Sacramento Zoo, Sutter's Fort, American River Parkway, Music Circus, Sacramento Convention Center, California State History Museum and State Capitol Building are other attractions located in the immediate area. Top-name entertainers perform at Power Balance Pavilion (formerly Arco Arena) and Memorial Auditorium. Each summer Sacramento hosts the California State Fair which attracts more than one million visitors annually.

### COMPENSATION

Supplemented by a generous benefit package, the annual salary for this position will be competitive in accordance with experience and qualifications. The City's executive compensation package includes the following benefits:

- Public Employees' Retirement System (PERS 2% @ 65); employee contribution (7%) required
- Voluntary 457 deferred compensation plan
- 401(a) money purchase plan (City contributes four percent if employee contributes five percent)
- Flexible spending plan (medical, transit and dependent care)
- 12 - 13 paid holidays and 12 days of sick leave
- Vacation leave starting at 10 days and increasing based on years of service
- 80 hours of management leave annually
- Monthly health and welfare fringe benefit - can be applied toward employee's contribution for retirement, health, dental and/or short-term disability insurance
- City contribution toward IRC Section 125 cafeteria health and welfare benefits, including medical, dental, life, and disability insurance
- \$100,000 basic life insurance
- Auto allowance - \$400 per month
- Technology allowance - \$100 per month
- City-provided parking
- Employee assistance programs
- Relocation assistance
- Employees contribute to Social Security and Medicare

### APPLICATION AND SELECTION PROCESS

To be considered for this truly outstanding professional opportunity, please submit a cover letter, resume, indication of current salary and five work-related references. Resume should reflect size (staff/budget) and scope of recent responsibilities, as well as years and months of beginning/ending dates of positions held. **The final filing date is Friday, July 27, 2012.** Forward your materials to:

CPS HR CONSULTING

Stuart Satow / Pamela Derby  
CPS HR Consulting  
241 Lathrop Way • Sacramento, CA 95815  
Ph. 916-263-1401 • Fax 916-561-7205  
E-mail: [resumes@cps.ca.gov](mailto:resumes@cps.ca.gov)  
Web site: [www.cps.ca.gov/search](http://www.cps.ca.gov/search)

Following the final filing date, resumes will be screened in relation to the criteria outlined in this brochure. Candidates deemed to have the most relevant background will be invited to participate in a preliminary screening interview with the consultants in early August. The City will then select finalists to participate in city interviews in late August. An appointment is expected in September after follow-up interviews and extensive reference/background checks. For additional information about this recruitment please contact Stuart Satow or Pamela Derby.

Visit the City of Sacramento website at:  
[www.cityofsacramento.org](http://www.cityofsacramento.org)



April 10, 2013

Mr. Jim Brown  
Acting Human Resources Director  
City of Glendale  
5850 West Glendale Avenue  
Glendale, AZ 85301

Via email to [jwbrown@glendaleaz.com](mailto:jwbrown@glendaleaz.com)

Dear Mr. Brown:

This letter is to express Bob Murray & Associates' interest in conducting the City Attorney recruitment on behalf of the City of Glendale, should the City decide to retain an executive recruitment firm. For over 25 years, Mr. Murray has brought a results-oriented approach to executive search. With a focus on providing quality service to public agencies in the Western United States, Bob Murray & Associates emphasizes personal contact with clients and candidates to ensure successful recruitments.

With a national network of contacts and unparalleled experience conducting successful recruitments for City Attorneys, Bob Murray & Associates is the West's premier executive search firm in terms of placing quality candidates. In addition to the work we are currently conducting on behalf of Glendale regarding your City Manager recruitment, we have also conducted numerous searches in Arizona; we have knowledge of your area and an understanding of your community that would be a tremendous asset when recruiting candidates on your behalf.

Our firm has conducted over 30 City and County Attorney searches for municipal governments throughout the country; most recently, we assisted the City of Gilbert, AZ in the outreach phase of its City Attorney recruitment. In the last three years, we have conducted City Attorney searches on behalf of the cities of Concord, Morgan Hill, Orange, Santa Ana, Sunnyvale, Thousand Oaks, and Walnut Creek, CA; we have also completed County Counsel searches for Sacramento County, CA and Broward County, FL. Our extensive contacts and knowledge of outstanding candidates will ensure you have a quality group of finalists from which to select Glendale's next City Attorney.

A significant portion of our process focuses on conducting thorough and confidential background investigations of candidates to ensure that nothing about them is left undiscovered. We have candid discussions with references who have insight into the candidate's experience, style and ethics; conduct a search of newspaper articles; and later, run credit, criminal and civil records reports on the top 2-3 individuals under consideration. This ensures that the chosen candidate will not only be an excellent fit with the City of Glendale, but also that this placement will reflect positively upon your organization.

The consulting fee for conducting the City Attorney recruitment on behalf of the City of Glendale would be \$18,500, plus expenses. Services provided for in the fee consist of all steps outlined below, identical to those for your current City Manager search, and include three (3) days of meetings on site.

- Step 1 Developing the Candidate Profile
- Step 2 Advertising Campaign and Recruitment Brochure
- Step 3 Recruiting Candidates
- Step 4 Screening Candidates
- Step 5 Personal Interviews
- Step 6 Public Record Search
- Step 7 Recommendation
- Step 8 Final Interviews
- Step 9 Background Checks & Detailed Reference Checks
- Step 10 Negotiations
- Complete Administrative Assistance

The City of Glendale would be responsible for reimbursing expenses Bob Murray & Associates incurs on your behalf. We estimate expenses for this project to range from \$8,500. Reimbursable expenses include such items as the cost of recruiter travel; clerical support; placement of ads; credit, criminal and civil background checks; education verification; and public records searches. Postage, printing, photocopying, and telephone charges are allocated costs and included in the expense estimate.

Please understand that this is a preliminary proposal, and we would be happy to provide a more detailed proposal and pricing information at your request. Our process, our contacts and our experience will ensure you have a quality group of finalists from which to select your new City Attorney. Should you have any questions, please do not hesitate to call me at (916) 784-9080.

Sincerely,



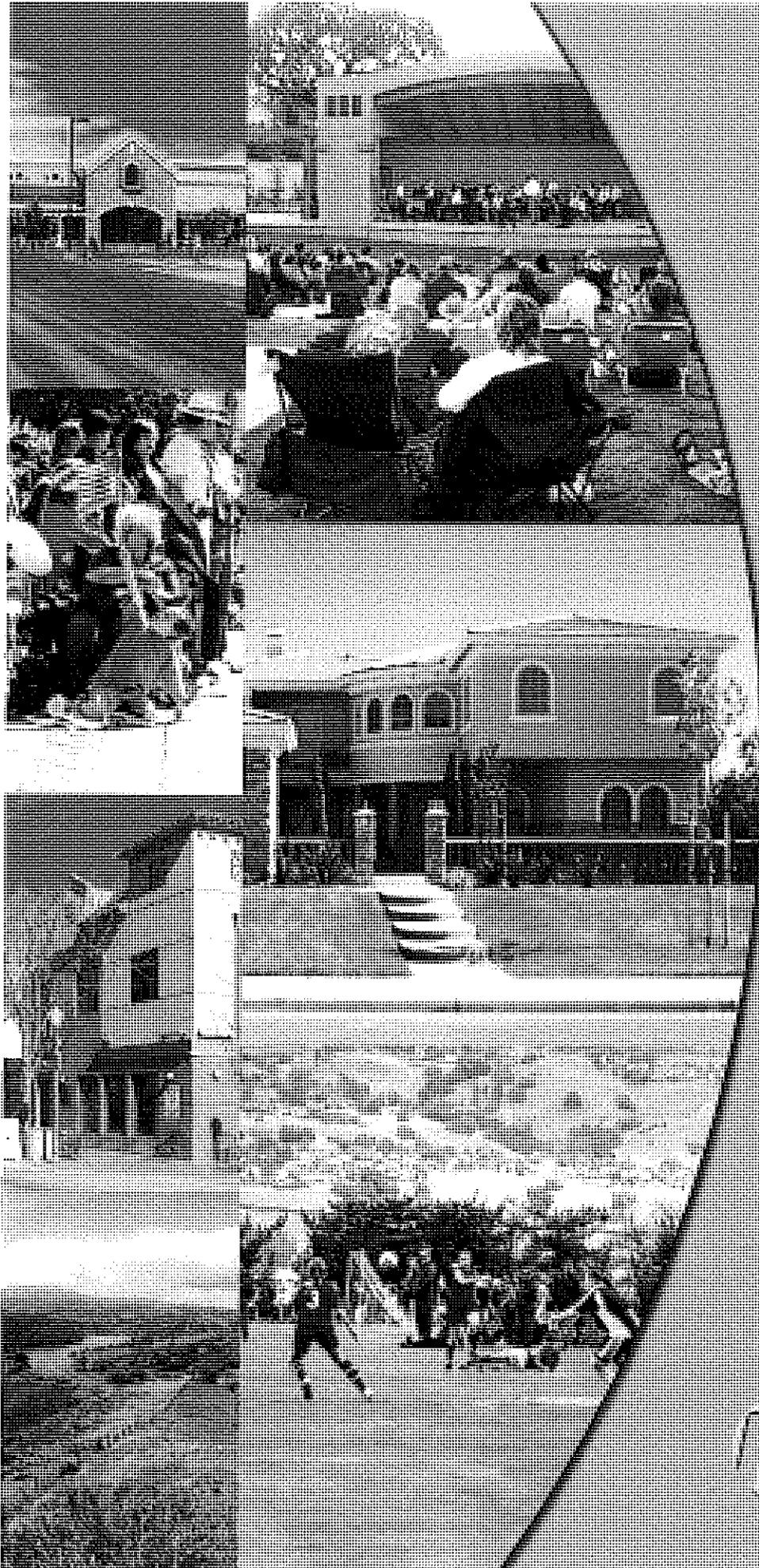
Bob Murray  
Bob Murray & Associates

1677 Eureka Road, Suite 202  
Roseville, CA 95661  
(916) 784-9080  
(916) 784-1985 fax

CITY OF  
MORGAN HILL  
CALIFORNIA

INVITES YOUR  
INTEREST IN  
THE POSITION OF

CITY  
ATTORNEY



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

## THE COMMUNITY

Known as the Southern Gateway to Silicon Valley, Morgan Hill (population 36,000) is located in southern Santa Clara Valley, approximately 12 miles south of San Jose and 15 miles inland from the Pacific Coast. The Valley is approximately 4 miles wide and is surrounded by the Santa Cruz mountain range to the west, and the Diablo mountain range to the east. Parks and open spaces abound, making Morgan Hill one of the last communities in the region with a charming, small town atmosphere.

Thoughtful planning has made Morgan Hill one of the most desirable and fastest growing communities in Santa Clara County. People are drawn to the beautiful hillsides surrounding the valley, the peaceful atmosphere and the superior quality of life Morgan Hill offers. Morgan Hill's combination of climate, resources, points of interest, activities, and ethnic diversity provide a solid economic environment as well as a vital and exciting community in which to live, work, and play.

The City of Morgan Hill offers excellent restaurants and accommodations; golf courses; spas; wineries; a microbrewery; outdoor recreation including, hiking, fishing, camping, water skiing, and boating; a quaint, yet active downtown; hot air ballooning; and shopping. With the addition of the City's new Community Center and Playhouse, Aquatics Center, Sports Complex, and Indoor Recreation Center, Morgan Hill is a prime venue for community events, sports competitions, and business conferences.

Morgan Hill prides itself as a family community and is home to festivals and celebrations such as the Taste of Morgan Hill; Mushroom Mardi Gras Festival; December Holiday Parade and Tree Lighting Ceremony; Fourth of July Parade and Festivities; Friday Night Music Series; Certified Farmers' Market; Downtown Safe Halloween program; and many more.

Morgan Hill's youth also have the opportunity to participate in an array of organized sports such as baseball, softball, soccer,

Morgan Hill's combination of climate, resources, points of interest, activities, and ethnic diversity provide a solid economic environment as well as a vital and exciting community in which to live, work, and play.

football and aquatics, as well as activities including dance, gymnastics, karate, and youth organizations. The Morgan Hill Unified School District also adds to the strength of the community by working to maintain and enhance the quality education our children deserve.

Morgan Hill offers a professional, safe, relaxed, dean, and family-oriented image. It provides an excellent quality of life with many services that meet the personal needs of visitors, businesses, and residents. They are a community that cares about their citizens and strives to provide the best for all.

## THE CITY ATTORNEY'S OFFICE

The mission of the City Attorney's Office is to provide vigorous, cost-effective legal representation to the City of Morgan Hill.

The City Attorney is appointed by and reports directly to the full City Council. The City Attorney represents and advises the City Council, commissions, boards, and officers of the City in all matters of law related to City business and operations. The City Attorney is the City's sole in house attorney and is responsible for managing a total litigation, advisory, and transaction practice whose budget in FY 06 is \$570,000.

The City Attorney drafts all necessary legal documents, ordinances, resolutions, and contracts. The City Attorney prosecutes and defends all criminal actions, civil claims, and lawsuits to which the



City is a party. The City Attorney oversees cases and matters assigned to outside counsel to ensure quality legal representation at the most effective cost.



## ISSUES, CHALLENGES, AND OPPORTUNITIES

Issues associated with growth in Morgan Hill and the surrounding area are of significance to the City of Morgan Hill. On three separate occasions, the residents of the City have approved ballot measures which limit residential growth in the City. At the same time there is growing interest in ensuring that the City's economic base is broad enough to support a sustainable community. The proposed development of the Coyote Valley by the City of San Jose and its attendant impacts are also of concern to the City.

Also of importance is the financial position of the City. As with many of California's cities, Morgan Hill faces financial challenges. This coming year the City Council plans to engage in a community "conversation" relating to the provision of City services and how they are financed. This discussion will result in the consideration of any number of alternatives to support the City's ongoing operations including new taxes.

Regional issues and intergovernmental relations are important to the City Council. The City is a member of and partner with several other governments in organizations that address regional issues. Representing the interests of the residents of Morgan Hill is important to the City Council.

The City is also concerned about its water resources. The City is entirely dependent on groundwater supplies, some of which have been contaminated by perchlorate.

## THE IDEAL CANDIDATE

The ideal candidate will be an experienced municipal attorney who can effectively lead the office in Morgan Hill. Keys to the

success of the new City Attorney will be the selected candidate's ability to work effectively in a collaborative fashion with the City Council and staff. The City Attorney is a key participant along with the City Manager and Department Heads in the City's executive team. The City Council is looking for an individual who is a team player. A person who is a problem solver and can assist the City Council and staff in identifying solutions to issues/challenges is being sought.

The new City Attorney should be a person who is self confident and instills confidence in those with whom he/she works. The ideal candidate will have the ability to manage outside legal counsel.

The City contracts with a number of firms for specialty work.

The ideal candidate will be an experienced municipal attorney who can effectively lead the office in Morgan Hill.

The City Attorney should possess strong interpersonal skills. The ability to relate to a variety of people including the City Council, staff, businesses, and residents is important. Candidates should be open, organized, and possess a sense of humor. The new City Attorney should be an excellent communicator as well.

Candidates should possess expertise in matters relating to land use, development, CEQA, and code enforcement. A general knowledge of conflict of interest and the Brown Act are important. It is anticipated

candidates will have served as a City Attorney or Assistant or in an equivalent position with a county or law firm serving local government.

Candidates should be members of the California Bar.

## COMPENSATION

The salary for the City Attorney is open, dependent upon qualifications.

The City offers an attractive benefits package including:

**Retirement** – City paid PERS 2% @ 55. This will increase to 2.5% at 55 effective June 2006.

**Health Insurance** – City pays 90% of total cost of the lowest cost medical and dental plans for family. For employees plus one dependent, City pays 95.5% of the total cost. Medical and/or dental insur. pay and employee-only medical coverage is \$610/mo.

**Sick Leave** – 96 hours per year accrued at 8 hours per month.

**Holidays** – 11.5 annually, plus 2 floating holidays.

**Vacation** – 120 hours annually to start.

**Administrative Leave** – 72 hours annually.

**Life Insurance** – City paid in the amount of \$250,000.

The City also offers tuition reimbursement, membership dues reimbursement, a car allowance, and cell phone allowance.

## TO APPLY

If you are interested in this outstanding opportunity, please submit your resume to:

**Bob Murray**

**Bob Murray & Associates**

1677 Eureka Road, Suite 202

Roseville, CA 95661

(916) 784-9080

(916) 784-1985 fax

e-mail:

[apply@bobmurrayassoc.com](mailto:apply@bobmurrayassoc.com)

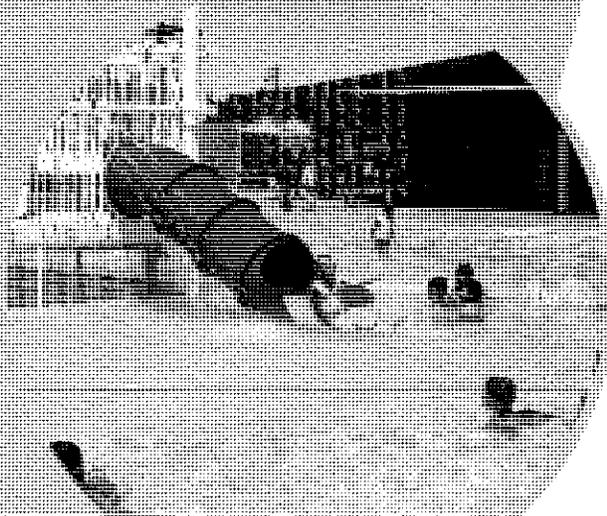
**Filing Deadline:**

**November 11, 2005**

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

If you have any questions, please do not hesitate to call Mr. Murray at:

(916) 784-9080



**BOB MURRAY & ASSOCIATES  
CLIENT LIST SINCE 2000**

**CITY MANAGER**

Airway Heights, WA	Kalamazoo, MI
Albany, CA (City Administrator)	Kirkland, WA
Albany, OR	La Mesa, CA
Antioch, CA	La Palma, CA
Apple Valley, CA (Town Manager)	Laguna Beach, CA
Arcadia, CA	Lake Elsinore, CA
Arcata, CA	Lakeport, CA
Arvada, CO	Lancaster, CA
Barstow, CA	Lathrop, CA
Benicia, CA	Lemon Grove, CA
Campbell, CA	Loomis, CA (Town Manager)
Capitola, CA	Los Alamitos, CA
Carmel, CA	Manteca, CA
Castle Rock, CO (Town Manager)	Marina, CA
Centennial, CO	Martinez, CA
Chico, CA	Menifee, CA
Chino, CA	Menlo Park, CA
Chino Hills, CA	Merced, CA
Chowchilla, CA (City Administrator)	Miami Beach, FL
Chula Vista, CA	Millbrae, CA
Claremont, CA	Mill Valley, CA
Cloverdale, CA	Milwaukie, OR
Concord, CA	Monrovia, CA
Coos Bay, OR	Montebello, CA (City Administrator)
Corcoran, CA	Monterey Park, CA
Corona, CA	Mountain View, CA
Coronado, CA	Needles, CA
Corte Madera, CA (Town Manager)	Newberg, OR
Dixon, CA	Newcastle, WA
Dublin, CA	Novato, CA
El Monte, CA	Oak Creek, WI (City Administrator)
Elk Grove, CA	Oakdale, CA
Escalon, CA	Oakley, CA
Eugene, OR	Oceanside, CA
Fairfield, CA	Ojai, CA
Fort Lauderdale, FL	Orinda, CA
Fortuna, CA	Pacifica, CA
Fremont, CA	Palo Alto, CA
Glendale, AZ	Pasadena, CA
Goleta, CA	Patterson, CA
Grover Beach, CA	Phoenix, AZ
Half Moon Bay, CA	Pittsburg, CA
Hollister, CA	Pico Rivera, CA
Imperial, CA	Pismo Beach, CA
Ione, CA	Pittsburg, CA
Irwindale, CA	Poway, CA

Rancho Cordova, CA  
Rancho Santa Margarita, CA  
Red Bluff, CA  
Rio Vista, CA  
Roseville, CA  
Salem, OR  
Salinas, CA  
San Antonio, TX  
San Carlos, CA  
San Clemente, CA  
San Marcos, CA  
San Pablo, CA  
San Rafael, CA  
San Ramon, CA  
Santa Ana, CA  
Santa Paula, CA  
Santa Rosa, CA  
Shoreline, WA  
Sonoma, CA  
South Lake Tahoe, CA  
South Pasadena, CA  
Springfield, OR  
St. Helena, CA  
Stanton, CA  
Stockton, CA  
Temple City, CA  
Thousand Oaks, CA  
Topeka, KS  
Tracy, CA  
Truckee, CA (Town Manager)  
Tualatin, OR  
Tucson, AZ  
Turlock, CA  
Vallejo, CA  
Ventura, CA  
Walnut Creek, CA  
Westminster, CA  
Woodland, CA  
Yuba City, CA

**ASSISTANT/DEPUTY CITY  
MANAGER**

Alameda, CA  
Arlington, TX  
Arvada, CO  
Barstow, CA  
Beverly Hills, CA  
Carlsbad, CA  
Dublin, CA  
Lancaster, CA

Monterey, CA  
North Las Vegas, NV  
Orange, CA  
Pasadena, CA  
Peoria, AZ  
Petaluma, CA  
Pomona, CA  
Rancho Cordova, CA  
Reno, NV  
Rocklin, CA  
San Diego, CA (COO and  
Assistant COO)  
Stockton, CA  
Ventura, CA  
Woodland, CA  
Yuba City, CA

**COUNTY ADMINISTRATOR**

Alachua County, FL  
Butte County, CA  
Clackamas County, OR  
Clark County, NV  
Deschutes County, OR  
Lee County, FL  
Marion County, OR  
Pasco County, FL  
San Benito County, CA  
Tehama County, CA  
Washington County, OR

**ADMINISTRATIVE SERVICES**

**DIRECTOR**

Garden Grove, CA  
Los Alamitos, CA  
Oakland, CA  
Ontario, CA  
Placer County Water Agency, CA  
Pleasanton, CA  
San Carlos, CA  
Stockton, CA  
Union City, CA  
Yucca Valley, CA

**ANIMAL SERVICES DIRECTOR**

Oakland, CA  
Rancho Cucamonga, CA  
Sacramento County, CA

**AVIATION/AIRPORT**

Big Bear Airport, CA

Bob Hope Airport, CA  
Clark County, NV-McCarran  
International Airport (various  
positions)  
Dallas/Fort Worth, TX  
Fresno, CA  
Los Angeles World Airports, CA  
San Jose, CA

**BUILDING  
OFFICIALS/INSPECTION**

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

**CITY CLERK**

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

**COMMUNITY DEVELOPMENT**

**DIRECTOR**  
Benicia, CA  
Beverly Hills, CA  
Capitola, CA  
Chino Hills, CA  
Concord, CA  
Cotati, CA

Daly City, CA  
Dublin, CA  
Fremont, CA  
Fullerton, CA  
Inglewood, CA  
Los Banos, CA  
Maple Valley, WA  
Marin County, CA  
Modesto, CA  
Moreno Valley, CA  
Morgan Hill, CA  
Newark, CA  
Newcastle, WA  
Oakland, CA  
Oceanside, CA  
Palo Alto, CA  
Phoenix, AZ  
Pleasanton, CA  
Redlands, CA  
Salem, OR  
San Antonio Housing Authority,  
TX  
San Carlos, CA  
Santa Cruz, CA  
Stockton, CA  
Sumter County, FL  
Vacaville, CA  
Vallejo, CA  
Walnut Creek, CA  
Yuba City, CA  
Yucca Valley, CA

**CONVENTION AND VISITOR'S**

**BUREAU DIRECTOR**  
Las Vegas Convention and  
Visitors' Authority, NV  
Los Angeles, CA  
North Lake Tahoe Visitors Bureau,  
CA  
Mammoth Lakes, CA  
San Antonio, TX  
Steamboat Springs, CO

**ECONOMIC DEVELOPMENT/**

**REDEVELOPMENT**  
Broward County, FL  
Chula Vista, CA  
Concord, CA  
Daly City, CA  
Fresno, CA

Fullerton, CA  
Milpitas, CA  
Modesto, CA  
Morgan Hill, CA  
New Orleans Redevelopment  
Authority, OR  
Oakland, CA  
Peoria, AZ  
Phoenix, AZ  
Port of Los Angeles, CA  
Port of San Diego, CA  
Redlands, CA  
Roseville, CA  
Sacramento, CA  
Salinas, CA  
San Antonio Housing Authority,  
TX  
Scottsdale, AZ  
Stockton, CA  
Taft, CA  
Tracy, CA  
Upland, CA  
Vancouver, WA

#### **ENGINEERING**

Bakersfield, CA  
Barstow, CA  
Bob Hope Airport, CA  
Central Contra Costa Sanitary  
District, CA  
Chino Hills, CA  
Clark County, NV – McCarran  
Airport  
Corona, CA  
Damascus, OR  
Dublin San Ramon Services  
District, CA  
Elk Grove, CA  
Imperial Irrigation District, CA  
Los Banos, CA  
Needles, CA  
Nevada County, NV  
Nye County, NV  
Oceanside, CA  
Omnitrans, CA  
Pico Rivera, CA  
Pismo Beach, CA  
Pomona, CA  
Richmond, CA  
Reno, NV

Stockton, CA  
San Luis Obispo County,  
Nacimiento Project, CA  
South Pasadena, CA  
Tiburon, CA  
Tracy, CA

#### **EXECUTIVE DIRECTOR**

Association of Monterey Bay Area  
Governments, CA  
Arizona Municipal Water Users  
Association, AZ  
Bay Area Air Quality Management  
District, CA  
Broward County, FL (Port  
Everglades Chief Executive/Port  
Director)  
California Peace Officers  
Association, CA  
California State Association of  
Counties, CA  
California School Boards  
Association, CA  
Central Contra Costa Solid Waste  
Authority, CA  
Chula Vista Redevelopment  
Agency, CA  
Early Learning Coalition of  
Broward County, Inc (CEO)  
Elk Grove-Rancho Cordova-El  
Dorado Connector JPA, CA  
El Paso Water Utilities-Public  
Service Board, TX  
(President/CEO)  
Florida Public Transportation  
Association (FPPTA), FL  
Housing Authority of the City of  
Austin, TX (President/CEO)  
Housing Authority of the City of  
Los Angeles, CA  
Housing Authority of the County  
of Butte, CA  
Housing Authority of the County  
of Santa Cruz, CA  
Hub Cities Consortium, CA  
Kings Community Action  
Organization, CA  
Mammoth Lakes Visitors Bureau,  
CA  
March Joint Powers Authority, CA

Metro, Portland, OR  
Oregon Cascades West Council of Governments, OR  
Palos Verdes Library District, CA  
Pima Association of Governments and Regional Transit Association, AZ  
Sacramento Area Flood Control Agency, CA (Executive & Deputy)  
San Bernardino Associated Governments, CA  
San Diego Association of Governments, CA  
Children's Board of Hillsborough County (Executive Director)  
Louisiana Housing Corporation (Executive Director)  
San Francisco Estuary Institute, CA  
San Joaquin Council of Governments, CA  
Santa Clara Valley Water District, CA (CEO)  
SOS Children's Villages – Florida (CEO)  
South Bayside Waste Management Authority, CA  
Southern California Association of Governments (Deputy)  
Housing Authority of the City of Stamford d/b/a Charter Oak Communities (Executive Director/COO)  
Vancouver Housing Authority, WA (Executive & Deputy)  
West Contra Costa Integrated Waste Management District, CA  
West Contra Costa Transportation Advisory Committee, CA  
Yolo Emergency Communications Agency, CA

#### FINANCIAL

Alameda County Congestion Management Agency, CA  
Aurora, CO  
Baldwin Park, CA  
Barstow, CA  
Boulder, CO  
Boulder City, NV

Calaveras County Water District, CA  
Campbell, CA  
Chino Hills, CA  
Clark County, NV  
Corona, CA  
Cotati, CA  
Damascus, OR  
D.C. Government, DC  
East Bay Municipal Utility District, CA  
Elk Grove, CA  
Grants Pass, OR  
Half Moon Bay, CA  
Healdsburg, CA  
Hercules, CA  
Housing Authority of the City of Los Angeles, CA  
Imperial Beach, CA  
Imperial Irrigation District, CA  
Inglewood, CA  
Ione, CA  
Lancaster, CA  
Las Vegas Valley Water District, NV  
Los Altos, CA  
McCarran International Airport-Clark County, NV  
Menlo Park Fire Protection District, CA  
Modesto, CA  
Norfolk, VA (Assistant Director)  
Oakland, CA  
Palmdale Water District, CA  
Pleasanton, CA  
Sacramento County, CA  
San Carlos, CA  
San Diego, CA  
San Francisco, CA  
San Leandro, CA  
San Jose, CA  
Santa Monica, CA  
Sparks, NV  
Stockton, CA  
Thornton, CO  
Union City, CA  
Wayne County, MI  
West Hollywood, CA  
West Wendover, NV  
White Pine County, NV

Yolo County, CA

**FIRE CHIEF**

Alameda, CA  
Arroyo Grande (Director of Building & Fire)  
Aurora, CO  
Chino Valley Independent Fire District, CA  
Chula Vista, CA  
Eugene, OR  
Fremont, CA  
Folsom, CA  
Fullerton, CA  
Glendale, CO  
Hillsboro, OR  
Lodi, CA  
Livermore – Pleasanton Fire District, CA  
Milpitas, CA  
Monrovia, CA  
Montebello, CA  
Mountain View, CA  
Newark, CA (Assistant & Chief)  
Oceanside, CA  
Peoria, AZ  
Petaluma, CA  
Piedmont, CA  
Poudre Fire Authority, CO  
Rancho Cucamonga, CA (Deputy & Chief)  
Rancho Santa Fe Fire Protection District, CA  
Sacramento County, CA  
Salinas, CA  
San Mateo, CA  
San Miguel Fire Protection District, CA  
Santa Cruz, CA  
Sonoma Valley Fire & Rescue Authority, CA  
Sumter County, FL  
Sunnyvale, CA (Public Safety Director)  
University of California, Davis  
Union City, CA (Assistant & Chief)  
Upland, CA  
Vacaville, CA  
Walla Walla, WA

**GENERAL MANAGER**

Big Bear City Community Services District, CA  
Calaveras County Water District, CA  
Central Contra Costa Sanitation District, CA  
Central Marin Sanitation Agency, CA  
Coachella Valley Mosquito Vector Control District, CA  
Cordova Recreation and Park District, CA (District Administrator)  
East Bay Dischargers Authority, CA  
Fallbrook Public Utilities District, CA  
Hilton, Famkopf, and Hobson LLC, CA  
Joshua Basin Water District, CA  
Jurupa Community Services District, CA  
Kennewick Irrigation District, WA (District Manager)  
Los Angeles Convention Center, CA  
Monterey Peninsula Regional Park District, CA  
Monterey Regional Waste Management District, CA  
Monterey Regional Water Pollution Control Agency, CA (Assistant)  
Oro Loma Sanitary District, CA  
Public Agency Risk Sharing Authority of California, CA  
Pleasant Valley Recreation & Park District, CA  
Reclamation District 1000, CA (District Engineer)  
Ross Valley Sanitary District, CA  
Salinas Valley Solid Waste Authority, CA  
Sanitary District No. 5 of Marin County, CA  
Santa Cruz Consolidated Emergency Communications Center, CA  
Sewer Authority Mid-Coastside, CA

South Placer Municipal Utility  
District, CA  
Sweetwater Springs Water District,  
CA  
Union Sanitary District, CA  
Valley of the Moon Water District,  
CA  
Walnut Valley Water District, CA

#### **HOUSING**

Housing Authority of the City of  
Austin, TX  
Housing Authority for the City of  
Brownsville, TX  
Housing Authority for the City of  
Los Angeles, CA  
Housing Authority for the County  
of Butte, CA  
Housing Authority for the County  
of Santa Cruz, CA  
Louisiana Housing Corporation  
Milpitas, CA  
San Antonio Housing Authority,  
TX  
Housing Authority the City of  
Stamford d/b/a Charter Oak  
Communities  
Vancouver Housing Authority, WA

#### **LEGAL COUNSEL**

Aurora, CO  
Broward County, FL  
Cupertino, CA  
Fremont, CA  
Gainesville, FL  
Hayward, CA  
Lathrop, CA  
Monterey, CA  
Morgan Hill, CA  
Newport Beach, CA  
North Las Vegas, NV  
Oceanside, CA  
Orange, CA  
Palo Alto, CA  
Port of San Diego, CA  
Sacramento Area Flood Control  
Agency, CA  
Sacramento County, CA  
Salinas, CA  
San Benito County, CA

San Bernardino Associated  
Governments, CA  
San Mateo, CA  
Santa Ana, CA  
Stockton, CA  
Sunnyvale, CA  
Thousand Oaks, CA  
Ventura, CA  
Walnut Creek, CA  
Yolo County, CA

#### **LIBRARY**

Corona, CA  
Folsom, CA  
Monterey Park, CA  
Palos Verdes Library District, CA  
Stockton-San Joaquin County  
Public Library, CA

#### **PARKS/RECREATION/ COMMUNITY SERVICES**

Anaheim, CA  
Arlington, TX  
Bakersfield, CA  
Corona, CA  
El Segundo, CA  
Emeryville, CA  
Half Moon Bay, CA  
Lemoore, CA  
Long Beach, CA  
Lynwood, CA  
Maple Valley, WA  
Milpitas, CA  
Monterey County, CA  
Peoria, AZ  
Pleasanton, CA  
Pleasant Valley Recreation and  
Park District, CA  
Pomona, CA  
Sacramento County, CA  
Sacramento, CA  
San Carlos, CA  
San Jose, CA  
Santa Clarita, CA  
Stockton, CA  
Ventura, CA  
Whittier, CA

**PERSONNEL/HUMAN  
RESOURCES**

Alameda County, CA  
Anaheim, CA  
Apple Valley, CA  
Barstow, CA  
Bellevue, WA  
Benicia, CA  
Colusa County, CA  
Commerce, CA  
Corona, CA  
Desert Water Agency, CA  
Fremont, CA  
Inland Empire Utilities Agency, CA  
Glendale, AZ  
Grants Pass, OR  
Judicial Council of California --  
Administrative Office of the  
Courts, CA  
Las Virgenes Municipal Water  
District, CA  
Moreno Valley, CA  
Monterey Park, CA  
Napa, CA  
Newark, CA  
Norfolk, VA  
North Las Vegas, NV  
Oakland, CA  
Oceanside, CA  
Ontario, CA  
Patterson, CA  
Palmdale Water District, CA  
Petaluma, CA  
Pomona, CA  
Rancho Cordova, CA  
Redlands, CA  
Rocklin, CA  
Roseville, CA  
San Antonio Housing Authority,  
TX  
Scottsdale, AZ  
Stockton, CA  
Tehama County, CA  
Wayne County, MI  
White Pine County, NV  
Yucca Valley, CA

**PLANNING**

Alameda, CA  
Beverly Hills, CA

Centre City Development  
Corporation, CA  
Corona, CA  
Chula Vista, CA  
Damascus, OR  
El Segundo, CA  
Elk Grove, CA  
Healdsburg, CA  
Los Banos, CA  
Madera, CA  
Milpitas, CA  
Modesto, CA  
Needles, CA  
Oceanside, CA  
Pacifica, CA  
Palo Alto, CA  
Palm Springs, CA  
Pleasanton, CA  
Reno, NV  
Riverside, CA  
Robson Homes, CA  
Roseville, CA  
Sacramento, CA  
Santa Clara County, CA  
San Benito County, CA  
Santa Cruz, CA  
Santa Monica, CA  
Stockton, CA  
Sumter County, FL  
Tracy Unified School District, CA  
Washington County, OR

**POLICE CHIEF/SAFETY**

Arroyo Grande, CA  
Ashland, OR  
Aurora, CO  
Bay Area Rapid Transit, CA  
Bellevue, WA  
Berkeley, CA  
California State University, East  
Bay  
California State University,  
Sacramento  
California State University, San  
Francisco  
Capitola, CA  
Carlsbad, CA  
Chico, CA  
Concord, CA  
Corona, CA

Coronado, CA  
Culver City, CA  
El Cerrito, CA  
Eugene, OR  
Fairfield, CA  
Folsom, CA  
Fullerton, CA  
Glendale, AZ  
Glendora, CA  
Half Moon Bay, CA  
Hayward, CA  
Irvine, CA  
Irwindale, CA  
La Mesa, CA  
Lake Oswego, OR  
Littleton, CO  
Livingston, CA  
Lodi, CA  
Los Angeles, CA  
Los Angeles World Airports, CA  
Los Banos, CA  
Mammoth Lakes, CA (Interim)  
Manhattan Beach, CA  
Maywood, CA  
Menlo Park, CA  
Merced, CA  
Mesa, AZ  
Modesto, CA  
Monrovia, CA  
Montebello, CA  
Monterey, CA  
Monterey County Sheriff's  
Department, CA  
Morgan Hill, CA  
North Las Vegas, NV  
Novato, CA  
Oakdale, CA  
Oceanside, CA  
Orange County, CA  
Palm Springs, CA  
Palo Alto, CA  
Pasadena, CA  
Pasadena City College, CA  
Peoria, AZ  
Petaluma, CA  
Piedmont, CA  
Pismo Beach, CA  
Pittsburg, CA  
Placentia, CA  
Pleasanton, CA

Port of Long Beach, CA  
Port of San Diego, CA  
Port of Seattle, WA  
Redlands, CA  
Reno, NV  
Rio Vista, CA  
Rocklin, CA  
Roseville, CA  
Sacramento, CA  
Salinas, CA  
San Bernardino, CA  
San Diego State University, CA  
San Fernando, CA  
San Francisco, CA  
San Jose State University, CA  
San Rafael, CA  
Santa Rosa Junior College, CA  
Sausalito, CA  
Seaside, CA  
Signal Hill, CA  
South Gate, CA  
Sunnyvale, CA  
Tulsa, OK  
Turlock, CA  
University of California at Davis,  
CA  
University of California at Santa  
Barbara, CA  
University of Oregon  
Vacaville, CA  
Virginia Commonwealth University  
Walla Walla, WA  
Walnut Creek, CA  
West Sacramento, CA  
Whittier, CA

**POLICE COMMAND STAFF**

Atascadero, CA  
Bay Area Rapid Transit, CA  
California State University,  
Sacramento  
California State University, San  
Francisco  
Los Angeles County, CA  
Menlo Park, CA  
Monterey County, CA  
Pleasanton, CA  
Santa Rosa, CA  
Port of San Diego, CA

University of California at Merced,  
CA  
University of Oregon, OR

**POLICE OVERSIGHT**

Bay Area Rapid Transit, CA  
San Francisco, CA  
San Jose, CA

**PUBLIC AFFAIRS/  
INTERGOVERNMENTAL  
RELATIONS DIRECTOR**

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

**PUBLIC SAFETY  
COMMUNICATIONS**

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

**PUBLIC WORKS**

Belmont, CA  
Chandler, AZ  
Clark County, NV  
Dallas, TX  
Elk Grove, CA  
Fresno, CA  
Galt, CA  
Grants Pass, OR  
Half Moon Bay, CA  
Healdsburg, CA  
Huntington Beach, CA  
Inglewood, CA  
Lathrop, CA

Los Banos, CA  
Mammoth Lakes, CA  
Maple Valley, WA  
Monrovia, CA  
Morro Bay, CA  
Needles, CA  
Pico Rivera, CA  
Pismo Beach, CA  
Pomona, CA  
Poway, CA  
Provo, UT  
Redlands, CA  
Roseburg, OR  
Roseville, CA  
San Benito County, CA  
San Carlos, CA  
San Diego, CA  
San Jose, CA  
Santa Cruz, CA  
South Pasadena, CA  
Stockton, CA  
Sumter County, FL  
Tehama County, CA  
Tiburon, CA  
Upland, CA  
Woodland, CA  
Yuba City, CA

**PURCHASING**

Central Contra Costa Sanitary  
District, CA  
Housing Authority of the City of  
Los Angeles  
Tacoma, WA

**RISK MANAGEMENT**

Central Contra Costa Sanitary  
District, CA  
Central Marin Sanitation Agency,  
CA  
Riverside Transit Agency, CA

**TECHNOLOGY**

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

Oakland, CA  
Port of Los Angeles, CA  
San Antonio Housing Authority,  
TX  
San Francisco, CA  
State Bar of California  
Tucson, AZ

#### **TRANSPORTATION**

Association of Monterey Bay Area  
Governments, CA  
Dallas, TX  
Elk Grove-Rancho Cordova-El  
Dorado County Connector Joint  
Powers Authority, CA  
Omnitrans, CA  
San Diego Association of  
Governments, CA  
San Joaquin Council of  
Governments, CA  
Santa Clarita, CA  
Washington County, OR  
West Contra Costa Transportation  
Advisory Committee, CA

#### **WASTE WATER/SANITATION/ SOLID WASTE**

Central Contra Costa Sanitation  
District, CA  
Central Contra Costa Solid Waste  
Authority, CA  
Central Marin Sanitation Agency,  
CA  
Dublin San Ramon Services  
District, CA  
East Bay Dischargers Authority,  
CA  
Monterey Regional Waste  
Management District, CA  
Monterey Regional Water Pollution  
Control Agency, CA  
Oro Loma Sanitary District, CA  
Redlands, CA  
Richmond, CA  
Roseville, CA  
Ross Valley Sanitary District, CA  
Salinas Valley Solid Waste  
Authority, CA  
Sanitary District No. 5 of Marin  
County, CA

San Jose, CA  
Sewer Authority Mid-Coastside,  
CA  
South Bayside Waste Management  
Authority, CA  
Stockton, CA  
Union Sanitary District, CA  
West Contra Costa Integrated  
Waste Management Authority, CA

#### **WATER**

Arizona Municipal Water Users  
Association, AZ  
Aurora, CO  
Bakersfield, CA  
Calaveras County Water District,  
CA  
Joshua Basin Water District, CA  
Kennewick Irrigation District, CA  
Phoenix, AZ  
Reclamation District 1000, CA  
Redlands, CA  
Roseville, CA  
Sacramento Area Flood Control  
Agency, CA  
San Diego, CA San Jose, CA  
San Luis Obispo County, CA  
Santa Clara Valley Water District,  
CA  
South Placer Municipal Utility  
District, CA  
Stockton, CA  
Sweetwater Springs Water District,  
CA  
Valley of the Moon Water District,  
CA  
Walnut Valley Water District, CA  
Yuba City, CA

#### **OTHER**

Bay Area Air Quality Management  
District, CA (Deputy Air Pollution  
Control Officer)  
Benton County, OR (Health  
Director)  
Broward County, FL (Port  
Everglades Director of Business  
Development)  
Bureau Veritas, CA (Vice President  
– Operations)

Central Contra Costa Sanitary  
District (Director of Collection  
System Operations and Director of  
Plant Operations)  
Cordova Recreation & Park  
District (District Administrator and  
Maintenance Superintendent)  
Government Services Group, Inc.  
(Municipal Services Manager)  
Housing Authority of the City of  
Los Angeles (Director of General  
Services)  
Imperial Irrigation District  
(Assistant Manager of Construction  
Operations and Maintenance)  
Hilton, Farnkopf, and Hobson  
LLC (Manager/Vice President)  
Las Vegas Convention and Visitors  
Authority, NV (Director of Facility  
Projects)  
Monterey Bay Unified Air  
Pollution Control District, CA (Air  
Pollution Control Officer)  
Port of Long Beach, CA (Managing  
Director)  
Port of San Diego, CA (Senior  
Director of Real Estate)  
Redlands, CA (8 Mid-Level  
Managers)  
Robson Homes (Forward Planner  
and Land Acquisition Manager)  
Sacramento, CA (Preservation  
Director)  
Sacramento, CA (Urban Design  
Manager)  
San Jose, CA (Assistant Director of  
Environmental Services and  
Environmental Services Director)  
San Manuel Band of Tribal Indians,  
CA (Tribal Manager)  
Superior Court of California,  
County of San Luis Obispo, CA  
(Assistant Court Executive Officer)  
Washoe County, NV (Senior  
Services Director)  
Washoe County, NV (Social  
Services Director)

COLIN BAENZIGER & ASSOCIATES

EXECUTIVE RECRUITING



**PROPOSAL TO  
ASSIST THE CITY IN RECRUITING ITS NEXT  
CITY ATTORNEY**

***Colin Baenziger & Associates***

**Project Manager and Contact Person:**

Colin Baenziger, (561) 707-3537  
Colin Baenziger & Associates  
12970 Dartford Trail • Suite 8  
Wellington, FL 33414  
e-mail: [Colin@cb-asso.com](mailto:Colin@cb-asso.com)  
Fax: (888) 635-2430

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

# PROPOSAL TO BE THE CITY'S EXECUTIVE RECRUITING FIRM

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COLIN BAENZIGER  ASSOCIATES  
EXECUTIVE RECRUITING

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April 10, 2013

The Honorable Mayor Jerry Weiers, Vice Mayor Yvonne J. Knaack and Councilmembers  
Ian Hugh, Manny Martinez, Norma Alvarez, Gary Sherwood and Sammy Chavira  
City of Glendale City Hall  
5850 West Glendale Avenue  
Glendale, AZ 85301

Dear Mayor Weiers, Vice Mayor Knaack and Councilmembers Hugh, Martinez, Alvarez,  
Sherwood and Chavira:

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

CB&A is a national recruiting firm having conducted assignments from Florida to Washington and Maine to California. We pride ourselves on providing not just high quality results, but equally important, we provide a great deal of personal attention to each of our local government clients. To conduct a proper recruitment, we feel the project manager must do more than just drop by occasionally. He/she must get to know the appropriate government officials personally and the community firsthand. That effort takes time, but it is the only way to ensure the candidates we recommend are well qualified and a good fit for your community. As a result, we only take a few clients at a time and focus on getting the job done properly. Further, we routinely complete our work in 60 to 90 days and that includes preparation of recruitment and advertising materials, candidate outreach, candidate screening, finalist interviewing and manager selection. We also offer the best warranty in the industry.

Not only do we offer unparalleled service at a reasonable price, we focus on finding just the right people for your organization. We say people, and not person, because our goal is to bring you five finalists who are so good that you will have a difficult time choosing among them. The proof is in the fact that five of our local government clients have passed resolutions thanking us for our outstanding efforts in finding their key staff. We do not know how often you have passed a resolution thanking a consulting firm for its efforts, but we have rarely seen it happen. Our goal, in fact, would be for you to be our next client to pass such a resolution.

Some of our recent searches include City Attorneys for West Melbourne, FL and Roanoke, VA; and City Managers for Fayetteville, NC, Destin, FL, Portland, ME, Roanoke, VA, and Tacoma, WA. We also sought the Borough Manager for Matanuska-Susitna Borough, Alaska (a county the size of West Virginia), and County Managers for Polk County, IA, Clay County, FL, and Union County, NC.

Our current searches include, among others, the City Managers for Leesburg, FL, Monroe, NC, Normandy Park, WA, Satellite Beach, FL, and Scottsdale, AZ; County Administrators for Okaloosa County, FL and Clackamas County, OR; the Finance Director and the Treasurer for the City of Miami, FL; and the Human Resources Director for the City of Cape Coral, FL.

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

Sincerely,



Colin Baenziger  
Principal / Owner

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

## ***I. Colin Baenziger & Associates***

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### ***Qualifications of Colin Baenziger & Associates***

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

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

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

Since beginning our search practice in 1998, we have conducted searches and other related work for clients in nineteen states. Overall our staff has performed over 120 City / County / Special District Manager searches and approximately 200 local government searches. The basic approach we have presented in Section VI is the approach we have used in every one of our searches. It has been refined over the years to the point where it is problem-free.

#### ***Our Services:***

##### ***Human Resources***

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

##### ***Additional Services***

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

##### ***Operational Reviews***

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

##### ***Planning***

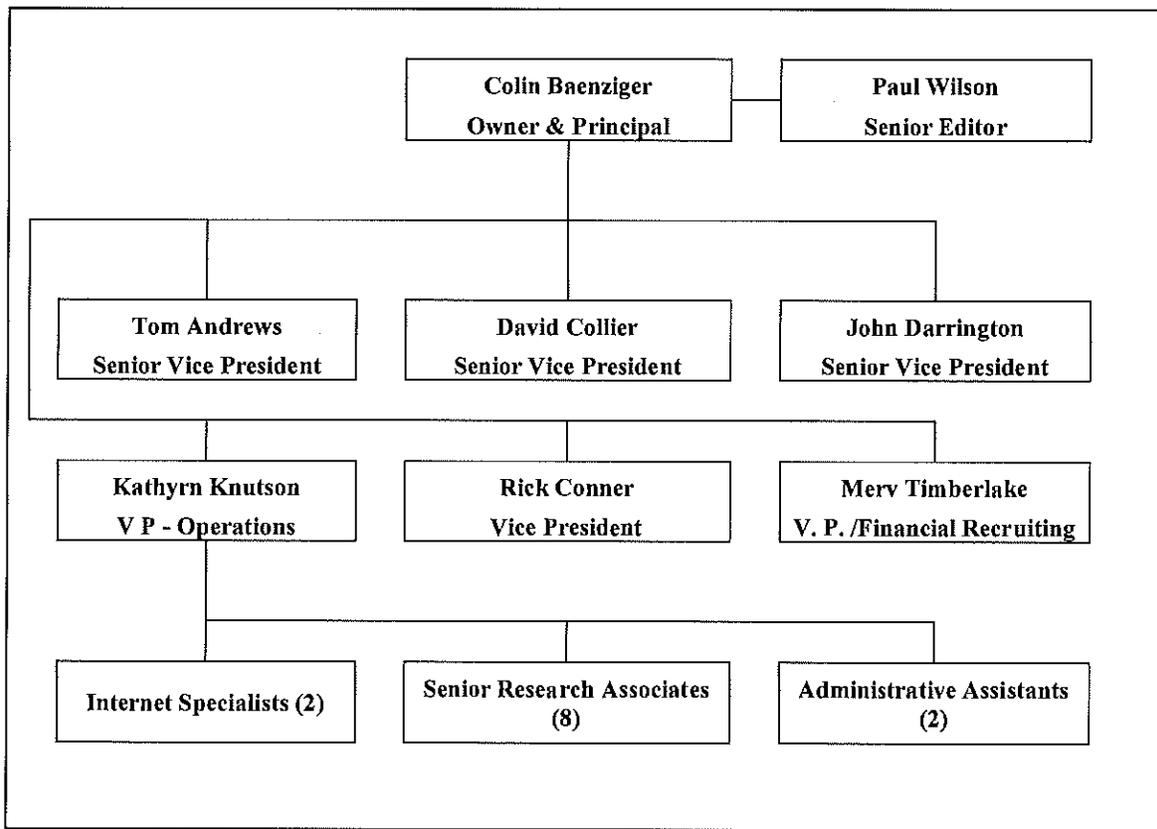
Strategic Planning  
Operational Planning  
Project Planning

## ***I. Colin Baenziger & Associates***

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

Colin Baenziger & Associates has developed its business model over the past 15 years. The model has proven to be extremely effective in every state we have applied it and for every type of position. In fact we are often called when a government has a particularly difficult position to fill or where one of our competitors has failed. Overall, we utilize approximately 18 people. Most staff members are independent contractors and are given assignments on a task order basis. Consequently we can pay well while having a great deal of flexibility without the overhead of many firms. In addition to Mr. Baenziger, other senior staff members are former City and/or County Managers or elected officials. As a result, we understand both perspectives and have been very successful in identifying the right candidates for our clients. CB&A's other staff are all competent researchers and writers and most have been with us for a long time.



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

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

## ***I. Colin Baenziger & Associates***

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

Colin Baenziger & Associates routinely completes its assignments in 60 to 90 days. Further, since CB&A began performing recruitments, *it has never missed a project milestone.*

### ***Search Completion Record***

In every case CB&A has been selected to perform a City or County Manager search, the search has been completed and the client has selected from one of our recommended candidates. Further, we have never been fired before a search was completed.

### ***Diversity***

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

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

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

### ***Insurance***

To protect our clients, Colin Baenziger & Associates maintains the following insurance coverages: (1) general liability insurance of \$1 million combined single limit per occurrence for bodily injury, personal injury and property damages, (2) automobile liability insurance of \$1 million per accident, and (3) professional liability insurance of \$1 million per occurrence. As a small firm, utilizing independent contractor predominantly, 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.

## *Some of CB&A's Clients...*



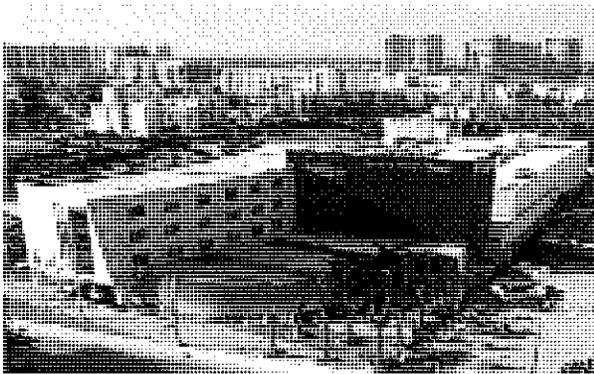
*Tampa Bay Water Authority (serving  
2,400,000 people)*

*General Manager*



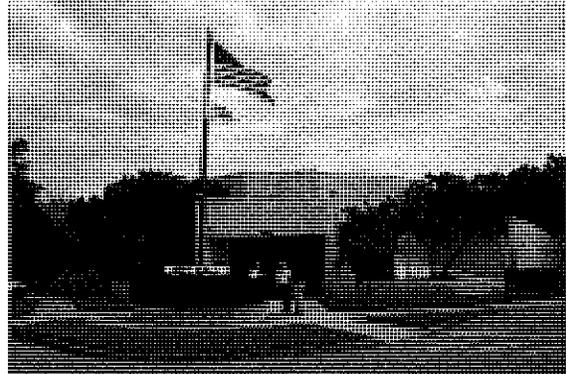
*City of Roanoke, VA*

*City Manager  
City Attorney  
Director, Economic Development*



*City of Sunny Isles Beach, FL*

*City Manager  
City Engineer,  
Finance Director,  
Assistant Director, Public Works  
Police Chief*



*City of West Melbourne, FL*

*City Manager,  
City Attorney*

## ***II. What Sets CB&A Apart***

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Since 1997, Colin Baenziger & Associates (CB&A) has developed an extensive municipal practice. The key element is executive search and our first client was the City of Lauderdale Lakes, FL, in 1998. Briefly, we believe that the City would be wise to select us because:

### ***Experience and Approach***

- We recruit nationally and know many of the country's local government professionals personally.
- We have an extraordinary talent for determining who will fit well (and who will not) in the particular situation.
- Our lead recruiter, Colin Baenziger, has served as a City Manager, as well as an elected board member for a master homeowners association composed of 22,000 residents. He can thus relate to both appointed and elected officials and speaks their language. All our other recruiters are former City and County Managers.
- We tailor our approach to the community. Once we fully understand the elected body, the community and the issues, we aggressively seek the candidates who are right for you.
- We can move quickly. Utilizing a true executive search approach and very limited advertising, we can have a short list of candidates within two to four weeks.
- The caliber of our work is better. Because we have not conducted hundreds of searches and we depend on word of mouth advertising, our reputation is critical to us.
- We continue to work with you after the position is filled. If issues arise six or twelve months later between the employee and employer, we will assist the parties in working through them at no additional charge.
- We are reasonably priced, and not because we do less. In fact, we do much more than our competitors. We have focused our efforts on minimizing our overhead. We simply do not have the expenses other firms do, and we can pass the savings on to you.
- We are very adept at working with the electronic and print media. Should the City wish, we are very comfortable serving as its media spokesperson for the search.
- Our warranty is the best in the industry. We offer the best warranty in the industry. We can offer it because we have confidence in our work. (See Section V of this proposal.)
- Finally, although we move quickly, we do not rush the process. We carefully evaluate every potential candidate, scrutinize their background information and make sound recommendations to the client.

## ***II. What Sets CB&A Apart*** (continued)

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### ***Results:***

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

- Our clients are extremely satisfied with our work. In fact five of them have passed resolutions thanking us for our extraordinary efforts recruiting their managers.
- We have never missed a significant project milestone.
- No matter how complicated the search has become or what unforeseen circumstances may have arisen, we have never asked a client for anything beyond the fee we initially quoted.
- Every one of our City and County Manager searches has ended in a successful placement.
- We have become recognized as a leader in municipal recruiting, and we are frequently called upon to speak at the conferences of the league of cities, local and national city and county management associations and other professional bodies.

### ***Summary:***

Colin Baenziger & Associates is the firm you should select to conduct your search because we are knowledgeable and effective while also being very reasonably priced. We are extremely adept at determining who will be the best person to serve as your City Attorney for the long term. Further, we complete our work on time and on budget.

### ***III. Key Staff***

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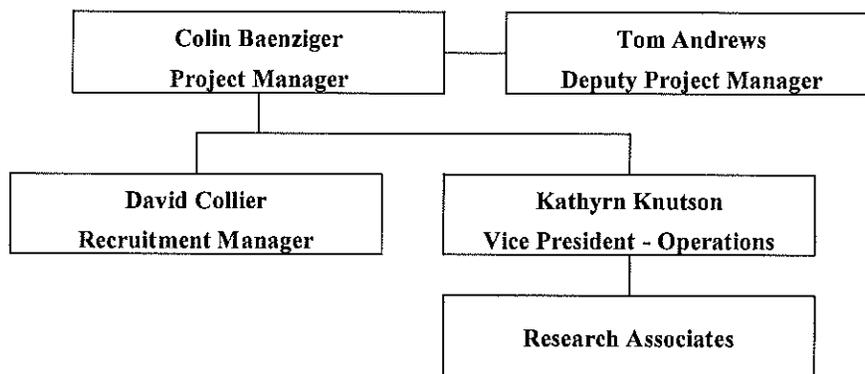
#### ***Project Team and Involvement*** (Resumes for key staff follow)

CB&A is an experienced recruiting firm and strongly believes that the majority of the search work should be conducted by one knowledgeable person. Colin Baenziger will be that person, and he will serve as project manager. He will conduct the interviews with the elected officials, search for strong candidates, discuss the position with those candidates, recruit them, conduct the interviews with the candidates, conduct the background investigations, oversee the interview process, and assist with the contract negotiations. Mr. Baenziger holds a Bachelor's degree from Carleton College and a Master's degree with distinction from Cornell University's Graduate School of Management. In addition to 15 years as a consultant, Mr. Baenziger spent 10 years in government as a senior manager. Overall, he has been the firm's Project Manager for 100 city and county manager searches.

Tom Andrews, senior vice president, will be the Deputy Project Manager and support for Mr. Baenziger. Mr. Andrews will assist in virtually every aspect of the search effort but will focus on the search for strong candidates and candidate evaluation. Before joining the firm, Mr. Andrews served as County Administrator for Fulton County, Georgia, and in high level county and state positions in Maryland.

David Collier, senior vice president, will serve as the recruitment manager and assist with the identification and screening of candidates. He has over 30 years of experience as a senior level local government manager in several states including Maryland. He earned his Bachelor of Arts degree in economics and his Master's degree in public administration from the American University in Washington, D.C. He is a past president of the Maryland City Managers Association and the Florida Association of County Administrators.

Kathryn Knutson, Vice President for Operations, will be responsible for coordinating the advertising and production of the materials we will present to you as described in the Recruitment Approach.



### ***III. Key Staff (continued)***

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

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**Principal**

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



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

- Public Works Director, Chandler, AZ (population 240,000)
- City Manager, Coral Gables, FL (population 42,000),
- City Manager, Cottonwood Heights, UT (population 34,000),
- City Manager, Fayetteville, NC (population 208,000),
- Economic Development Director, Loudoun County, VA (population 290,000),
- Community Development Director, Miami, FL (population 373,000),
- Borough Manager, Matanuska-Susitna Borough, Alaska (population 88,000),
- City Manager, Mount Dora, FL (population 12,000),
- City Manager, Palm Coast, FL (population 51,000),
- City Manager, Portland, ME (population 65,000),
- City Attorney and City Manager, Roanoke, VA (population 93,000),
- City Manager, Tacoma, WA (population 197,000),
- General Manager, Tampa Bay Water Authority (serving a population of 2.4 million),
- County Manager, Union County, NC (population 290,000), and
- City Attorney, West Melbourne, FL (population 15,000).

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

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

### ***III. Key Staff (continued)***

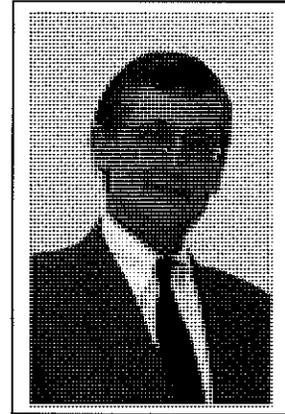
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#### ***Tom Andrews, M.S.***

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#### **Senior Vice President**

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



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

Some of the top leadership positions that Tom has held include: serving as the County Manager of Fulton County, GA, Chief Administrative Officer for Anne Arundel County, MD, Deputy Secretary, Maryland Department of the Environment, Assistant Secretary, Maryland Department of Natural Resources, Director, Maryland Water Resources Administration and Chief of Staff for Maryland Acting Governor Blair Lee III.

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

- City Attorney, Roanoke, VA
- Director, Watershed Management, DeKalb County, GA,
- City Manager, Fife, WA,
- City Manager, Greensboro, NC,
- City Manager, Roanoke, VA,
- County Manager, Brevard County, FL,
- Deputy City Manager, Durham, NC
- Director, Economic and Workforce Development, Durham, NC
- Budget Director, St. Petersburg, FL, and
- Director of Economic Development for Loudoun County, VA.

In addition, Tom has conducted numerous leadership seminars for state and local government mid-level managers.

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

### **III. Key Staff** *(continued)*

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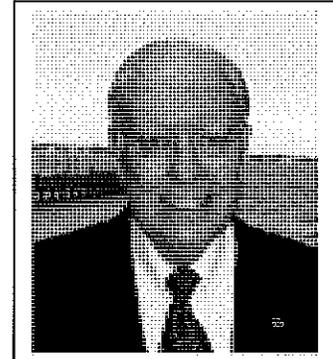
#### ***Dave Collier, M.P.A.***

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#### **Senior Vice President**

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

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



Dave has overseen the recruitment and selection of:

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

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

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

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

### ***III. Key Staff (continued)***

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

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#### **Vice President for Operations**

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



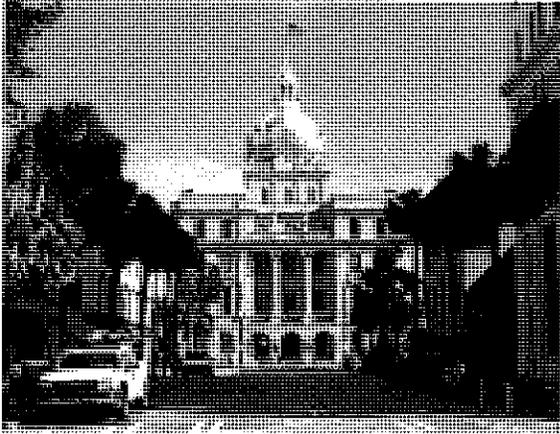
Since beginning her working relationship as a subcontractor with Colin Baenziger & Associates, Ms. Knutson has been involved in virtually every executive search the firm has conducted. Some of the more notable ones include:

- Public Works Director, Chandler, AZ (population 250,000),
- City Manager, Town of Bay Harbor Islands (population 5,200),
- City Manager, Coral Gables, FL (population 42,000),
- City Manager, Cottonwood Heights, UT (population 34,000),
- City Manager, Cutler Bay, FL (population 35,000),
- City Manager, Fife, WA (population 8,200),
- City Manager, Greensboro, NC (population 259,000),
- City Manager, Homestead, FL (population 59,800),
- Village Manager, Key Biscayne, FL (population 11,000),
- City Manager, City of Marathon, FL (population 11,500),
- Village Manager, Village of Palmetto Bay, FL (population 24,000),
- City Manager, Portland, ME (65,000),
- City Manager, Roanoke, VA (population 101,000), and
- City Manager, City of West Melbourne, FL (population 15,000).

As noted, a major part of Ms. Knutson's work has been on special projects. For example, she is responsible for the firm's annual City Manager compensation survey and also has worked with Palm Beach County Water Utilities reviewing a portion of its billing database. The utility's concern was possible under-billing, and our work involved a review of billing records for reasonableness and consistency, as well as extensive work in the field. Thanks to Ms. Knutson's work, the Utility recovered our fee several times over.

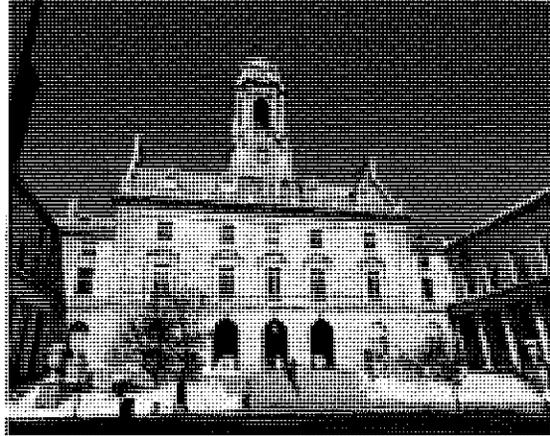
Ms. Knutson's prior employment includes stints with Palm Beach County's Department of Building, Planning, and Zoning, and with the County Health and Rehabilitative Services. She has also worked with the State of Florida's Department of Corrections and with the State's Department of Employment Services.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

*More CB&A Clients*



*City of Savannah, GA*

*Assistant City Manager*



*City of Portland, ME*

*City Manager*



*Town of Golden Beach, FL*

*Chief of Police*



*Loudoun County, VA*

*Director – Economic Development  
Human Resources Officer*

## ***IV. References***

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The staff at Colin Baenziger & Associates has completed over 120 searches for city and county managers and more than 200 senior-level local government management searches overall. References are provided below for four of our searches. Additional references can be provided if requested.

***1) City Attorney, City of Roanoke, VA (population 96,000).***

**Contact:** Council Member Court Rosen at  
(540) 597-3193 or [courtrosen@gmail.com](mailto:courtrosen@gmail.com)  
City Clerk Stephanie Moon at (540) 853-2541  
[Stephanie Moon@roanokeva.gov](mailto:Stephanie.Moon@roanokeva.gov)

CB&A was hired in early March 2012 to find Roanoke's next **City Attorney**. Roanoke is the cultural and commercial hub of southwestern Virginia. One of its primary employers is the Carilion Clinic with almost 8,000 employees. We were asked to identify someone who was sound legally but also creative and who could practice law in Virginia without sitting for the Bar examination. We quickly realized that any attorney admitted to practice law before the court of last resort in any other state, could waive in and practice law in Virginia. That permitted us to conduct a nationwide search and consider a reasonably broad range of applicants. Our efforts involved searching the country for strong candidates, conducting extensive background checks, recommending a strong field of candidates, overseeing the interviews and providing a small amount of assistance with the contract negotiations. *Daniel Callaghan, a shareholder with Devine, Millimet & Branch of Manchester, NH*, was selected in July 2012. He spent several months wrapping up his practice and began work and was admitted to the Virginia Bar in October, 2012. We have since helped recruit the **City Manager, Planning Director and Economic Development Director**.

***2) City Attorney, City of West Melbourne (population 15,000)***

**Contact:** Mayor Hal Rose at 321-795-2164

CB&A was retained in late March, 2008, to assist the City in finding a **City Attorney**. The City had previously conducted its own search and the results had been less than satisfactory. Within a month of the new attorney beginning work, the City learned of several significant issues in the individuals past and terminated the contract on a four to three vote. Emotions were high when we arrived and began our work. Given the City Attorney's position highly specific requirements, (such as being licensed to practice in Florida and membership in the U.S. District Court for the Middle District of Florida Bar) we focused our efforts on recruiting Florida attorneys. We conducted an extensive outreach effort that included telephone calls, advertising and e-mail. A major portion of our effort included working with the Florida Bar and using a list of its members in relevant sections (local government, personnel and labor relations, growth management and environmental) to reach out to likely candidates. Upon our initial review, we determined twelve candidates were highly qualified and began our background checks.

## ***IV. References***

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Six were eliminated very quickly due to issues we found in our Internet and newspaper archive searches. The remainder proved to be solid candidates and was interviewed by the City. Ultimately, *James P. Wilson, formerly the City Attorney for St. Augustine, FL*, from 1995 to 2007 was selected. The City was so pleased with our work that it will be passing a resolution thanking us for our outstanding efforts on the City's behalf at its July 1, 2008 meeting. We subsequently assisted the City in finding its **City Manager**.

### ***3) Public Works Director, Chandler, AZ, completed in October 2007***

**Contact:** Assistant City Manager Pat McDermott, 480-782-2210, or  
**[Patrick.McDermott@ChandlerAZ.gov](mailto:Patrick.McDermott@ChandlerAZ.gov)**

After another recruiting firm failed to produce satisfactory candidates CB&A was hired in early 2007. At the City's request, the process was extended a few extra months. We meet with City staff to gather information, produced the recruitment profile, scoured the nation to find the people (not person but people – we feel the client should have more than one outstanding person to choose from), performed the background checks, presented candidates and coordinated the interview process. *Robert Zeder, Jr., formerly the Village Manager of Orland Park, IL*, was selected and remains with the City in that position. Mr. Zeder has since been promoted to Director of Transportation and Development Services.

### ***4) City Manager Recruitment, Tacoma, WA (population 197,000)***

**Contact:** Mayor Marilyn Strickland at (253) 591-5130, or  
**[Marilyn.Strickland@cityoftacoma.org](mailto:Marilyn.Strickland@cityoftacoma.org)**  
Human Resources Analyst Margith Baker at (253) 573-2321, or  
**[mbaker@ci.tacoma.wa.us](mailto:mbaker@ci.tacoma.wa.us)**

CB&A was hired in late September 2011 to find Tacoma's next **City Manager**. As part of the recruitment process, we met with each of the nine council members to learn their concerns, priorities and desires. We searched the nation and developed a pool of 67 candidates, many of which were extremely capable. The semi-finalist pool was also diverse containing both women and minorities. Interviews were held early December and *Mr. T.C. Broadnax, formerly an Assistant City Manager with San Antonio, TX*, was selected. He remains with the City as its manager.

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

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### **Fee**

CB&A offers a firm, fixed fee of \$22,000 *which includes all our expenses and costs*. In other words, the only thing the City will pay CB&A is the agreed upon fee. The only other costs the City will be responsible for are the costs associated with the candidates' (and spouses, if invited) travel, accommodations and meals for the interview process. The advantage to the City is it knows exactly what it will pay. The advantage to CB&A is that we do not have keep track of every minor expense.

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

Phase I: Needs Analysis / Information Gathering	\$ 3,000
Phase II: Recruiting	7,500
Phase III: Screening and Warranty	8,000
Phase IV: Interview Process Coordination and Manager Selection	1,750
Phase V: Negotiation and Continuing Assistance	1,750

As an aside, our fees are not scientifically calculated. Instead they are based on average costs and have been found to provide the firm with a reasonable profit.

If the City asks us to perform work that is clearly beyond the scope of this proposal, it will be billed at a rate of \$125 per hour. No such work will be performed without your written authorization. ***Please note*** that we have never billed – nor requested – additional funds beyond our originally quoted fee even when we have been entitled to it.

### **Warranty**

Colin Baenziger & Associates offers the best warranty in the industry. We can offer it because we have confidence in our work. Provided the City instructs us with conducting a full search and assuming it selects from among the candidates we recommend, we warrant the following:

- 1) We will not approach the selected candidate for any other position as long as the individual is employed by the City.
- 2) If the selected individual leaves for any reason other than an Act of God (such as total incapacitation or death) within the first year, CB&A will repeat the search at no charge for our services. If he/she departs during the next 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 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.

## **VI. Search Methodology/Work Plan**

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### ***VI. Search Methodology***

The following outlines briefly the approach Colin Baenziger & Associates utilizes doing an executive search for a City Attorney.

#### ***Phase I: Information Gathering***

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

An important part of the recruiter's work is selling the organization to the very best candidates (including those that are not actively looking for the next job) while also providing an accurate portrayal of the environment. In order to do this CB&A must first determine the needs of the client and the characteristics of the ideal candidate. To do so, we:

- Compile background information from the jurisdiction's website and other sources,
- Interview the designated City officials. Our goal is to develop a strong sense of your community, your expectations, the City's leadership and its challenges,
- Determine the characteristics of the ideal candidate. These will likely include experience, longevity, education, personality, demeanor, and achievements as well as other items the elected officials and stakeholders consider important), and
- Determine a reasonable compensation package.

We also want to finalize the timeline for the recruitment so that candidates can mark their calendars well in advance and will be available when the City conducts its interviews.

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

##### ***Task Two: Develop Recruitment Materials***

CB&A will next develop a comprehensive recruitment profile (which includes both the candidate and community profile). It will be a well-written, substantive synopsis of what we have learned and presented in an attractive manner. We will provide a draft for your review and comment. Your suggestions will be incorporated, and the final recruitment profile will be used in our recruiting efforts. A sample of our work is included as Appendix A. Others can be found on our website, [www.cb-asso.com](http://www.cb-asso.com) under the "Executive Search/Active Recruitments" tabs.

##### ***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 bring you three to five excellent finalists, all of whom will do the job extraordinarily well and who are so good that you will have a difficult time choosing among them. Then you can select the one who is the best fit with you and your organization. A key factor will be finding someone who is presently licensed to practice law in Arizona (preferably) or who can be waived in easily. Fortunately Arizona has reciprocity with 32 other states including Texas, Colorado, Oregon, Washington and Utah.

## **VI. Search Methodology/Work Plan (continued)**

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The approaches we intend to use in finding your next attorney are:

- **Networking.** The best approach is diligent outreach. We will network with our colleagues and consult our data base. As we identify outstanding candidates (many of whom are not in the market), we will approach them and request that they apply. Many excellent candidates are reluctant to respond to advertisements because doing so may alienate their current employers. When we approach them, their credentials are enhanced rather than diminished.
- **Advertising.** While we will seek out the best, we will not ignore the trade press which sometimes yields strong candidates. We intend to contact the members of organizations such as the Arizona Bar Association (and in particular the Board of Governors as well as appropriate bar sections such as the Public Lawyers Section), the American Bar Association, and so on. We will also post it on our Website, [www.cb-asso.com](http://www.cb-asso.com) and at other appropriate sites. We generally do not use newspapers or generic websites because while they produce large numbers of applications, they generally do not produce the type of candidates we are seeking.
- **Email.** We will also e-mail the recruitment profile to our list of over 7,300 professionals who are interested in local government law and management. One of the advantages of email is that if the recipient is not interested, he/she can easily forward the recruitment profile to someone else who may be.

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

#### ***Task Four: Gather Information and Evaluate the Candidates***

Based on our most recent recruiting efforts, we anticipate receiving resumes from 40 to 60 applicants. Narrowing the field to the four to six strong eight candidates we will present to the City requires a mix of in-depth research and subjective evaluation. Our process follows.

***Step One. Initial Screening.*** CB&A will evaluate all resumes and identify the top eight to ten candidates.

***Step Two. Screening Interview.*** Our lead recruiter and other senior members of the team will interview each of these candidates. We will use our expertise in management, finance and recruiting as well as our unique ability to assess candidates. We will make a determination of the candidates' abilities and whether or not to recommend they go forward in the process. Once the candidates have passed the initial screening interview, we will ask each of them to prepare a brief written introduction describing who they are, what they believe their strengths are and so on.

***Step Three:*** We will forward the resumes for the top candidates to the City for its review. The City can then determine who it wishes to interview and we will so notify the candidates.

## **VI. Search Methodology/Work Plan** (continued)

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**Step Four. Background Investigations.** For those that remain in consideration, CB&A will conduct extensive background checks. Specifically, we will:

- **Interview References:** We tell the candidate with whom we wish to speak. These include current and former elected officials, the individual's supervisor (if appropriate), staff members, individuals from regulatory bodies, other local governments, peers, news media representatives and others who know the candidate. We will also attempt to contact some individuals who are not on the candidate's list. Typically we reach eight to ten people and will prepare a written summary of each conversation.
- **Conduct Background 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 at the county and federal level; and motor vehicle. We also verify education and employment for the past 15 years.
- **Search the Internet and Newspaper Archives.** Virtually every local newspaper now has an archive that provides stories about perspective candidates, the issues they have dealt with, the process they used to resolve them and the results. These articles also provide insight 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.

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

*Note: We firmly believe that all background work we have outlined above should be completed early in the process and for the top eight or so candidates. We want you to know that all the individuals you consider are top performers and do not have anything embarrassing in their pasts that might come to light after announcement of the finalists. It also means that once you have selected the person you want to be your City Attorney, you can immediately negotiate a contract and make an announcement.*

### **Task Five: Finalist Selection and Presentation.**

We will evaluate the information we have gathered in the prior task and determine who we will recommend. We will then forward electronically a report for each of the three to five recommended candidates. The report will include: his/her resume, an introduction developed by the candidate, the results of our background checks, his/her reference checks, and our compilation of materials from Internet/newspaper archives.

## **VI. Search Methodology/Work Plan** (continued)

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It should be noted that it is likely that one or more of the candidate reports will not be 100% complete when the interviews are held. We believe, however, that the City will have enough information to feel comfortable making a decision.

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

We will notify the selected candidates by telephone and give them the opportunity to ask additional questions. CB&A will also contact those not selected to advise them of their status.

### ***Phase IV: Coordinate the Interview Process and the Attorney Selection***

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

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

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

Later, that evening, the elected officials host a reception for the candidates. The purpose is to observe how the finalists respond to a social situation. Your next City Attorney will, after all, represent your local government in numerous venues. It is thus important to know how the individual will respond in a social setting. The reception also serves as an ice breaker whereby the elected officials and the candidates get to know one another informally. It should be noted that in some cases, confidentiality may preclude a reception.

**Day #2:** Beginning at approximately 8:30 a.m., each candidate interviews individually with each elected official for approximately 40 minutes. These meetings provide the elected officials with an opportunity to assess how the candidates might interact with them on an individual basis. It is very important to know if good chemistry exists. Ultimately attorneys and managers succeed and fail based on their interaction with the elected officials and the one-on-ones are an excellent way to test the interaction.

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

## **VI. Search Methodology/Work Plan (continued)**

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**Formal Assessment Tools and Tests.** Formal assessment tools (such as personality tests and management in-basket exercises) can be utilized either at this stage or earlier in the process if you desire. Typically our clients do not utilize them but rather rely on our expertise. Where such tests have been conducted in the past, they have verified our recommendation in every case. Nonetheless, we will be happy to recommend tools that can be used should the City wish. The City, however, must bear the cost of these additional instruments.

### ***Task Eight: Debriefing and Selection***

Once the interviews have concluded, CB&A will discuss the candidates with the designated officials. If they are ready to make a decision, we will move forward. If some additional questions need to be answered, we will conduct additional research and provide the answers.

Once the City has made its selection, CB&A will notify the finalists of their status. The candidates are eager to know the results and we feel it is important that they be kept well informed. As your search consultant, they look to us for information and consequently we feel it is incumbent on us to provide it.

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

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

Should the City wish, we will assist in the negotiation of the employment agreement and compensation package.

#### ***Task Ten: Continuing Assistance***

Our work is not done when the contract is executed. We stay in touch with you and your new Attorney. Our goal is to be there to assist in resolving any issues that arise before they become intractable.

**Communications:** We will provide biweekly reports about the status of the search, in writing or by phone, depending upon your preference. If by phone, we will make them either to the elected officials as a whole or to its members individually.

### ***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 evening reception. The City will also be responsible for reimbursing the candidates for all expenses associated with their travel, meals and incidentals for the interview weekend.

## **VI. Search Methodology/Work Plan (continued)**

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CB&A also expects the City staff to mail the following information, if it is not available on the City's website, to each of the finalists: the current year budget, an organizational chart, the latest completed audit and management letter, any current strategic and long range plans, a copy of the City Charter, any job descriptions and other materials defining the role and duties of the City Attorney, and any evaluations of the organization completed in the last year.

## ***VI. Approach Methodology*** (continued)

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

The following is the schedule we would suggest and assumes our contract will be approved prior to April 19<sup>th</sup>. Of course, we can adjust the schedule to accommodate the City wishes.

#### ***Phase I: Pre-Recruitment and Timeline Development***

- April 29<sup>th</sup>: CB&A begins interviewing key designated City officials to understand the job and its challenges.
- CB&A begins developing recruiting materials.
- May 6<sup>th</sup>: CB&A submits a draft of the recruitment profile for the City's review. Comments are due by May 13<sup>th</sup>.

#### ***Phase II: Candidate Recruitment and Outreach***

- May 15<sup>th</sup>: CB&A begins aggressive recruiting.
- June 7<sup>th</sup>: Closing date for submission of applications.

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

- June 8<sup>th</sup>: CB&A begins candidate screening.
- June 12<sup>th</sup>: CB&A reports the results of the recruitment effort to the City.
- July 8<sup>th</sup>: CB&A forwards background materials electronically to the City for the recommended candidates as they become available.
- July 16<sup>th</sup>: CB&A meets with the City to discuss the candidates.
- July 25<sup>th</sup>: Candidates tour the City and meet the senior staff.
- July 26<sup>th</sup>: City Officials interview the candidates and make a selection.

#### ***Phase V: Offer Assistance, Warranty and Continuing Assistance***

- Post Selection: CB&A works with City officials and selected candidate to develop an acceptable compensation package. Typically this process takes about 7 to 10 days.

*More CB&A Clients...*



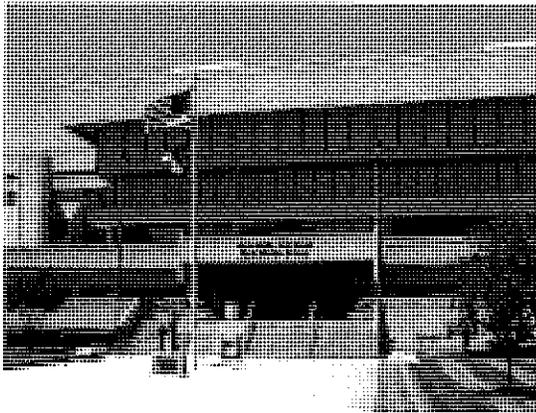
*City of Chandler, AZ*

*Public Works Director*



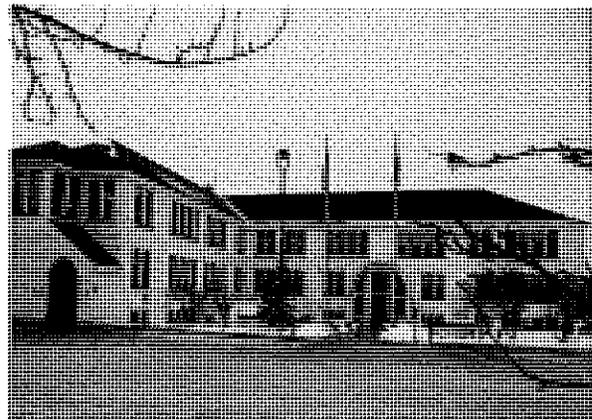
*City of West Palm Beach, FL*

*Utilities Director  
Parks & Recreation Director  
Fire Chief  
Employee Relations Manager*



*City of Greensboro, NC*

*City Manager*



*Matanuska-Susitna Borough, Alaska*

*Borough Manager*

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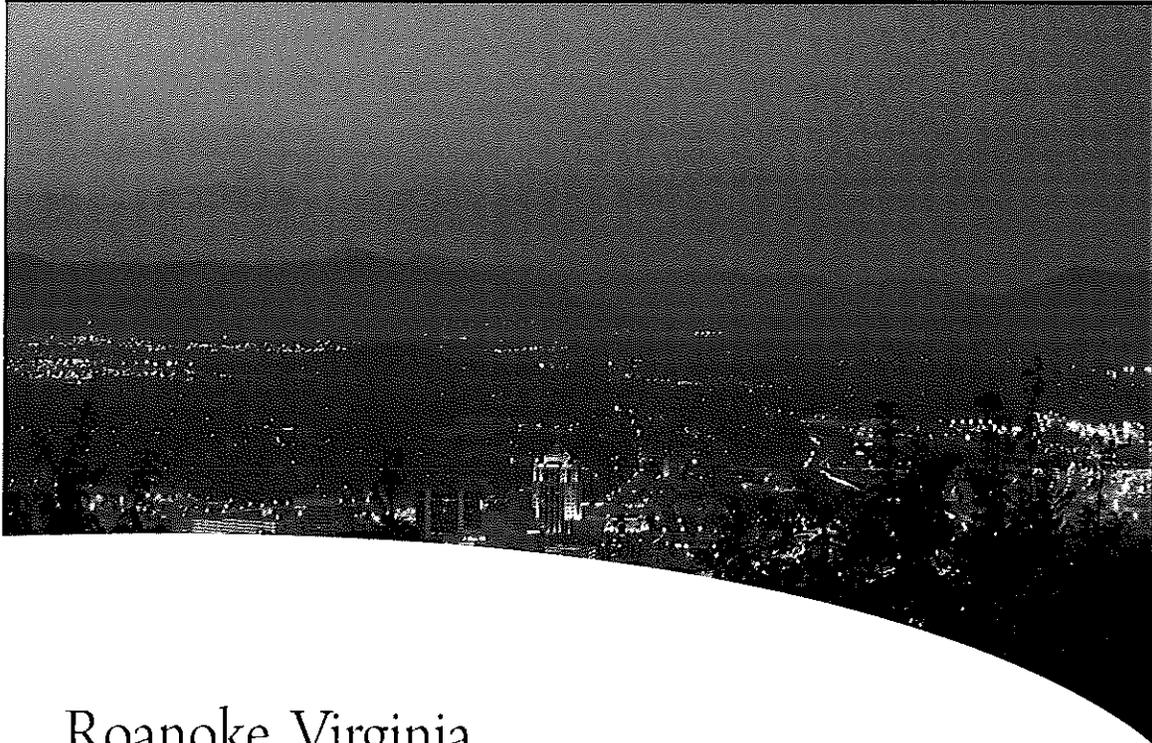
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## **Appendix A**

*Sample Brochure:  
City Attorney Search, Roanoke, VA*

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## Roanoke, Virginia

(Population 97,000)

As the commercial and cultural hub of Southwestern Virginia, Roanoke is a hidden treasure. Early explorers told of blue mountains and a snug flat valley beside the upper Roanoke River. Today, the Appalachian Trail lies just north of the City and the Blue Ridge Parkway just to the south. A little west of the Blue Ridge Mountains, the City is located in the Roanoke Valley, part of the "great valley" that extends from Maryland to Tennessee. Along with many historic buildings, the center city has a new \$67 million art museum and a large civic center. It has a lively downtown that boasts an historic farmer's market that operates seven days a week and becomes the scene of brisk nightlife after dark. It has been recognized as one of America's Most Livable Communities and as a Top Digital City.

The people are warm, friendly, helpful, concerned and progressive. The community is family-oriented

and a child can get a very good education with some hard work and good parenting. When asked to characterize Roanoke, one elected official said, "Hot dogs and art," meaning the residents are culturally oriented (the orchestra is more than 55 years old), but without pretense. Another way to characterize the City, particularly given its railroad history, would be that it is the economic engine of the region. With housing being quite reasonably priced and many, many outdoor activities nearby, it is simply a great place to raise a family, to live, to work and to play.

The City has an excellent regional airport, outstanding healthcare and great opportunities for higher and continuing education, both within the City and in the surrounding area. All in all, Roanoke is a big city with a big heart. Everyone knows everyone else and, in this case, that is a very good thing. One of

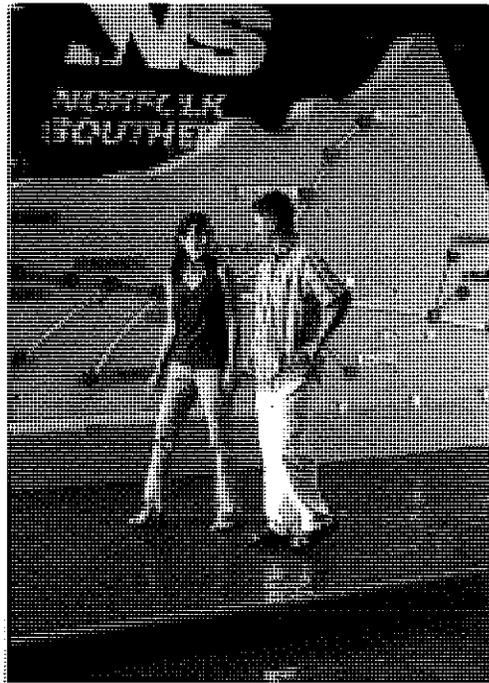
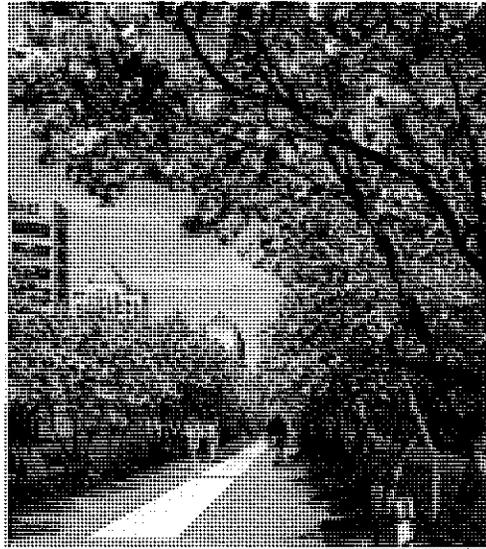
only two cities to be named an All-America City five times, Roanoke not only is a premier city, but it has all the pieces in place and is well positioned to go to the next level. While some have commented that I-581 (the Interstate passing through the City) can often be crowded, there really is not any reason to leave Roanoke anyway.

## History

The Roanoke area was first settled in mid-1700s and towns began to form in the early 1800s. In colonial days, it was a hub for trails and roads. The Great Wagon Road started in Philadelphia, and split at Roanoke. One branch went south into the Piedmont while another, the Wilderness Road, went southwest into Tennessee. The forerunner of modern day Roanoke was Big Lick. It was settled in 1852 and was named after a large salt outcropping that attracted wildlife to the area.

At the time the City was chartered in 1874, it had a population of approximately 500. That all changed very quickly in the early 1880s when the Norfolk and Western Railway (N&W) selected Roanoke as a junction. With it came an immediate influx of people and jobs, and the City grew so quickly that it became known as the "Magic City." The coal fields well to the west of Roanoke proved to be a major commodity carried by the railroad. Eventually, Roanoke became the N&W's headquarters. It also became the manufacturing and maintenance center for the railroad's steam engines. Other industry followed – such as the rayon manufacturer, American Viscose, in 1917.

The late 1950s were not as kind to the City. The American Viscose facility closed in 1958 leaving 5,000 workers unemployed. A second blow occurred with the N&W switched to diesel train engines in 1959 and another 2,000 workers were laid off. In 1982, the N&W merged with the Southern Railway to become the Norfolk Southern and most of its



City Attorney

headquarter operations moved to Atlanta.

Offsetting these declines has been the growth in recent years of the Carilion Clinic (currently with almost 8,000 employees) and the rise of many small businesses.

### Geography

Although Roanoke is nestled in the mountains, it is by no means isolated. In fact, two thirds of the population of the United States lies within a 500 mile radius of the City. Nearby or immediately adjacent are Roanoke County, the City of Salem and the Town of Vinton. Together with the City and a few other small jurisdictions, they form the Roanoke Metropolitan Statistical Area (MSA) with a population of approximately 300,000. Overall, it is the fourth largest MSA in Virginia behind Northern Virginia, Hampton Roads and Greater Richmond. In many ways, it is the perfect size. It is large enough to have all the amenities of a big city, but small enough not to have many of the problems. The problems it has are challenging, but manageable. The City is only 180 miles to Richmond, 240 miles to DC and 440 to Atlanta. As noted, it also has an excellent regional airport, although destinations are somewhat limited and fares can be somewhat higher than one might like.

The City covers approximately 43 square miles and is essentially landlocked. Since 1979, the State Legislature has taken several actions which make it difficult for cities to annex land from the surrounding counties. The net effect is that the City of Roanoke must look within its boundaries for future growth.

One of the more interesting features in Roanoke is the large neon red, white and blue star at the top of Mill Mountain. It was erected in 1949 and can be seen from most of the valley. It is also the origin of the City's latest moniker, "Star City," and the star on the City's logo.

### Demographics

Roanoke's population has been relatively stable since 1950 at approximately 95,000. This lack of growth can be seen as both a strength and a weakness. While the City has not added population the way some have, it has also not experienced the economic roller coaster ride. Property values, for example, have held steady in Roanoke during the recent economic downturn.

Demographically, the population is relatively evenly spread among age groups (see Table I).

64% of the population is white, while 29% is African American. The remainder is primarily Asian or multiple races. Those of Hispanic origin make up 6% of the population. Surprisingly, City residents represent 92 different nationalities. Not surprisingly, Roanoke is proud of and cherishes its diversity. One of its strengths is its neighborhoods. People tend to be involved in them and the local associations can be a

Table I: Population Distribution by Age

Age Group	Percent
Under 5	7%
5 to 15	12%
15 to 25	12%
25 to 35	15%
35 to 45	14%
45 to 55	15%
55 to 65	12%
65 to 75	7%
75 to 85	5%
85 +	2%

Median Age	38.7
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Source: 2010 Census

Table II: Climate Data for Roanoke, Virginia (1971 - 2000)

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Average High °F	45	49	58	68	76	83	89	85	79	69	58	49	67
Average Low °F	27	29	36	44	52	60	65	63	57	45	37	30	45
Precipitation In Inches	3.2	3.1	3.8	3.6	4.2	3.7	4.0	3.7	3.9	3.2	3.2	2.8	4.3
Avg. Snowy Days	2.9	3.0	1.6	.5	0	0	0	0	0	0	.4	1.6	10.0

Source: NOAA

very positive force. On the negative side, Roanoke is a relatively segregated city – not due to the wishes of the current residents, but because it takes a long time to overcome historic housing patterns, an issue the City is addressing to the degree possible.

### Climate

The City has four distinct, but relatively mild seasons. During the winter months, the high temperatures average in the mid 40's with an average low around 30°F. Summer temperatures have average highs in the mid 80's with average lows in the 60's. Flooding is the primary weather related hazard, particularly when the remnants of a tropical storm pass through the area. The most severe such event occurred when the remains of Hurricane Juan stalled over the area in 1985 and resulted in several drownings. Table II shows Roanoke's average monthly temperatures and rainfall totals.

### Commerce

Offsetting the declines of the 1950s has been the growth in recent years of the Carilion Clinic (currently with almost 8,000 employees) and the rise of many small businesses. Advance Auto Parts and Virginia Transformer Corporation (the nation's leading transformer manufacturer) are headquartered in Roanoke, while GE and Toshiba both manufacture large drive systems in the City. Norfolk Southern is still a major employer and FreightCar America recently hired several hundred employees to build

freight cars. Other significant employers include Wachovia, the Commonwealth of Virginia, Wal-Mart, Kroger and MW Manufacturers.

Roanoke's downtown is also doing nicely. The residential component is returning as a number of older buildings have been converted to condominiums and apartments. Prices for these units are not inconsequential and can run as much as \$1,000,000 for a larger (4,400 square foot) unit. Another bright spot is that Virginia Tech has recently partnered with Carilion to start a medical school located in the City. The school has now admitted its first two classes of 42 students each. (See Table III on page 5 for Roanoke's top 10 employers).

### The Government

Roanoke City is an independent city. It is one of 39 such cities in Virginia and of a total of 42 in the United States. As such, it functions in much the same way a county would in Virginia and in other parts of the country. The City is totally surrounded by Roanoke County, but is not in any way a part of the County.

The City has an elected City Council composed of a mayor and six council members. The mayor is elected separately and all are elected at large. They serve staggered four year terms with elections in May of even number years. The Council Members are progressive and genuinely have the best interests of the City at heart. They all want a great city with great neighborhoods and great schools. They may differ on

Table III: Top 10 Employers in Roanoke

Employer	Rank
Roanoke Memorial Community Hospital	1
Roanoke City School Board	2
City of Roanoke	3
Carillion Services	4
United Parcel Service	5
Healthmarc	6
Walmart	7
Virginia Western Community College	8
Anthem (Blue Cross & Blue Shield)	9
United States Postal Service	10

Source: 2011 CAFR

the best approach to achieve these ends, but they are collegial and actually seem to like each other. The result is that they are civil to and respectful of each other. They also like, respect and support city staff.

Overall, the City staff is very good. The employees are dedicated and serious about their work. Numerous city departments are accredited and/or have achieved awards and recognitions. The City provides a wealth of training programs for its employees including basic orientation, diversity awareness, supervisory skills, leadership development and technology training. The formal City Leadership Team is comprised of leaders from various levels (department head to supervisor) and it is a talented body whose members are well-credentialed in their fields and who possess strong values in work ethic and community involvement. The City has a variety of formal policies and procedures that govern processes within the government. A traditional culture surrounds its practices pertaining to procurement, contracting, employment and internal controls.

Roanoke also has five constitutional officers: Clerk of Circuit Court, City Treasurer, Commissioner of the

Revenue, Commonwealth Attorney and the Sheriff (who oversees the jail and court security – the City has a separate Police Chief who reports to the City Manager). The City follows the Council-Manager form of government although, in addition to the City Manager, the Director of Finance, City Attorney, City Clerk and the Municipal Auditor also report directly to the City Council. Finally, the City Council also appoints the School Board that oversees the operations of the City's schools.

The City provides all the services a county generally provides including building permits, economic development, emergency medical services, fire, housing and neighborhood services, human services, libraries, parking, parks and recreation, planning, police and public works. It also oversees city properties such as the civic center, the market building and the municipal golf course. Two services it does not provide are water and sewerage which are provided by the Western Virginia Water Authority.

Overall the City has approximately 3,600 FTEs. Of those, about 2,000 work for the School Board, while 1,600 work in other City functions. The General Fund FY 2011-2012 budget is \$259 million (essentially the same as it has been for the past three years). Approximately two-thirds of General Fund revenues are from local taxes, a quarter of the revenues from the State with the remaining from various fees and charges for services. The City is rated AA by Fitch Ratings and Standard and Poor's, and is currently rated Aa3 by Moody's.

It should also be noted that Virginia is a Dillon Rule state; that is, local governments have no powers outside of those specifically enunciated in their charters. Additional authority can only be granted through an act of the State Legislature.

The City Attorney's Office provides legal advice and services primarily to the City Council and the School Board. The Office also provides legal services to the other constitutional officers; specifically, the Clerk of

Circuit Court, City Treasurer, Commissioner of the Revenue, and the Sheriff (although generally not on civil matters). The most significant areas of responsibility include litigation, contracts, real estate, land use, environment, tort, taxation, collections, employment, labor, workers compensation, civil rights and administrative law. The Office also oversees the City's lobbying efforts in Richmond. The City Attorney does not prosecute violations of the city code, this being the province of the Commonwealth Attorney. The Office has a staff of eight, including the City Attorney, and is composed of five attorneys and three administrative assistants. Outside counsel is used when the City requires specialized expertise to pursue a matter. The Office's FY 2011-2012 budget is \$972,000.



### The Challenges

The next City Attorney will face three primary challenges. The first is that since the City is redeveloping, the City Attorney must proactively search for the appropriate legal means and tools to assist with that development. It will not be enough just to say, "Well, I have never seen that done before and I am not sure it can be done legally." Instead, the individual will seek solutions, solutions that perhaps have never been done before, but which pass legal muster. The second challenge is to assist the City in promoting regionalism to deal common issues such as transportation and stormwater. In these tight economic times, finding ways for governments to work together to optimize the available resources is critical. The next City Attorney will play an active role in promoting these partnerships. The final significant challenge is to balance the needs of the City Attorney's Office's many and varied clients. While the City Council and Administration will probably consume the majority of the City Attorney's time, the School Board and the other Constitutional Officers'



## City Attorney

needs, perhaps competing on occasion, must also be attended to and satisfied.

### The Incumbent

The last permanent City Attorney retired at the end of 2011 after 12 years of service as the City Attorney. He is now happily hiking the Appalachian Trail in segments.

### The Ideal Candidate

If you thrive on solving problems, can think quickly, creatively and strategically and want to be part of an exciting, progressive organization, this job is for you. The City is seeking someone to work with it as an integral partner, a supporter and a trusted advisor. It wants someone who is intelligent, upbeat, outgoing, hardworking, ethical, organized, flexible, congenial, politically sensitive and progressive – someone with a “can do” attitude. It wants someone who, when presented with a complex solution to a problem, will say, “Well, we really cannot do it that way, but if we tweak what you are suggesting a little, it would be perfectly legal to do it this way.” In other words, the City wants an attorney who will review an issue with an open mind and, when applying the law, actively seek ways to get the City to where it wants to go. That may require research to see how others have achieved the same goal. It may require talking to federal agencies to see just what they will allow within their regulations; to see just how far they will let the City push the envelope. It may require proffering novel legal solutions. The individual will not be afraid of being told no multiple times by external actors (such as regulatory agencies) before she/he finds the answer the party will find is acceptable. Simply stated, it will be important for the candidate to aggressively seek solutions and to have a dogged determination to find an answer that works legally. If all one wants to do is to practice preventive law within the confines of past practice and precedent, the Roanoke City Attorney’s job is

not the one for you. The City Council and the City Manager are progressive and thrive on overcoming obstacles. For them, “no” is not an acceptable answer until every avenue to get to “yes” has been explored. They want and expect the same attitude from their City Attorney. They also want someone who, while part of their team, will speak up quickly to let them know when they are heading down a path that is not lawful. In other words, they do want someone who focuses on getting to “yes,” but “yes” via a legally acceptable path. Additionally, the individual must be prompt and responsive, and possess the ability and confidence to provide guidance directly as may be necessary.

The ideal candidate will also be an exceptional manager. While the City Attorney’s Office is relatively small, it covers a wide variety of issues and serves multiple clients. The staff is talented but stretched, and resources are limited. It will be important to motivate the staff and allocate their talents to where they can be best utilized. The individual will be a leader as well as a mentor and focus on developing staff members to their fullest potential. He/she will recognize the importance of building a strong, proactive and dynamic team within the office.

Analytical skills are important as it is expected that the next City Attorney will take a critical look at how the Office does business and to identify ways to make it more efficient and effective. As a contributing member of the City’s senior management team, she/he should always be seeking ways to assist City departments. For example, while evaluating cases, the City Attorney might notice the City seems to be facing a large number of personal injury cases due to people tripping on broken sidewalks in a particular neighborhood. If that were to happen, it would be important for that pattern be brought to the attention of the City Council and Manager. A plan could then be developed to fix the sidewalks and avoid the resource drain from recurring law suits. It will also be important to have good judgment and

common sense and to apply it to the application of the law and in determining which cases to pursue, to settle or to drop.

Communications and interpersonal skills will be very important. The City Attorney will interact with a wide variety of people with different backgrounds and will need to communicate with individuals from all levels of the community in a variety of settings. She/he will be very open and approachable. Good listening skills are critical and it will be important that he/she be viewed as cooperative both inside and outside the city government.

Knowledge of and experience with intergovernmental relations will also be a critical factor in evaluating candidates. With three school systems, four local governments and three sheriffs in the immediate vicinity, collaboration will be very important. He/s will be inclusive and encourage regional cooperation, particularly in these difficult financial times. By the same token, with five constitutional officers and four others who report directly to the Council, the next City Attorney will be able to meet their needs as well. Other duties of the City Attorney include serving as the City Council parliamentarian and overseeing the City's lobbying efforts in Richmond. Experience in both these areas is a plus as is familiarity with historical preservation matters.

The selected candidate will be expected to make a commitment to Roanoke. This position should not be viewed as a stepping stone, but as a gem in its own right. The City hopes and expects the next City Attorney will honor prior City Attorneys' tradition of passion for the City and lengthy tenures.

The position requires a law degree and licensure to practice law in Virginia or the ability to become licensed relatively quickly. Ten years of increasingly responsible experience, preferably in the practice of municipal law, is required. Experience in public education law is a significant plus, as is experience

with a Virginia local government.

### Compensation

The starting salary will be between \$125,000 and \$160,000. Benefits are excellent and the City has its own defined benefit pension plan. A candidate, when evaluating the salary, should be aware that the cost of living is quite a bit lower in Southwestern Virginia than in many other parts of the state and the country.

### Residency

Residency within the city limits is required.

### Confidentiality

The Council prefers an open and transparent process, but it also realizes that not all candidates are comfortable having their names disclosed to the public. Accordingly, all candidate application materials, including the applicant's name, will remain strictly confidential until such time as the candidate authorizes their disclosure.

### How to Apply

E-mail your resume to [RecruitEight@cb-asso.com](mailto:RecruitEight@cb-asso.com) by April 6, 2012. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger of Colin Baenziger & Associates at (561) 707-3537.

### The Process

Applicants will be screened between April 7th and May 14th. Finalists will be selected in mid-May and interviews held on or about May 24th with a selection shortly thereafter.

### Other Important Information

Roanoke is an Equal Opportunity Employer and encourages minorities to apply. It is a community

committed to workforce building and serving its residents and businesses with commitment to the following values: Responsibility, Respect, Teamwork, Honesty and Diversity/Inclusion. It values public service, equal opportunity and the importance of diversity in the workplace.

For additional information about the City, visit the following: [www.roanokeva.gov](http://www.roanokeva.gov), [www.visitroanokeva.com](http://www.visitroanokeva.com), [www.downtownroanoke.org](http://www.downtownroanoke.org) and [www.roanokechamber.org](http://www.roanokechamber.org).

COLIN BAENZIGER & ASSOCIATES  
EXECUTIVE RECRUITING



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# **Appendix B**

## ***Sample Candidate Report***

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COLIN BAENZIGER & ASSOCIATES

EXECUTIVE RECRUITING

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## Sample Candidate Report

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

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Christopher Morrill

*Resume*

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## Christopher Paul Morrill

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

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### Experience

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

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

- Ellis Square Public/Private partnership which included 1,100 space underground public parking garage supporting a private hotel/condo/retail development, \$400 million extension of Savannah's downtown commercial/residential areas, and 4,000 acre traditional neighborhood development;
- Priority based budgeting process that involved over 100 employees in developing the 2010 city service program and budget which was reduced by over \$10 million without layoffs, delaying capital maintenance, or across the board cuts.
- Merger of City and County police departments under City management;
- Recruitment and hiring of police chief, fire chief, and assistant city manager for public development;
- Annexations that have increased the size of the City by over 19,000 acres;
- Geographically based 311 customer service/work order system;
- Civic Master Planning process which received the 2009 Charter Award from the Congress of New Urbanism and the 2009 Excellence in Government Finance Award from the Government Finance Officers Association of the United States & Canada
- Local Options Sales Tax negotiations on allocation of over \$250 million that must be shared among Chatham County, Savannah and six other municipalities; and,
- G-8 Sea Island Summit public safety and security planning for the diplomats, international press, and activists based in Savannah for the three day Summit in June 2004.

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

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

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

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

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

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

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

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

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

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

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

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

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

**Other Professional Experience**

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

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

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

## **Education**

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

## **Service**

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

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Christopher Morrill

*CB&A Interview*

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## **Christopher Morrill**

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### **Education**

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

### **Experience**

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

### **Background**

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

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

### **Interview Comments**

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

## **Christopher Morrill**

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

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

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

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

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

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

## **Christopher Morrill**

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

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

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

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

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

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

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

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

## **Christopher Morrill**

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

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

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

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

### **Reason for Wanting to Leave Current Position:**

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

### **Most Recent Base Salary**

\$150,000 base salary

### **Adjectives or phrases Mr. Morrill used to describe himself:**

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

## **Christopher Morrill**

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### **Interviewer's Impressions**

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

### **Interviewed by:**

Tiffany Gremmert  
Colin Baenziger & Associates

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Christopher Morrill

*Background Checks*

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**Background Check Summary for  
Christopher P. Morrill**

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**Criminal Records Checks:**

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

**Civil Records Checks:**

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

<b>Motor Vehicle</b>	
Georgia	No Records Found

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

*Reference Notes*

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## Reference Notes

### Christopher Morrill

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

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

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

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

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

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

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

## Reference Notes

### Christopher Morrill

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

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

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

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

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

**Strengths:** Analytical skills, financial ability and diverse experience.

**Weaknesses:** None identified.

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

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

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

## **Reference Notes**

### **Christopher Morrill**

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

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

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

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

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

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

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

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

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

**Weaknesses:** None identified.

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## **Reference Notes**

### **Christopher Morrill**

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

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

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

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

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

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

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

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

## **Reference Notes Christopher Morrill**

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

**Weaknesses:** None identified.

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

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

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

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

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

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

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

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

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

**Weaknesses:** None identified

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## **Reference Notes**

### **Christopher Morrill**

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

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

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

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

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

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

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

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

## **Reference Notes**

### **Christopher Morrill**

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

**Weaknesses:** None identified.

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

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

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

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

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

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

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

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

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

## **Reference Notes Christopher Morrill**

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**Strengths:** People skills.

**Weaknesses:** None identified.

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

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

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

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

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

Mr. Morrill would make a very good City Manager.

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

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

**Strengths:** Financial skills.

**Weaknesses:** None identified.

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## **Reference Notes**

### **Christopher Morrill**

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

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

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

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

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

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

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

## Reference Notes Christopher Morrill

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

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

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

**Weaknesses:** None identified.

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

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

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

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

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

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

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

## Reference Notes Christopher Morrill

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

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

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

**Weaknesses:** None identified.

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

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

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

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

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

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

## **Reference Notes**

### **Christopher Morrill**

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

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

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

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

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

**Strengths:** Leadership skills and people skills.

**Weaknesses:** None identified.

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

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

## **Reference Notes**

### **Christopher Morrill**

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

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

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

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

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

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

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

**Weaknesses:** None identified.

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

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

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

## **Reference Notes**

### **Christopher Morrill**

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

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

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

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

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

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

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

**Weaknesses:** None identified.

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

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Christopher Morrill

*Internet Research*

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*Internet Research  
Morrill, Christopher*

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

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**Savannah Morning News (GA)**  
November 6, 2009

**ENMARK, CITY TO TRY FOR COMPROMISE**

Author: *LESLEY CONN*

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

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

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

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

In other action, the council:

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

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

*Internet Research  
Morrill, Christopher*

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

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

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

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

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

*Internet Research  
Morrill, Christopher*

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

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**Savannah Morning News (GA)**

September 25, 2009

**BEST, WORST OF TIMES**

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

Author: *ARLINDA SMITH BROADY*

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

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

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

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

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

**Business in Savannah (GA)**

September 16, 2009

**CITY PROJECTS WOULD HELP DOWNTOWN MERCHANTS**

Author: *ARLINDA SMITH BROADY*

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

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

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

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

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

*Internet Research  
Morrill, Christopher*

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

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**Savannah Morning News (GA)**

September 9, 2009

**MORE CITY BUDGET CUTS COMING**

**AS REVENUES FOR 2010 LOOK LOWER, TEAMS OF SAVANNAH CITY  
EMPLOYEES PROPOSE CUTS TO SERVICES, DEPARTMENTS**

Author: *LESLEY CONN*

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

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

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

**BUILDING A BUDGET**

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

**LOOKING FOR SAVINGS**

Among some of the other cost-saving measures:

*Internet Research  
Morrill, Christopher*

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

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

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

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

- Merging offices and employees.

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

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

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

Annual savings: \$15,000 in rent.

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

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

*Internet Research  
Morrill, Christopher*

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

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**Savannah Morning News (GA)**

June 19, 2009

**CITY STANDS BY RIVER PROJECT**

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

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

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

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

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

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

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

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

*Internet Research  
Morrill, Christopher*

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

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

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

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

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

*Internet Research  
Morrill, Christopher*

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

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**Savannah Morning News (GA)**

March 27, 2009

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

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

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

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

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

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

- Passed a resolution to be sent to the Georgia Department of Transportation restating the city's top priorities for transportation projects. None of the city's priority projects was included in the first round of federal stimulus projects the state selected. Their top item for the second round will be the widening and elevation of President Street, a \$36 million project. Council members also asked that local congressmen and groups such as the National League of Cities get a copy as well so they could see that stimulus money was not making its way past Atlanta.
  
- Asked city staff to return within 60 days with recommendations for instituting a registration and card system for bartenders and servers, as well as stiffer penalties for minors who try to buy alcohol.

*Internet Research  
Morrill, Christopher*

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

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

*Internet Research  
Morrill, Christopher*

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

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**Savannah Morning News (GA)**

February 25, 2009

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

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

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

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

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

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

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

*Internet Research  
Morrill, Christopher*

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

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**Savannah Morning News (GA)**  
February 24, 2009

**CITY, COUNTY DISPUTE JAIL BILL  
SAVANNAH, CHATHAM WORK TO RESOLVE \$600,000 IN CHARGES**

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

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

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

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

*Internet Research  
Morrill, Christopher*

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

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**Entrepreneur**

August 2008

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

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

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

**CHRISTOPHER P. MORRILL**

Assistant City Manager--Management and Financial Services

City of Savannah, Georgia

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

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

*Internet Research  
Morrill, Christopher*

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

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**Savannah Morning News (GA)**

July 19, 2008

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

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

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

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

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

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

*Internet Research  
Morrill, Christopher*

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

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**Savannah Morning News (GA)**

May 1, 2008

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

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

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

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

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

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

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

*Internet Research  
Morrill, Christopher*

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

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**Savannah Morning News (GA)**

March 26, 2008

**LOGO UNITES CITY SERVICES**

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

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

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

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

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

**IDENTITY CRISIS**

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

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

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

**THEY GET SAVANNAH**

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

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

*Internet Research  
Morrill, Christopher*

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

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

#### PLACE BRANDING

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

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

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

#### WHAT'S IN A NAME

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

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

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

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

*Internet Research  
Morrill, Christopher*

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

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## A SOFT ROLLOUT

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

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

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

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

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

*Internet Research  
Morrill, Christopher*

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

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**Augusta Chronicle, The (GA)**

August 20, 2004

**PROPOSAL BENEFITS TOURISM GATEWAY**

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

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

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

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

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

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

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

*Internet Research  
Morrill, Christopher*

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

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**Savannah Morning News (GA)**  
October 15, 2002

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

Author: *Savannah Morning News*

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

The next day, while the group was in midflight, a bomb exploded in a Bali nightclub. Sunday, the Savannah trio landed in Indonesia as thousands of Westerners attempted to flee the island nation.

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

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

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

*Internet Research  
Morrill, Christopher*

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

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**Savannah Morning News (GA)**  
September 13, 2002

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

Author: *Jennifer Moroz, Savannah Morning News*

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

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

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

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

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

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

*Internet Research  
Morrill, Christopher*

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

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

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

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

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

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

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

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

**Savannah Morning News (GA)**  
February 1, 2002

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

Author: *Kate Wiltrout*

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

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

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

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

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

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

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

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

**Savannah Morning News (GA)**  
November 13, 2001

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

Author: *Kate Wiltrout*

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

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

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

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

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

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

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

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

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

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

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

*Internet Research  
Morrill, Christopher*

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

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**Savannah Morning News (GA)**  
June 8, 2001

**SAVANNAH HIRES NEW ASSISTANT CITY MANAGER**

Author: *Bret Bell*

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

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

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

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

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

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

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

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

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

**CHRIS MORRILL'S RESUME**

**WORK HISTORY**

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

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

*Internet Research  
Morrill, Christopher*

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

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

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

1988-1990: senior management analyst, city of Savannah

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

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

EDUCATION

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

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

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

*Internet Research  
Morrill, Christopher*

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

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**Columbus Ledger-Enquirer (GA)**

October 14, 1996

**GEORGIA BRIEFS**

Author: *From wire reports*

City to be compensated for Olympic security costs

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

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

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

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

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

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

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

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Research Completed by: Vanessa Garner  
Colin Baenziger & Associates

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## **Appendix C**

***West Melbourne Resolution Thanking  
CB&A for Its Outstanding Service***

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**RESOLUTION NO. 2008 - 23**

A RESOLUTION OF THE CITY OF WEST MELBOURNE, BREVARD COUNTY, FLORIDA, RECOGNIZING THE FIRM OF COLIN BAENZIGER & ASSOCIATES FOR ITS EXTRAORDINARY WORK IN CONDUCTING THE EXECUTIVE SEARCH FOR THE CITY ATTORNEY POSITION; AND PROVIDING FOR AN EFFECTIVE DATE.

**WHEREAS**, the City of West Melbourne retained Colin Baenziger & Associates to find and recruit outstanding candidates for the position of City Attorney; and

**WHEREAS**, Colin Baenziger & Associate's staff expended extraordinary effort in not only finding many excellent candidates but also screening out lesser candidates; and

**WHEREAS**, Colin Baenziger & Associates conducted extensive reviews of the candidates' backgrounds, work history and the media; and

**WHEREAS**, Colin Baenziger & Associates delivered to the City exhaustive materials outlining its findings concerning the candidates' knowledge, skills, abilities, experience, and background; and

**WHEREAS**, Colin Baenziger & Associates skillfully oversaw an interview and selection process that was open to the public and that ensured fairness; and

**WHEREAS**, Colin Baenziger & Associates kept the City Council well informed throughout the process; and

**WHEREAS**, the City Council was extremely pleased with the entire process; and

**WHEREAS**, the City Council recognizes and desires to thank Colin Baenziger & Associates for its outstanding efforts on its behalf.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF WEST MELBOURNE, BREVARD COUNTY, FLORIDA, that:**

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

**SECTION 2.: Acknowledgement.** The City Council wishes to thank Colin Baenziger & Associates for its extraordinary work and effort in finding the City's next City Attorney.

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

PASSED AND ADOPTED BY THE CITY COUNCIL OF THE CITY OF WEST  
MELBOURNE, BREVARD COUNTY, FLORIDA, THIS 1<sup>st</sup> DAY OF  
July, 2008.

*Hal J. Rose*

HAL J. ROSE, MAYOR

ATTEST:

*Nancy Ciумmo*  
NANCY CIUMMO, CITY CLERK

Approved as to form and content:

By: *[Signature]*  
City Attorney

