

**Colin Baenziger**  
**Colin Baenziger & Associates**  
**12970 Dartford Trail, Suite 8**  
**Wellington, FL 33414**

**April 12, 2012**

**RE: City of Key West – City Manager Position**

**Dear Mr. Baenziger:**

I would like to express my interest in the position as the Key West City Manager. I have the experience, expertise, and qualifications for the position. I direct you to the following description of my extensive qualifications, and to the attached resume providing further detail of my nearly 17 years as a leader in the public arena at the Federal, State, County, and Local level, as well as my private and institutional experience. My leadership and contributions in these positions is backed and supported by an MBA, Graduate study in architecture and landscape architecture, and a BA degree in environmental studies, all from top academic institutions.

I envision my role as City Manager to be a direct extension of my previous employment and experience. I have experience within many aspects/departments of city/county/state/federal government as well as private entrepreneurial ventures. I will bring energy and a fresh perspective to the position. From program and facilities management to coaching at the international and Olympic level coach, I have been a successful leader at every level. As City Manager and active Key West resident, I would draw on my knowledge and skills as a strong leader, communicator and team member to work with the various city departments, as well as the City Commission to effectively and strategically manage the city's affairs.

Integrity, ethics, and honesty pervade my work. The pride I take in my work shows not just in personal accomplishments, but in the lasting success and reputation of the programs I have created and/or led. I would continue this success as city manager by engaging my staff, community leaders, and all the citizens within this diverse city to understand our common vision, and each person's role in achieving solutions to achieving the goals of creating and sustaining a vibrant and great city.

My results and success as a professional speak to my efficient use of resources. I continually look at my tasks, at my organization, and to the community to accomplish more with less. I have chosen to align myself with organizations and corporations that had mission statements and standards of excellence that matched my personal goals and passion for striving to be the best and serving others:

- While Deputy and Acting Program Manager for the \$300 million EPA Emergency Response Contract with OHM Corporation for majority of the Eastern Seaboard. I directed the emergency response, staffing, supervision, and project and financial reporting to the EPA for up to 50 simultaneous spill sites. Our efforts involved stabilization, design, and implementation of solutions to minimize the effect of accidents on our natural environment with limited financial resources.
- My role as Campaign Facilities Coordinator required extensive infrastructure planning (utilities, parking & transportation) across the entire University campus, I coordinated the needs analysis, facilities design, and financial management of the \$50 million new Athletic Facilities. I presented proposals to stakeholders including faculty, staff, and the University Board of Trustees.
- As a Heritage Park Project Manager (Economic Development Investment Corp), I managed and coordinated projects directly in the public eye, working closely with the mayor and town Commission as well as State Officials and Representatives. The urban renewal project focused on growth and development issues for a \$32 million retrofit and new construction along the riverfront of a small industrial, yet rural City.
- As Litigation and Commercial Supervisor in Charleston, I am responsible for countywide commercial property valuation and modeling, as well as coordination and streamlining of all submissions and presentations for contested appeals reaching the local and State Administrative Law Court levels. I have created a “user friendly” training manual for our personnel for new financial and valuation software. As a public servant in a natural disaster prone location, I am trained in Post Earthquake Evaluation, as well as the FEMA Incident Command System.
- While working for Verizon Wireless and Crown Castle, I negotiated leases for construction and placement of cell towers within the heavily sensitive New York Metro area. Because of my financial acumen, I was asked to create and refine a capital financial model for “buy-out” of these leases.
- My environmental/town planning and geology degree forms a basis for my sensitivity and understanding of the intricacies of both the human and natural communities in which we live, and the financial implications of decisions. I have recently completed the LEED Green Building Certification Level I course to complement environmental and landscape architecture educational background.

I am highly effective communicating my ideas and proposals both in written and verbal form. I encourage face to face meetings, not just email and written communications. When appropriate, I utilize technology to simplify presentations, or written narrative documentation to further explain ideas. My goal is to clearly and effectively communicate ideas toward a better understanding by all. I encourage input and diversity of ideas and approaches to solving challenges. I am a team leader, but also cognizant of my role as a team player in the community and overall political/regulatory structure within the public and private arenas. I am also a good listener. As a result, I am an effective negotiator. By building on my reputation of honesty and integrity and being a man of my word, I am more readily able to reach an accord without undue stress and angst.

I will bring added value to Key West as City Manager by being inclusive of differing ideas, cultures, backgrounds and ideals. I would seek to bring out the best in others and gain the most from the energy, abilities, and synergies found within the professional staff and citizen volunteers. I value input from all sources utilizing an inclusive, open door style of management. I am practical, creative, and use common sense as basic tenets of my managerial style. I think outside the box, and explore paradigm shifts within current operations to seek better ways to accomplish tasks and reach goals.

Yet at the same time, I am creative and capable of making the difficult decisions and recommendations to balance budgets and maintain the financial strength of the City, while providing necessary services, both in routine as well as emergency situations. My emergency response experience and training is extensive, and would be a plus to the city. I would look expressly at the computerization of tasks where appropriate, and organization structures and strategies that efficiently utilize the physical, human, and financial resources. As a result, I have been resourceful and proactive in finding ways to solve difficult and intricate problems, resulting in successful and sustained programs that exceed expectations, and still maintain the integrity and ideals of the institution and community. In short, I feel I would be a good fit as City Manager in Key West.

The strategic issues facing Key West, though considered unique, are not uncommon for a city of this size, diversity of cultures, and economic base. Having worked and

lived in regions similar to Key West, I respect and understand the challenges facing the city today. My experiences in smaller municipalities within the much larger metropolitan New York area (Princeton and Rumson, NJ), have made me keenly aware of the different strategies necessary to resolve these challenges facing the small municipality. Living and working in Charleston, SC, I have dealt with and experienced many similar physical and financial issues to Key West with its military presence, large seaport, cruise destination, and strong tourism base affecting its economy, while maintaining a small town atmosphere.

As a national park ranger and a hutman, I was successful in utilizing what I call “educating not enforcing”. Visitors “buy-in” to ideas by appealing to common sense and common goals of leaving with a greater appreciation and sense of preservation of our environment and region for our children. Using similar strategies, and by gaining the support of all constituents, I would work with staff and city leaders, residents as well as visitors, to gain support and the same “buy-in” of “our” city to achieve common goals. By being a “24 hour” citizen manager, I would be first a contributing citizen of the community and as a result a more effective manager.

I look forward to the opportunity to expand on my ideas and information shared in this letter of introduction as the next City Manager of Key West. Please contact me via phone or email at any time to discuss the position with me directly. I look forward to working for and serving the commissioners and citizens of Key West.

**Sincerely:**



**Gary N. James**

**PS:** Though this cover letter may appear lengthy, I have utilized larger font sizes and spacing for those of us who sometimes need reading glasses to review submitted material. I hope this helps.

## SUMMARY OF QUALIFICATIONS

- ❖ **17+ years** diverse experience as **Director and/or Program Manager** in **public, private and institutional settings**; Adept at reporting/presenting to governing boards, directors, & judges
- ❖ 4+ years as **Deputy Program Manager** of \$300 million Federal Environmental Emergency Response Contract
- ❖ 3+ years **Project & Contract Manager** for State Park Development within Massachusetts DEP
- ❖ 5+ years Campus Transportation and Athletic Facilities Coordinator within \$500 million Capital Campaign for Cornell University.
- ❖ **Project Manager** for Telecommunications Industry requiring public and private consensus and presentation skills
- ❖ 5+ years Senior Tax/Litigation Appraiser & Supervisor; 19+ years Commercial Appraiser
- ❖ 10+ years coach of Olympic/World/North American/ US National/College Champion athletes;
- ❖ **MBA Degree; Graduate Study** (Architecture/Landscape Architecture); **BA Degree**

## RELATED PROFESSIONAL EXPERIENCE

### Public Sector Administration – County Level:

#### **Commercial/Litigation Supervisor**

Charleston County Tax Assessor

2010-Present  
Charleston, SC

- Supervision of commercial assessing, including appeals, valuations, mass modeling & tables
- Coordinator of all assessment appeals/litigation for the county.

### Public Sector Administration – Federal Contract Level:

**Program/Deputy Program Manager - Fed. EPA Emergency Response Cleanup Contract** 1989-1993  
OHM Corporation Princeton, NJ

National Environmental Clean Up Company headquartered in Findlay, Ohio; Nationally regarded as one of the best emergency response companies for environmental spills

- Co-managed all facets of the \$300 million emergency response contract for EPA
- Coordinated and directed as many as 70 active site cleanups simultaneously - 250 personnel
- Regarded as the authoritative source for this federal contract within the company

### Public Sector Administration – State Level:

#### **Project Manager - Heritage State Parks**

State of Massachusetts & Turners Fall Economic Development Investment Corp. (EDIC) Turners Falls, MA

1987-1989

\$32 million State DEP Heritage Park Project designed to celebrate/preserve the industrial heritage of the economically challenged industrial areas of the municipality.

- Site Identification, Contract Negotiation, Acquisition, Municipal Approvals, Design Oversight
- Coordinated professional team of attorneys, architects, planners, technical engineers, and management
- Public advocate and coordinator working with local Economic Development Corporation

## ADDITIONAL PROFESSIONAL EXPERIENCE

### Public/Private Sector Administration – University Level:

**Facilities Program Coordinator - Athletic & Campaign Facilities** 1982-1987  
Cornell University Ithaca, NY

- Coordinated the Development/Design/Construction/Contracts for new \$50 million Athletic Facilities and integrated them into the fabric of the \$500 million University Capital Improvements campaign
- Interacted with & presented to design/construction professionals, university officers, board of trustees, as well as athletic and academic faculty and staff

### Private Sector Project Administration

**Project/Site Acquisition Manager - Real Estate Site Development/Construction** 1995-2001  
Crown Castle International/Bell Atlantic Mobile Branchburg/Somerville, NJ

International tower/real estate construction and leasing company for wireless telecommunications industry

- Project management including Site Identification, Contract Negotiation, Acquisition, Testimony, Municipal Approvals, Construction Management from start to finish for each identified project
- Coordinated professional team of attorneys, architects, planners, technical engineers, and contractors

### Certified General Real Estate Appraiser

James Appraisal Associates 1992-Present  
Charleston, SC & Rumson, NJ

- Real Estate Valuation and Consultation and Testimony of Commercial, Industrial, Institutional, Vacant, and Residential properties; including Eminent Domain, Condemnation, DOT, Municipal, Tax Appeal valuations
- Value of properties range from \$250 million commercial/institutional lands to \$25,000 residential buildings

## ADDITIONAL EXPERIENCE

- |                                  |                                  |              |
|----------------------------------|----------------------------------|--------------|
| • Real Estate Investor/Builder - | Acorn Investments                | 2005-Present |
| • Financial Consultant/Analyst - | TFS, Inc.                        | 1991-1993    |
| • Professional Ski Coach -       | Olympics/US Ski Team/CU/Stratton | 1977-1987    |
| • Yellowstone National Park -    | Park Ranger                      | 1976-1977    |
| • Appalachian Mountain Club -    | Hutman                           | 1973-1974    |

## EDUCATION

**Masters of Business Administration** Boston University 1990  
**Graduate Study - Arch./Landscape Arch.** Cornell University & University of Colorado 1980-1983  
**Bachelor of Arts (Cum Laude) - Geology w/Honors in Env. Studies** Williams College 1977  
Appraisal Continuing Education for Certified General Appraiser - Current  
NJ Tax Assessing - Part 1 - Tax Assessing

## AWARDS & RECOGNITION

Who's Who in the East - 1980  
NCAA Division II Coach of the Year - 1981 (Cornell University Ski Team)  
All East Ski Team - NCAA Division I - 1975 (Williams College)  
YBRA Geology Field Camp, Red Lodge, Montana - Outstanding/Top Student - Summer 1975  
Williams College - Outstanding Skier - 1977; Captain 1976 & 1977; NCAA Qualifier - 1975 & 1977  
Williams College - Outstanding Runner - 1975 Cross Country Running Team  
New Hampshire State Champion - 2 Mile - Spring 1977; Cross Country Skiing - Winter 1977

## LICENSING

South Carolina State Certified General Real Estate Appraiser: CG 6569  
New Jersey State Certified General Real Estate Appraiser (Dormant): 42RG00138900

## REFERENCES

### Toy S. Glennon

(NOTE: Please notify prior to contacting, Thank you)  
Tax Assessor - Charleston County  
101 Meeting St.  
Charleston, SC 29401  
(843) 276-4123  
[tglennon@charlestoncounty.org](mailto:tglennon@charlestoncounty.org)

### Robert H. Panning

(NOTE: Former Program Manager –  
Federal ERCS Contract, OHM Corporation)  
8002 Indian Creek Dr.  
Orangevale, CA 95662  
(916) 723-7094

### J. Andrew Noel, Athletic Director

Teagle Hall – Campus Road  
Cornell University  
Ithaca, NY 14853  
(607) 255-8832  
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### Gregory Spicer

Personal Financial Planner  
Wellesley Financial Planners, Inc.  
130 Maple Avenue  
Red Bank, NJ 07701  
(732) 747-9775  
[spiceymb@aol.com](mailto:spiceymb@aol.com)

### John W. Monroe, III

Pastor – Rumson Presbyterian Church  
4 East River Road  
Rumson, NJ 07760  
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[john@rumsonpresbyterian.org](mailto:john@rumsonpresbyterian.org)

### Bud Fisher, Assist. AD/Head Ski Coach

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LaSalle Gymnasium  
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