



**RESPONSE TO REQUEST FOR QUOTE FOR
EXECUTIVE RECRUITMENT SERVICES FOR COUNTY MANAGER**

Volume I: Proposal

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
Fax: (888) 635-2430

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

PROPOSAL TO BE THE COUNTY'S EXECUTIVE RECRUITING FIRM

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June 12, 2013

The Honorable Chair Pat Cotham, Vice Chair Kim M. Ratliff and Commissioners Karen Bentley,
Dumont Clarke, George Dunlap, Bill James, Vilma Leake and Matthew Ridenhour

ATTN: Shelley Book, Recruitment Program Administrator

Charlotte Mecklenburg Government Center
600 East 4th Street
Charlotte NC 28202

Dear Chair Cotham, Vice Chair Ratliff and Commissioners Bentley, Clarke, Dunlap, James, Leake
and Ridenhour:

Colin Baenziger & Associates (CB&A) appreciates the opportunity to submit a proposal to assist in finding your next County Manager. 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.

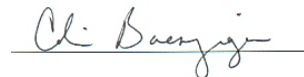
CB&A is a national recruiting firm having conducted assignments from Florida to Washington and Maine to California. We pride ourselves on providing not just high quality results, but equally important, we provide a great deal of personal attention to each of our local government clients. To conduct a 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 recruitments include the County Managers for Union County, NC, Clay County, FL, and Polk County, IA. We have also found City Managers for Monroe, NC, Fayetteville, NC, Portland, ME, Roanoke, VA, Tacoma, WA, and Yakima, WA. Our current searches include, among others, the City Managers for Ankeny, IA, Elmira, NY, Leesburg, FL, Marco Island, FL, Miramar, FL, Sunnyside, WA; the County Administrator for Clackamas County, OR; an Assistant City Manager for Corpus Christi, TX, the Treasurer for the City of Miami, 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

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 Annapolis, MD, Monterey, CA, 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

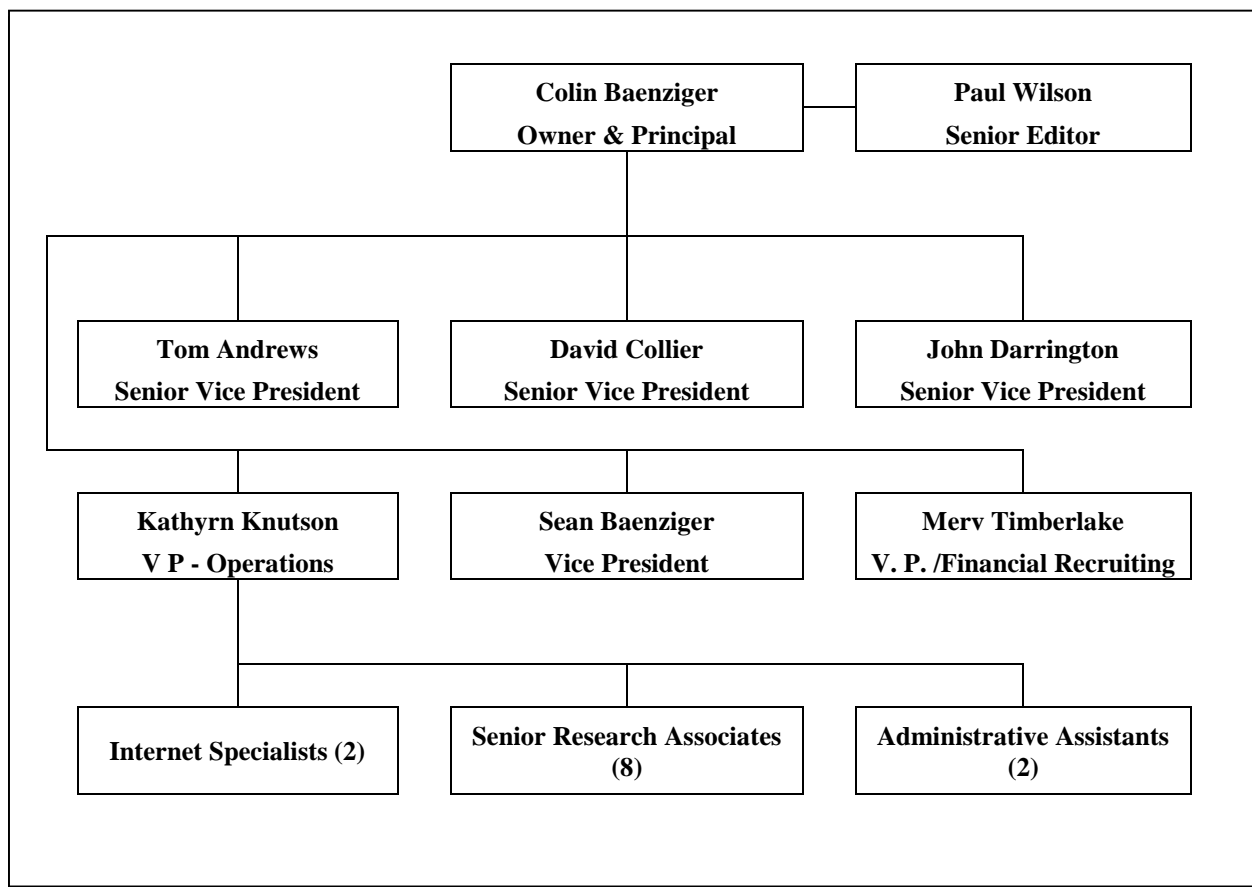
Planning

Strategic Planning
Operational Planning
Project Planning

I. Colin Baenziger & Associates

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

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 County. 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...



*City of Tacoma, WA
City Manager*



*Union County, NC
County Manager*



*Loudoun County, VA
Director – Economic Development
Human Resources Officer
Director – Management and
Financial Services*



*Fulton County, GA
Personnel Director
Director, Registrations & Elections*

II. What Sets CB&A Apart

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 County 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 County 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)

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 County Manager for the long term. Further, we complete our work on time and on budget.

III. Key Staff

Project Team and Involvement (Resumes for key staff follow)

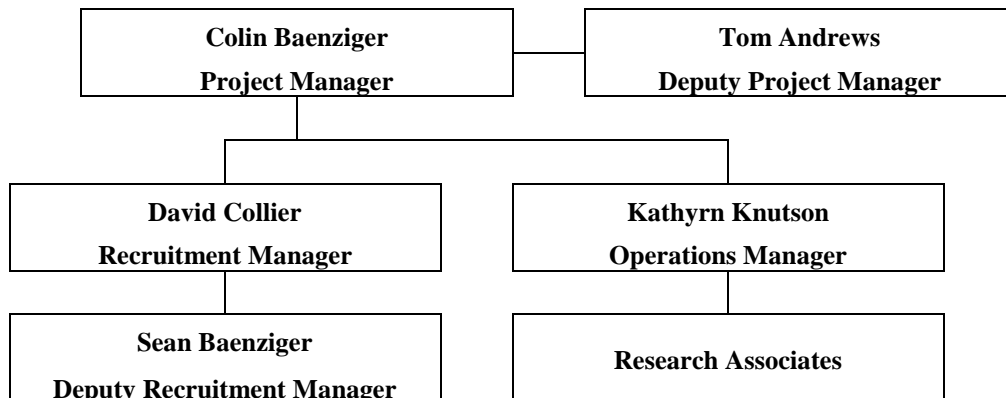
CB&A is an experienced recruiting firm and strongly believes that the majority of the search work should be conducted by one knowledgeable person. Colin Baenziger will be that person and serve as project manager. He will conduct the interviews with the elected officials, search for strong candidates, 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.

Sean Baenziger, Vice President, will serve as deputy recruitment manager and assist with some of the client liaison. He has over 10 years of total experience with CB&A and in local government. He earned his Bachelors of Science in Psychology from Brigham Young University and his Masters in Social Work from the University of Utah.

Kathyrn 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)*

Colin Baenziger, M.P.A.

Principal

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



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

- City Manager, Coral Gables, FL (population 42,000),
- City Manager, Cottonwood Heights, UT (population 34,000),
- City Manager, Fife, WA (population 8,200),
- City Manager, Fayetteville, NC (population 208,000),
- Village Manager, Key Biscayne, FL (population 11,000),
- Economic Development Director, Loudoun County, VA (population 326,000),
- 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, Orange City, FL (population 10,000),
- City Manager, Palm Coast, FL (population 51,000),
- City Manager, Portland, ME (population 65,000),
- City Manager, Roanoke, VA (population 96,000),
- City Manager, Tacoma, WA (population 200,000),
- General Manager, Tampa Bay Water Authority (serving a population of 2.4 million), and
- County Manager, Union County, NC (population 290,000).

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)*

Tom Andrews, M.S.

Senior Vice President

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



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

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

- Borough Manager, Matanuska-Susitna Borough, Alaska (population 88,000),
- Director, Watershed Management, DeKalb County, GA (population 691,900),
- City Manager, Fife, WA (population 8,200),
- City Manager, Greensboro, NC (population 259,000),
- City Manager, City Attorney and Planning Director, Roanoke, VA (population 96,000),
- County Manager, Brevard County FL (population 536,000),
- Deputy City Manager, Durham, NC (population 220,000),
- Director, Economic and Workforce Development, Durham NC (population 220,000),
- Budget Director, St. Petersburg, FL (population 248,000), and
- Director of Economic Development for Loudoun County, VA (326,000).

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)*

Dave Collier, M.P.A.

Senior Vice President

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



One of Dave's specialties is executive search. With his many years 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:

- County Manager, Brevard County FL (population 536,000),
- City Manager, Coral Gables, FL (population 42,000),
- City Manager, Cape Canaveral, FL (population 10,200),
- City Manager, Dania Beach, FL (population 28,000),
- City Manager, North Miami, FL (population 62,000),
- City Manager, Orange City, FL (population 10,200),
- City Manager, West Melbourne, FL (population 15,000),
- City Administrator, West Park, FL (population 12,000),
- Finance Director for Tamarac, FL (population 55,500), and
- Police Chief, St. Augustine Beach, FL (population 6,200).

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)*

Kathyrn Knutson

Vice President for Operations

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



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

- 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 96,000), 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.

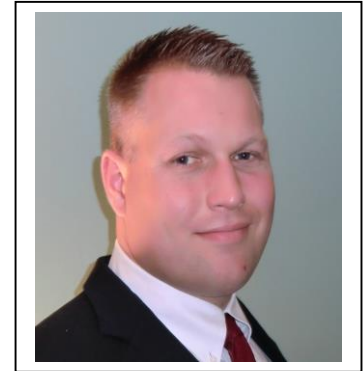
Ms. Knutson's prior employment includes stints with Palm Beach County's Department of Building, Planning, and Zoning, and with the County Health and Rehabilitative Services. She has also worked with the State of Florida's Department of Corrections and with the State's Department of Employment Services. 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.

III. Key Staff *(continued)*

Sean Baenziger, M.S.W., L.C.S.W., EMT-P

Vice President

Sean Baenziger brings a strong background in research and analysis to CB&A. As a former Firefighter Paramedic and current Licensed Psychotherapist, he has 10 years of experience working with state and local governments through public and private sector organizations. Since joining CB&A in 2004, his incisive ability to promptly get to the heart of a problem and accurately assess the facts have led him to quickly become the firm's background check guru. His experience and training allow him to rapidly determine which candidates are the right fit for your organization.



Since beginning his work with the firm, Mr. Baenziger has been involved as a background specialist in virtually every search CB&A has conducted. Notable examples include:

- City Manager, Yakima, WA (population, 91,000)
- Village Manager, Key Biscayne, FL (population 11,000),
- City Manager, Key West, FL (population 25,000),
- City Manager, Tacoma, WA (population 200,000)
- Town Manager, Bay Harbor Islands (population 5,200),
- City Manager, Coral Gables, FL (population 42,000),
- City Manager, Portland, ME (65,000),
- City Manager, Roanoke, VA (population 96,000),
- 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),
- Village Manager, Palmetto Bay, FL (population 24,000), and
- City Manager, West Melbourne, FL (population 15,000).

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

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

More CB&A Clients



City of Greensboro, NC

City Manager



***Polk County, IA (County Seat and
State Capital is Des Moines)***

County Administrator



City of Chamblee, GA

City Manager



City of Fayetteville, NC

City Manager

IV. Methodology

The following methodology has been refined over the past 15 years, until it is virtually foolproof. We will modify it to integrate your ideas into the process. Our goal is to ensure you have the right people to interview as well as the information you need to make the right decision.

While not specifically addressed in this proposal, we frequently incorporate public participation in the process. All we need to know is the extent of public involvement you would like and we will make the necessary adjustments.

Phase I: Information Gathering and Needs Assessment

Task One: Needs Assessment

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

- Compile background information from the jurisdiction's website and other sources;
- Interview the elected officials and other stakeholders. We will thus develop a strong sense of your community, its leadership, its short and long term expectations, and its challenges;
- Determine the characteristics of the ideal candidate. Among others, these will likely include experience, education, personality, demeanor, and achievements; and
- Determine a reasonable compensation package.

As part of our interviews, we will also finalize the timeline so candidates can mark their calendars well in advance and will be available when the Chair and Commission wish to conduct the interviews.

Further, as noted above, we routinely incorporate meetings with other stakeholders (such as the business community, the non-profit community, county staff and so on) to gather their insights. These forums can be very valuable as they provide additional points of view and a better understanding of the elements of the community. In a sense, they help us develop an understanding of the community's tapestry.

Phase II: Recruitment

Task Two: Develop Recruitment Materials

Based on the information we gather, CB&A will next develop a comprehensive recruitment profile. We will provide our draft for your review and comment. Your suggestions will be incorporated, and the final recruitment profile prepared. A sample of our work is included as Appendix B. Other samples can be found on our firm's website under the "Executive Recruitments" / "Active Recruitments" tabs.

IV. Methodology (continued)

Task Three: Recruit Candidates

We will use a number of approaches to identify the right people for this position. We say people, and not person, because our goal is to bring you six to ten excellent semi-finalists, all of whom will do the job extraordinarily well and who are of such high quality that you will have a difficult time choosing among them. Then you can select the top three to five to interview and ultimately choose the one who is the best fit with you and your community. These approaches we use 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. Often 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 as it often also yields strong candidates. We intend to contact the members of organizations such as the International City / County Management Association (ICMA), the North Carolina League of Municipalities, National Association of Counties, Nevada Association of Counties, the National Forum of Black Public Administrators, local government management associations and so on. We will use the popular social media networks, and post it on our website, www.cb-asso.com. 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 our clients are seeking.
- ***Email.*** We will also e-mail the recruitment profile to our list serve of over 7,300 managers and professionals who are interested in local government management. One of the advantages of e-mail is that if the recipient is not interested, he/she can easily forward the recruitment profile to someone else who may be.

The Private Sector. Some of our clients ask that private sector candidates be included among our suggested finalists. While we do not routinely recommend candidates with no experience in government, we have been very successful in finding highly qualified and capable private sector people to bring forward.

Phase III: Screening and Finalist Selection

Task Four: Evaluate the Candidates

Based on our most recent recruiting efforts, we anticipate receiving resumes from 40 to 60 applicants. We will narrow the field as described above and present information on candidates to the Chair and Commission. This process requires a mixture of in-depth research and subjective evaluation. Our process is as follows.

Step One. Initial Screening. CB&A will evaluate all resumes and identify the top eight to fifteen candidates. Some of these may be in-house candidates or individuals who have held high level positions in other governments but who have never been the manager.

IV. Methodology *(continued)*

Often these people simply need the opportunity. Using a football analogy, Vince Lombardi was an assistant coach with the New York Giants prior to being hired by the Green Bay Packers. Hence, we do not believe we should only consider those who have already held the position we are recruiting for.

Step Two. Screening Interview. Our lead recruiter, and possibly other senior representatives of the firm, will interview each of these candidates. Using what we learned in Phase I of the project and our experience as managers and recruiters, as well as our unique ability to assess candidates, we will make a determination of whether or not to consider them further. Once the candidates have passed the initial screening interview, we will ask the each to prepare a brief written introduction describing who they are and their background / experience.

Based on screening interviews, we will then select six to ten to be thoroughly researched. We feel we need more than five since we may decide to eliminate one or more as we research the candidates' backgrounds. Further, some of the candidates may be applying elsewhere, find positions and withdraw from our process.

Step Three. 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 municipal attorney, the external auditor, staff members, peers, news media representatives, the director of the local chamber of commerce, community activists, and others who know the candidate. We also attempt to contact some individuals who are not on the candidate's list. Typically we reach eight to ten people and 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; bankruptcy and credit. We also verify employment for the past 15 years and education.
- **Search the Internet and Newspaper Archives.** Virtually every local newspaper has an archive that provides stories about perspective candidates, the issues they have dealt with, how they resolved them and the results. These articles can also provide valuable insights into the candidate's relationship with the public and the 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 is 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.

IV. Methodology *(continued)*

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 County Manager, you can immediately negotiate a contract and make an announcement.

Task Five: Semi-Finalist Selection and Presentation.

Once we have evaluated the information we have gathered, we will present five to eight candidates to the County for its consideration. It should be noted that selecting strong candidates is more an art than a science. While we consider standard ranking factors and the elements of the job, ultimately the most important factor is who we believe will be a good fit with the elected officials and the community. Typically 40% of our finalists are women and/or minorities.

For the selected candidates, CB&A will compile the information we have developed into a written report for each recommended candidate. Specifically, the report will include: the candidates' resumes, an introduction to each candidate, the results of our background checks, the candidates' reference checks, and our compilation of materials from Internet/newspaper archives. We will also include some advice on interviewing, a series of questions the elected officials may wish to ask (as well as some areas that it is not wise to get into) and some logistical information. A sample candidate report is included as Appendix C. The preceding information will be forwarded to you electronically.

Task Six: Finalist Selection

Approximately a week after the Chair and Commission have received the candidate materials, CB&A will meet with the elected officials to discuss our findings and to determine the five finalists.

Task Seven: 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. Part of the notification will include advice concerning the candidates' resume and/or cover letter so, even though they were not selected to go forward, they will have gained something valuable from participating in the process.

Phase IV: Coordinate the Interview Process and County Manager Selection

Task Eight: Coordinate the Candidate Assessment Process

Prior to the interviews, we will recommend an interview/assessment process for the County's review including means of evaluating the candidates' communication skills, interpersonal skills,

IV. Methodology *(continued)*

and decision-making skills. As part of the process, we will recommend the Chair and Commission 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. Later, 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 County Manager 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 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 Chair and Commission can observe the candidates' presentational skills.

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 County wish. The County, however, must bear the cost of these additional instruments.

Task Nine: Debriefing and Selection

Once the interviews have concluded, CB&A suggests the elected officials adjourn and hold a meeting a day or two later to select the next County Manager. Although the selection can be made the same day as the interviews, this decision is quite important and we recommend you take some time to consider what you have seen and heard.

In terms of the final selection, we have a simple methodology we have developed that moves the elected body quickly and rationally to the desired outcome. Once the selection has been made,

IV. Methodology *(continued)*

CB&A will notify the finalists of their status. Candidates are eager to know and we feel it is important to keep them informed.

Phase V: Negotiation and Continuing Assistance

Task Ten: Notification, Contract Negotiations and Warranty

Should the Chair and Commission wish, we will assist in the employment agreement negotiations. Generally a member of the elected body and the attorney conducts the actual negotiations while we provide advice and assistance concerning the compensation package and contract. We can also take the lead role in the negotiations if desired. We have a standard contract you are welcome to use. Your attorney, of course, will prepare the final contract. Since the basic parameters will have been discussed with the candidates and the candidates have been thoroughly vetted, we expect a relatively prompt agreement.

Task Eleven: Continuing Assistance

Our work is not done when the contract is executed. We will stay in touch with you and your new County Manager. Our goal is to be there to assist in resolving any issues that arise before they become intractable. In fact, at your request, we will conduct a team-building workshop, at no charge, to resolve any difficulties. We simply feel it is part of our job to assure a successful relationship.

Communications: We will provide biweekly reports about the status of the search, in writing or by phone, depending upon your preference. At significant milestones we will make the reports in person. We are also available 24/7/365 to address any questions you have along the way. To do so, we will provide you with our cell phone numbers and you should feel comfortable contacting whenever you have a question – whether it is directly related to the search or, for that matter, anything else related to local government. We want to be responsive and to assist in any way we can.

The County's Obligations

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

County staff should also plan to provide the following information, if it is not available on the County'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 County Charter, any job descriptions and other materials defining the role and duties of the County Manager, and any evaluations of the organization completed in the last year.

Proposed Project Schedule

The following is the schedule we would suggest and assumes Colin Baenziger & Associates (CB&A) is selected to perform the search by July 1st. Of course, we can adjust the schedule to accommodate the County wishes.

Phase I: Needs Assessment / Information Gathering

- Prior to July 11th: With the help the Human Resources Director (HR Director) and the BOCC Designee, CB&A develops a Plan of Action and rough outline of selection criteria for candidates.
- July 11th: CB&A begins meeting with the Chair and Commission to understand the job and its challenges. Specifically, the purposes of these interviews will be to: 1) get to know the elected officials, 2) understand the issues the next County Manager will face, 3) understand the elements of the job, 4) develop a description of the ideal candidate, 5) determine the desired compensation and 6) finalize the project schedule. We also plan to have public involvement and meet Key Stakeholders in the community in order to get a sense of the character of the County.
- July 12th: CB&A begins drafting the recruitment profile for publications and prospective candidates.
- July 18th: CB & A submits the draft of the full recruitment profile to the County for its review. Comments will be due back by July 25th.

Phase II: Recruiting

- July 29th: CB&A posts the full recruitment profile on its website and submits it to the appropriate publications. It is also e-mailed to over 7,300 local government professionals.
- August 23rd: Closing date for submission of applications.

Phase III: Screening, Reference Checks and Credential Verification

- August 24th: CB&A begins screening the candidates
- August 29th: CB&A reports the results of the recruitment to the Chair and Commission.
- September 23rd: CB&A forwards its candidate report and materials to the County electronically. These will include the candidates' resumes, a summary of our interviews with the candidates, the results of our background and reference checks, and Internet/newspaper archives results.

Proposed Project Schedule (continued)

September 30th: CB&A meets with the elected officials to review the suggested semi-finalists and to narrow the field to approximately five finalists.

Phase IV: Interview Process Coordination and County Selection

October 10th: County holds reception for the finalists.

October 11th: One-on-one interviews and full Commission interviews

October 15th: County selects its next County Manager.

Phase V: Negotiation, Warranty & Continuing Assistance

Post-Selection: CB&A starts works with the County representative and candidate on an employment agreement. Typically this process takes a week before a contract is ready to be ratified.

CB&A will stay in touch to ensure the elected officials' relationship with the new County Manager is a strong one.

More CB&A Clients...



Clay County, FL

County Manager



Flagler County, FL

County Administrator



St. Johns County, FL

***County Administrator
Director, Economic Development***



Brevard County, FL

County Manager

V. Fee and Warranty

Fee

CB&A offers a firm, fixed fee of \$21,500 *which includes all our expenses and costs*. In other words, the only thing the County will pay CB&A is the agreed upon fee. The only other costs the County 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 County 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	\$ 3,500
Phase II: Recruiting	7,000
Phase III: Screening	8,000
Phase IV: Interview Process Coordination and Manager Selection	1,500
Phase V: Negotiation, Continuing Assistance and Warranty	1,500

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 County 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 we conduct the full search as specified in this proposal and assuming the County 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 County.
- 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. References

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 a number of our searches.

1) County Administrator, Polk County, IA (population 400,000)

Contact: Former Board Member E.J. Giovannetti at (515) 371-0782, or

EJGiovannetti@hhlawpc.com

Board of Supervisors Project Manager Sue Elliott at (515) 286-3128 or

selliott@co.polk.ia.us

CB&A was hired in mid-April 2007 to find the County's next **County Administrator**. Our work included searching the nation to find the right person for the job, interviewing the candidates, conducting through background checks, and recommending finalists for the county to interview. After careful deliberation, the County selected *Ronald Olson, formerly Assistant City Manager of Arlington, TX* on July 24, 2007. When Mr. Olson left in April 2011 to become the City Manager of Corpus Christi, TX, Polk County retained CB&A to find his replacement. The search began on May 4th, interviews were held on July 21st and 22nd and *David Jones, then County Administrator of Tazewell County, IL*, was selected on July 25th.

2) County Manager, Union County, NC (population 198,600)

Contact: Human Resources Director Mark Watson at (704) 283-3869, or

Watson@co.union.nc.us

CB&A was formally selected to perform the County Manager on September 7, 2010. We were asked to conduct the search extremely quickly so that interviews could be conducted prior to the November election. We sought candidates from around the country, performed the candidate screening and interviews were held on October 22nd with a selection made on October 25th. The Commission selected *Ms. Cynthia Coto, formerly the County Manager of Volusia County, FL, and Seminole County, FL*. Ms. Coto signed a contract on October 29th and began work on November 15th. Colin Baenziger served as the lead consultant.

3) City Manager, Fayetteville, NC (population 208,000) in 2012

Contact: Mayor Anthony G. Chavonne at (910) 443- 1992 or mayor@ci.fay.nc.us

Mayor Pro Tem Jim Arp at (910) 728-2569 or JArp@ci.fay.nc.us

CB&A began work on April 11, 2012, to assist the Fayetteville in finding its next **City Manager**. Our work included scouring the nation to find the right person for the job, interviewing the candidates, conducting through background checks, recommending finalists for the city to interview and helping with the contract negotiations. *Ted Voorhees, then Deputy City Manager of Durham, NC*, was selected on June 29th.

VI. References *(continued)*

4) City Manager, Monroe, NC (population 33,475)

Contact: Vice Mayor Lynn Keziah at (704) 289-9506, or
Council Member Margaret Desio at (704) 283-4493

CB&A was selected in mid-July 2012 to conduct the **City Manager** Search but was not instructed to begin work until late February 2013. Our effort involved searching the country to locate the best people for the job, interviewing them, conducting thorough background checks, and recommending finalists for the City to interview. Interviews of the finalists were conducted in mid-May. After the top two ranked candidates withdrew, the City opted to interview three other semi-finalists we had previously vetted on June 6th and 7th. *John D'Agostino, formerly the Town Manager of Abington, MA*, was selected. Interestingly, the Council commented that the candidates interviewed in the second round were just as good as those in the first round.

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

Contact: Council Member Court Rosen at (540) 597-3193, or
courtrosen@gmail.com
Former Council Member Rupert Cutler at (540) 345-7653, or
MRCutler@aol.com
City Clerk Stephanie Moon at (540) 853-2541, or
Stephanie.Moon@roanokeva.gov

CB&A was hired in early September 2009 to find Roanoke's next **City Manager**. 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 with a strong background in finance and redevelopment. In preparation for the recruitment, we had five meetings to solicit public input (two with the public at large, one with the business community, one with the neighborhoods, and one with the education, social services and non-profit community). We also had a separate meeting with the media. 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. We also held five meetings with the public to solicit their input. *Christopher Morrill, formerly the Assistant City Manager for Savannah, GA*, was selected in early December 2009. Mr. Morrill began work, at the City's request, in mid-February 2010. We have since assisted the City in finding a **City Attorney**, an **Economic Development Director** and a **Planning, Building and Development Director**.

6) City Manager, Scottsdale, AZ (population 221,000)

Contact: Vice Mayor Suzanne Klapp at (480) 312-7402, or
sklapp@scottsdaleaz.gov
Council Member Guy Phillips at (480) 312-2374, or
gphillips@scottsdaleaz.gov

Scottsdale retained CB&A just before Christmas, 2012 to help find its next **City Manager**. We were asked to begin work in late February, 2013. We met with the Council Members and based on what we learned, we crafted a recruitment profile and began to search the country for outstanding candidates. Background checks were thorough and three finalists were selected. Interviews were held on May 21st and 22nd and *Fritz Behring, formerly County Manager for Pinal County, AZ*, was selected on the 22nd.

VI. References *(continued)*

7) City Manager Recruitment, Tacoma, WA (population 197,000)

Contact: Mayor Marilyn Strickland at (253) 591-5130, or
Marilyn.Strickland@cityoftacoma.org
Human Resources Analyst Margith Baker at (253) 573-2321, or
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.

8) Economic Development Director, Loudoun County, VA (population 298,000)

Contact: Deputy County Administrator Linda Neri at: (703) 777-0200 or,
Linda.Neri@loudoun.gov

Ms. Neri has worked with other recruiting firms and can compare our work to theirs. CB&A first met with County Officials on June 28, 2010 and later with stakeholders from the community and staff to obtain their input on what sort of person would be the best choice for its **Economic Development Director** position and on the challenges he/she might face. We searched the country for strong candidate prior to the closing date for applications of July 23rd. We also conducted thorough background checks and the top candidates were interviewed on September 8th – 9th. Additional interviews held on September 21st and the Director, *Thomas Flynn then Director of Economic Development* for Charlotte, NC was selected shortly thereafter. We later assisted in recruiting the **Human Resources Manager** and the **Director of Management and Financial Services** (i.e., the CFO).