

June 13, 2013

Ms. Shelley Book
Mecklenburg County Human Resources
Charlotte Mecklenburg Government Center
700 East 4th Street, Suite 200
Charlotte, NC 28202
shelley.book@mecklenburgcountync.gov

Shelley:

Per your Request for Quote (RFQ), Coleman Lew + Associates, Inc. respectfully submits the following information with regard to the services we provide in assisting the Mecklenburg County Board of County Commissioners in the impending search for a **County Manager**.

We trust this proposal addresses all the pertinent issues. Our firm is very interested in partnering with the Board of County Commissioners on this important search for Mecklenburg County. Please do not hesitate to contact us with any questions or for additional information.

Thank you for the opportunity to submit this proposal.

Regards,



Kenneth D. Carrick, Jr.
President

KDC:mb
Enclosures

Coleman Lew + Associates, Inc.
Proposal to Assist the Mecklenburg County
Board of Commissioners:
Executive Recruitment Services for County Manager
June 13, 2013

Per the terms in the Request for Quote, below is the information regarding Coleman Lew + Associates, Inc. and our retained executive search services.

Understanding of the Project

To recruit a superior leader to be an effective CEO of a multi-billion dollar, multi-faceted, 5,000 plus employee government enterprise supplying services and resources to the citizens of Mecklenburg County. With a population of just under one million people, Mecklenburg County is the most populated, and most densely populated county in North Carolina. Consequently, the selected leader must have the interpersonal, communication, and leadership skills to work well with a broad group of diverse constituents in both the public and private sectors.

Appointed by, and reporting to, the nine-member Board of County Commissioners (BOCC), the County Manager will be responsible for the execution of the Board's primary responsibilities: adopting annual budgets, setting property tax rates, and establishing priorities to meet the County's needs, especially in the areas of health, education, welfare, and mental health. This exceptional leader will also be accountable for leading staff responsible for providing County services, which are funded through property taxes, local sales taxes, fees, and other sources, to meet these BOCC defined community priorities while maintaining adherence to the Vision and Mission of Mecklenburg County: "To be the best local government service provider" and "To serve Mecklenburg County residents by helping improve their lives and community." These responsibilities and activities are expected to be accomplished while maintaining and utilizing the Values and Guiding Principles of Ethics, Excellence, Customers, Teams, Employees, and Accountability.

Company Background

Coleman Lew + Associates, located in Charlotte, NC, is a retained executive search firm that has served clients since 1979. We specialize in recruiting executive management talent for organizations throughout the United States. We have proven experience recruiting CEOs, presidents, directors, senior managers, and other key leaders for a wide variety of public, private, and international

organizations. Because we are a generalist firm, we have a diversity of work experiences that contribute to a balanced, thorough search process.

We have conducted searches for governmental entities, including state and municipal organizations, where the leaders recruited assumed the positions of CEO, President, and Executive Director. Therefore, we offer a broad perspective and wide network through which to identify and recruit superior executive and leadership talent. ***Further, we have few, if any, off-limits issues, no parallel processing issues (recruiting the same candidate for the same position at multiple organizations), and no conflict of interest issues that are often encountered by more specialized firms.***

Coleman Lew is a member of the Association of Executive Search Consultants (AESC), a select group of approximately 200 national/international search firms. We adhere to the strict ethical principles set forth in its "Professional Practice Guidelines and Code of Ethics." Coleman Lew is also a member of *Penrhyn International*, a worldwide partnership of independent executive search consulting firms working together to provide the highest standards of service in international assignments.

For additional information, please refer to our website at www.colemanlew.com. Additional information may also be found at the Penrhyn website at www.penrhyn.com.

Company References

- 1) Houston Forensic Science LGC, Inc., 900 Bagby Street, Suite 422, Houston, TX 77002.**

Nicole Casarez, 713 525-3578, Director.

Scott Hochberg, 713-334-5274, Chairman, Board of Directors.

Coleman Lew recruited the first Executive Director for Houston Forensic Science LGC, Inc. Ms. Casarez was our primary contact and Mr. Hochberg (a retired state legislator in TX) leads the Board. HFSLGC is a new, independent organization created by the Mayor of Houston and the Houston City Council. The HFSLGC was officially registered as a non-profit Texas Local Government Corporation in July, 2012 with the vision of aiding and acting on behalf of the City of Houston, TX to accomplish a governmental purpose of the city; namely to create and to govern the operation of an independent forensic center designed to provide accurate and timely analysis of forensic evidence and related services. Currently, these services are being provided by the crime lab and identification divisions of the

forensics services command of the Houston Police Department. Funding for the HFSLGC is provided by the Houston City Council.

2) Coker College, 300 E. College Avenue, Hartsville, SC 29550-3797.

Charles Sullivan, 843-230-2847. Charles is a former Executive Vice President with Sonoco Products (now retired) and was the Chair of the Board of Trustees when we conducted the President search. Charles subsequently became the Interim Vice President for Institutional Advancement (at Dr. Wyatt's request) while we conducted the search for a permanent replacement.

Dr. Robert Wyatt, 843-383-8010, President. Dr. Wyatt can speak to our work from a candidate's perspective. He has also hired us to conduct searches to recruit members of his staff including the Provost. Further, he referred us to two other organizations in Hartsville, including the City of Hartsville for their City Manager search.

3) Charlotte Eye Ear Nose and Throat, 6035 Fairview Road, Charlotte, NC 28210.

Ms. Annette Nash, 704.295.3408, Director of Human Resources. Annette, along with the Board of Directors, hired us to conduct the search for the practice's next Chief Executive Officer. She also served as the primary client contact throughout the search process.

4) Catawba College, 2300 West Innes Street, Salisbury, NC 28144.

William (Bill) Graham, 704.633.5244, Managing Partner, Wallace & Graham, PA, 525 N. Main Street, Salisbury, NC 28144. Bill is currently Vice Chair of the Board of Trustees. He was the Chair of the Presidential Search Committee.

Brien Lewis, 704-637-4414, President. Brien can speak to our work from a candidate's perspective.

5) North Carolina State Bureau of Investigation, PO Box 29500, Raleigh, NC 27626.

Mr. Gregory McLeod, 919.662.4500, Director. Greg was the hiring manager for the SBI Crime Lab Director search our firm was hired to fill.

6) University of North Carolina – Pembroke, PO Box 1510, Pembroke, NC 28372-1510.

Dr. Kyle Carter, 910-521-6201, Chancellor. We have recruited three members of Dr. Carter's cabinet: Vice Chancellor of Finance and Administration, Vice Chancellor of Student Affairs, and the Athletic Director.

Daniel (Dan) Kenney, 910-521-6632, Chief of Staff. Dan previously served as the Athletic Director and was promoted to Chief of Staff. He was actively involved in parts of the Student Affairs and Athletic Director searches, both of which occurred after he assumed the Chief of Staff position.

7) University of North Carolina Greensboro, PO Box 26170, Greensboro, NC 27402-6170.

Dr. Linda Brady, 336.334.5266, Chancellor. Dr. Brady retained us to recruit an Athletic Director.

Dr. David Perrin, 336.334.5494, Provost & Vice Chancellor for Academic Affairs. Dr. Perrin served as the Chair of the Athletic Director Search Committee.

8) Alex Lee, Inc., PO Box 800, Hickory, NC 28603.

Mr. Boyd George, 828.725.4479, Chairman of the Board. Mr. George can give you a history of our success recruiting for the Alex Lee companies through the past 30+ years.

9) Duke Energy Corporation, PO Box 1007, Mail Code ST22M, Charlotte, NC 28285.

Mr. Keith Butler, 704.382.8681, Senior Vice President Corporate Tax. Coleman Lew has a long-time relationship with Mr. Butler. Although it has been some time since we conducted searches for Mr. Butler, he will be able to share his experience with our search process.

Experience

As the demands on leaders of counties and municipalities are increasing, the "traditional" pool of talented leaders ready to assume a County Manager's position appears to be shrinking. Note the information below per the International City/County Management Association:

The proportion of older workers is expected to shoot up an average of 4% per year between 2000 and 2015. The proportion of younger workers is shrinking.

-CPS Human Services "Age Bubble" Study

There will be a replacement gap starting in 2006: 151 million jobs in the US economy and 141 million people in the workforce to fill them. Across all sectors, but especially in the public sector, the greatest turnover in aging workers will be in executive and managerial occupations.

-Data from the US Bureau of Labor Statistics

Starting in 2011, the population 65 and older is projected to grow faster than the total population in every state. In 2011 alone the number of people in the United States celebrating their 65th birthday will jump 21 percent, from 2.7 to 3.3 million.

-Data from the US Census Bureau

In most jurisdictions and agencies, the majority of managers and leaders will be retirement eligible within the next five years, if not already. Their inevitable departure creates a new urgency to develop potential successors, often on a faster track and with a shorter learning curve than ever before. In many organizations, the potential pool will be smaller than in the past.

-CPS Human Services "Building the Leadership Pipeline" Report

Consequently, to meet the varied demands of a governmental leadership position, municipalities and counties of all types and sizes are searching for a new generation of leaders with enhanced skill sets who also possess outstanding credentials. ***The key element is for the Board of a particular jurisdiction to clearly determine the type of leader desired.***

Coleman Lew has developed a special expertise in this area. ***From our beginning, the core competency of Coleman Lew has been proactively identifying, recruiting, and evaluating superior leaders regardless of the type of organization for which they serve/work.*** Our education/non-profit/governmental "industry" practice continues to grow and expand. We have built this practice to include searches in higher education, private and public secondary education, non-profit organizations, and government entities (where we work closely with elected or appointed boards and/or committees). We also bring to our clients broad and varied experience from conducting searches for executive leaders in the corporate community. ***Consequently, we are experienced and skilled at successfully assisting all of our clients in recruiting the type of leader(s) they desire.***

As part of our education practice, and based on our experience, we have developed a manual, *"The Search for a Leader in Higher Education,"* specifically designed to assist Board Chairs, Presidents, and Search Committees in conducting searches for leaders in higher education. This manual can also be adapted for most any search where a Search Committee or Board is involved (as opposed to a sole individual who is the hiring executive). The information in this manual is particularly useful in

ensuring the integrity, thoroughness, and effectiveness of the search. This manual may be of assistance to a Board and/or Search Committee as the members work to define an efficient, proactive, and successful search process.

For a search firm to be successful in providing quality service to clients, the trust and relationship(s) developed between the consultant(s) and the client is critical. We are **search professionals** with many years of experience perfecting our craft, and approximately 80+% of our business is generated by existing clients or referrals from these clients. We view this statistic as evidence of the quality of service we provide. Further, we study leadership and approach our evaluation of candidates in a methodical, time-tested manner that gives us insight into each candidate's leadership ability/potential and their cultural fit into our client's organization.

*In summation, **our value proposition is:** understanding the unique needs of our client and proactively identifying, recruiting, and evaluating superior leaders that meet those needs. As such we have been very successful in providing our clients with a diverse slate of candidates from which to choose.*

Project Team Experience

Our firm believes that a collaborative team approach is the most effective means to provide exceptional service to our clients. For each search, we assign a team whose aggregate talents will add the most value to the client. For this particular search, our team will consist of Ken Carrick, Janet DeLoache, Jeanie McCandless, and Shana Plott. For information on other Coleman Lew consultants, please refer to our website.

Kenneth D. Carrick, Jr., President

Ken serves as President of Coleman Lew + Associates and has managed over 200 search engagements throughout his 27+ years as a search consultant. He has developed a significant number of clients in the areas of education, retail and distribution, manufacturing, non-profits, and in the public sector. Ken graduated summa cum laude with a BA degree from Catawba College and an MBA from Wake Forest University. Ken began his career as an accountant with Duke Energy and later worked for a national insurance company before joining Coleman Lew + Associates in 1986. Ken has been an active volunteer in service groups and youth sports associations in the Charlotte community and currently serves on the Board of Directors for the South Carolina Birth Defects Foundation, and as a member of the Americas Council Board of the Association of Executive Search Consultants (AESC). He is a past member of the Board of Directors of the Greater Carolina's Chapter of the American Red Cross and Covenant Day School. He, his wife, and their three children reside in Charlotte.

Janet R. DeLoache

Since 1999, Janny has provided research, sourcing, and candidate development assistance on numerous search engagements, with a particular focus in the areas of education, non-profit, and governmental entities. She has also been an active member of the team that assists clients with neutral site interviews. Janny attended Converse College, where she earned a BFA degree with honors and a MEd degree. Early in her career she served in Admissions, as Assistant Dean of Students at Converse College, and later as Assistant to the Vice President of Student Affairs at Georgia Institute of Technology. Janny also worked in account services and as Vice President for Marketing Outreach, Inc. in Atlanta and as Southeast Regional Manager for US Concepts, Inc. Both firms specialized in the execution of marketing campaigns, sales promotions and special events for Fortune 500 firms. Janny is a member of the Mint Museum Auxiliary, the Junior League, as well as an Encore Life Member at the Children's Theater of Charlotte. She and her husband have two children.

Jean B. McCandless

Jeanie has provided research and sourcing expertise to over 150 search engagements in a variety of industries and functions. Jeanie graduated from Meredith College with a BA degree and earned an MBA from Wake Forest University. Jeanie began her career as a manager in commercial lending within the financial services industry. She later worked as an account executive for Southern Bell, prior to joining Coleman Lew + Associates in 1995. Jeanie has been active in the Charlotte community for a number of years, including volunteer work with the Children's Theatre of Charlotte. She and her husband have two grown children.

Shana Plott

Prior to joining Coleman Lew, Shana spent almost 20 years in the non-profit sector, serving in various director level roles in development, marketing, and communications. Most recently, she spent seven years as Development Director for KinderMourn, Inc. In addition, she worked several years as Associate Director for the Carolinas office of Heidrick & Struggles, successfully completing numerous retained searches for CEOs, CFOs, and other top executives across numerous industry sectors. Shana graduated from the University of North Carolina at Chapel Hill with a BA in Recreation Therapy. She is a member of the Junior League of Charlotte and a founding board member for Southpark Engineering and Robotics Clubs. She and her husband have three children.

Capacity

Coleman Lew is the oldest and largest retained executive search firm in the Carolinas. With three senior advisors, nine consultants, and three administrative associates, our firm collectively has over 120 years of search experience. With eleven of these individuals based in the Charlotte office, our firm is in a position to begin this search immediately and will make it a top priority. Further we conduct assignments in teams so the scope of work is not dependent on one person. We are committed to using our best efforts to meet the timeline for the Mecklenburg Board of County Commissioners to make a selection decision by October, 2013. Please note that much of the timing for the conclusion of the search is dependent upon the availability and responsiveness of the Mecklenburg County Board of County Commissioners. Please see our note under the Timeline section below.

Project Approach

Our Client Partnership:

Coleman Lew + Associates is a generalist search firm. For every client, we seek to develop and maintain a value-added, mutually beneficial partnership. Our overall approach to partnering with our clients can be briefly summarized as follows:

- ***We work for you.*** We get to know you, your organization, and your leadership needs. Knowing our client to the fullest extent possible is a critical step and may be the most important part of the search process. Every leadership search is unique and every client is unique. We want to understand you, your needs, and your culture. ***It is important to note that because of this philosophy, we do not in any way represent candidates in order to assist them in finding a position. Neither do we recycle candidates, or present the same candidates over and over to different clients. Instead, we partner with you, our client, and work exclusively on your behalf to help you recruit the best possible leader to meet your needs.***
- We ***proactively*** source for candidates that meet your agreed upon criteria. Although we have an extensive database of potential candidates and referral sources, we conduct ***original research*** to identify and recruit the best possible candidates for each client's unique situation. In the majority of our search assignments, the recruited candidates have been individuals who were not actively seeking to change positions. As we conduct this original research, we draw on a number of factors, including but not limited to: a time tested and proven search methodology; various contacts and relationships that have been cultivated, nurtured, and maintained; technology; and the collective experience of the team working on the assignment.

- ***We thoroughly evaluate candidates using a disciplined process.*** We begin by evaluating potential candidates through telephone interviewing and progressing to a personal interview with viable candidates. We do not recommend a candidate if they do not meet client criteria. Confidential profiles, consultant evaluations, and personality profiles on the most qualified candidates are presented to the client so that the Mecklenburg County Board of County Commissioners can focus valuable time on prequalified, legitimate candidates.
- ***We act as your advisor and partner*** as you move through the interview and selection process, and we have resources and evaluation tools that can assist in conducting the most comprehensive analysis of candidates. We stay in close contact with you and the candidates. We facilitate feedback and help you move through this stage as thoroughly, efficiently, and effectively as possible. We check references and assist you with offer negotiations. The process, and our involvement, is about helping you attract the leader you desire.
- ***We seek to perform all of these activities with the utmost integrity, confidentiality, professionalism, and adherence to industry ethical standards.*** As a member of the Association of Executive Search Consultants (AESC) as stated above, we adhere to the strict ethical principles set forth in its “Professional Practice Guidelines and Code of Ethics” (listed below):
 - Professionalism - AESC members will conduct their activities in a manner that reflects favorably on the profession.
 - Integrity - AESC members will conduct their business activities with integrity and avoid conduct that is deceptive or misleading.
 - Competence - AESC members will perform all search consulting assignments competently, and with an appropriate degree of knowledge, thoroughness and urgency.
 - Objectivity - AESC members will exercise objective and impartial judgment in each search consulting assignment, giving due consideration to all relevant facts.
 - Accuracy - AESC members will strive to be accurate in all communications with clients and candidates and encourage them to exchange relevant and accurate information.
 - Conflicts of Interest - AESC members will avoid, or resolve through disclosure and waiver, conflicts of interest.
 - Confidentiality - AESC members will respect confidential information entrusted to them by clients and candidates.
 - Loyalty - AESC members will serve their clients loyally and protect client interests when performing assignments.
 - Equal Opportunity - AESC members will support equal opportunity in employment and objectively evaluate all qualified candidates.
 - Public Interest - AESC members will conduct their activities with respect for the public interest.

Outline of Our Work Plan / Approach in Assisting the Board / Search Committee

We adhere to the following specific steps in order to ensure a thorough search process:

- Meet with the Mecklenburg County Board of County Commissioners, key stakeholders, and/or other designated individuals to determine the specifications for the position. We take the time necessary to understand all the factors influencing the responsibilities of the position and the type of candidate desired.
- Submit for approval a written understanding of the search and a brief position description (to be used in our initial solicitation of candidates).
- Conduct original research to select targeted organizations, institutions, and sources in order to identify and recruit potential candidates. Specifically for the County Manager search for Mecklenburg County, it is likely that we would first target other counties similar in size and culture. We will personally contact County Managers throughout the nation to solicit their interest or their referrals. As a result of this type of proactive sourcing on a national scope, it has been our experience that nominations and referrals will be submitted to our attention.
- Utilize and manage advertising and/or postings, if appropriate or requested. It is our assumption that the Mecklenburg County Board of County Commissioners will desire for the position to be posted in certain publications.
- Evaluate all prospects by telephone interview screening and conduct face-to-face interviews with promising candidates.
- Conduct personal interviews with, and evaluate, internal candidates (if any).
- Prepare and present to the Mecklenburg County Board of County Commissioners a comprehensive written profile on each recommended candidate, including resume, professional evaluation, personality profile using the Golden Personality Type Profiler, and other information submitted by the candidate. Verbal evaluations are also provided.
- Verify educational credentials on all recommended candidates and conduct reference checking on all finalist candidates. We also recommend further in-depth background checks to include: financial, litigation, police, and driving records. Many clients, especially public entities, conduct these checks themselves via processes already established. However, we are more than willing to facilitate these background checks if the Mecklenburg County Board of County Commissioners desires.
- Schedule Board interviews with candidates, including travel arrangements and itinerary coordination.

- Facilitate communication and feedback during the Board/candidate interview period. During this stage of the process, we prefer to be an active participant serving as the Board of County Commissioners' advisor.
- Advise the Board of County Commissioners as needed; assist in negotiation of the offer to the selected candidate.

Pricing

Fees

Our customary fee to conduct a search ranges from 30% - 33% of the first year's total cash compensation depending upon the position. ***For this search, we offer two options for our professional fee:***

Option 1 30% of the successful candidate's first year total cash compensation.

Option 2 A negotiated, agreed upon fixed fee (which normally approximates 30% of a reasonable estimate of the first year cash compensation).

On occasion, a client requests a more limited scope of services. We are willing to discuss providing more limited search support, based on your needs, and our fee will be adjusted accordingly.

Expenses

1. Expenses incurred and controlled by Coleman Lew.

Expenses in this category generally include: travel to meet with the client (basically irrelevant for this search), travel for the consultant to interview candidates (*To provide our extensive evaluation, we interview every candidate in person prior to recommending them to a client. The vast majority of these interviews result in no expense to our client as they are conducted via Skype. In some instances, we may incur mileage charges if we drive to meet candidates in person.*), telephone expenses, postage expenses, copying expenses, etc. On each search, we make every prudent attempt to minimize out-of-pocket expenses without compromising the quality service that we are known for providing. ***We estimate that this category of expenses will range between \$2,000 - \$3,000 for this search and may likely be less.***

2. Expenses controlled entirely by the Board of Directors. *These expenses are normal expenses for a search and will occur regardless of any Coleman Lew activities.* These expenses can be broken down into 2 subcategories.

- a.) Advertising and posting expenses.** Advertisements and postings are generally not a primary or significant source of candidates (they are reactive methods of sourcing as opposed to our proactive methods). However, since this search is for a public sector organization, we assume there will be an expectation of a public posting. While we assume responsibility for placing the postings or print ads, we do not incur this type of expense without approval of the Board.
- b.) Expenses for Board/candidate interviews.** These expenses are directly related to how many rounds of interviews the Board chooses to conduct, the number of candidates interviewed per round, and the travel logistics necessary for the candidates to interview (airfare, hotel, etc.) Other possible expenses in this category include Board expenses related to the interviews (i.e. meals, Board travel if necessary, etc.).

All expenses described in categories 2a and 2b are 100% controlled by the Board and are normal search expenses. Although we do not control these expenditures, as a convenience to the Board, we will make all logistical arrangements for these types of expenses. We will also assume payment for all expenses, which we will consolidate into itemized invoices. Consequently, the Board will pay one vendor (Coleman Lew) for expenses and we will facilitate candidate reimbursement. If the Board prefers to manage these Board controlled expenses, Coleman Lew will not need to provide this service.

Guarantee

Our guarantee period for a placement is one year from the date of hire. If the person leaves within this one-year period, we will replace the individual at no additional fee. However, out-of-pocket expenses are billed as per a normal search. Exceptions to this guarantee: 1) the use of illegal or unethical business practices on the part of the organization making it impossible for the individual to stay; or 2) a material change in the individual's job responsibilities that are unrelated to his/her performance.

Timeline

Target Search Completion: October, 2013 – approximately 14 weeks

Note: Our goal is to meet your project timeline of October, 2013. However this timeline is aggressive and this short recruiting period may potentially limit the quantity, but more importantly, the quality of the candidate pool. The entire Coleman Lew search team, along with all members of the Coleman Lew firm, will give their best efforts to provide the Board a group of exceptional candidates within the prescribed timeline. However, since we conduct original research to recruit the most qualified candidates that meet your criteria, and not just the "best available"

candidates, it does take time to identify these individuals and cultivate their interest. In addition, the Board must consider that it will take time to work through the logistics of an interview process involving multiple people (the Board), multiple candidates, offer negotiation, and notice period after a resignation. Much of this activity is not controlled by us but depends upon the availability and responsiveness of Board members and candidates. Therefore, we cannot guarantee that the target date of October will be met. It is our opinion that no search firm should guarantee a completion date which they do not control. Further, while search firms can control, to a large degree, how quickly they have candidates for the client to consider, often those firms quoting the shortest length of time result to passive sourcing techniques or an over-reliance on "known available candidates" versus candidates sourced through proactive means. We strongly urge our clients not to sacrifice quality for speed. That said, it is in both our, and our client's, best interest for all of us to complete the search as expeditiously as possible without compromising on the quality of candidates.

Based on an anticipated date of July 1, 2013 for the commencement of search firm services, below is an **estimated aggressive** timeline for the search process:

Week 1

- Meet with the Mecklenburg County Board of County Commissioners' representatives, constituents, and/or other designated individuals to learn about the needs of Mecklenburg County relative to the County Manager search.
- Determine the specifications for the specific position. We take as much time as necessary to understand all the factors influencing the responsibilities of the position and the type of candidate desired. Gathering information at this stage is critical to the success of the search. We can also offer advice and counsel as to how the position might be structured.
- Submit for approval a written understanding of the search and a brief position description, in Coleman Lew format, for distribution in the solicitation of candidates.

Weeks 2 - 5

- Develop a recruiting strategy.
- Conduct original research; target institutions, organizations, and sources to identify and recruit potential candidates.
- Utilize and manage advertising and/or postings as agreed to with the Board of County Commissioners.
- Evaluate all prospects by telephone interview screening and conduct face-to-face interviews with promising candidates. Verify educational credentials.
- Conduct personal interviews with, and evaluate, internal candidates (if any).

- Prepare and present to the Mecklenburg County Board of County Commissioners' designee, a comprehensive written profile on each recommended candidate, including a resume, professional evaluation, personality profile using the Golden Personality Type Profiler, and other information submitted by the candidate. Verbal evaluations are also provided.
 - Depending on client needs and preferences, candidates may be presented as a group or may be presented serially as they are identified, developed, and evaluated.
- Evaluation of candidates by Mecklenburg County Board of County Commissioners to select a candidate group for initial interviews.
- Assist Mecklenburg County Board of County Commissioners in defining the interview process.

Week 6 - 10

- Schedule candidate interviews, including travel arrangements and itinerary coordination.
- Facilitate communication and feedback during the candidate interview period. During this stage of the process, we prefer to be an active participant serving as the client's advisor.
- Client narrows candidate pool to finalist(s).

Week 11 - 14

- Conduct reference checking on all finalist candidates. If requested, conduct further in-depth background checks, to include financial, litigation, police, and driving records.
- Coordinate site visits and interviews for finalist(s) candidates.
- If requested by the client, conduct comprehensive assessment of finalist candidate(s) personality, motivation, intellect, critical thinking, leadership competency, and potential. This service is provided by our Leadership Development Services team and is billed separately.
- Selection of candidate.
- Advise the Mecklenburg County Board of County Commissioners as needed; assist in negotiation of the offer(s) to the selected candidate(s).
- Communicate continuously with the client and the candidate to ensure effective communications related to relocation and integration of the newly hired executive into the Mecklenburg County team.
- Bi-annual check-in with the client and the candidate to ensure a smooth transition and to identify any potential issues regarding fit to culture, team, or role.

Comparable Searches

Public / Quasi-Public Sector:

Charlotte Mecklenburg Schools, Charlotte, NC	Chief Human Resources Officer
City of Hartsville, Hartsville, SC	City Manager
City of Washington, Washington, NC	Chief Financial Officer
Community Foundation of Gaston County, Gastonia, NC	Executive Director
Fairfield County Schools, Winnsboro, SC	Superintendent
Gaston County, Gastonia, NC	Director of Human Resources <i>Cancelled due to the client hiring the Interim Director</i>
Houston Forensic Science LGC, Inc., Houston, TX	Executive Director (CEO)
Nash Health Care Systems, Rocky Mount, NC	Vice President for Development and Executive Director of the Nash Health Care Foundation
NC State Bureau of Investigation, Raleigh, NC	SBI Crime Lab Director
South Carolina Chamber of Commerce, Columbia, SC	President & CEO
University of North Carolina at Pembroke, Pembroke, NC	Vice Chancellor of Finance and Administration Vice Chancellor for Student Affairs Athletic Director Director of Budget and Planning <i>(in progress)</i>

Director of Academic Resources
(in progress)

Presidents/Chief Executive Officers:

Associated Wholesale Grocers, Valu Merchandisers, Kansas City, MO	President
Catawba College, Salisbury, NC	President
Charlotte Eye Ear Nose and Throat Associates PA, Charlotte, NC	Chief Executive Officer
Coker College, Hartsville, SC	President
Lumbermens Merchandising Corporation, Wayne, PA	President
SCTG Holding, Columbia, SC	President & CEO
The Honor Society of Phi Kappa Phi, Baton Rouge, LA	Executive Director (CEO position)
United Family Services, Charlotte, NC	President & CEO
United Way of Gaston County, Gastonia, NC	President

Additional Information Considered Essential to the Process

Our Commitment:

We work for you as our client until a County Manager is selected. If, by some slight chance the prudent and diligent efforts on the part of Coleman Lew and the Mecklenburg County Board of County Commissioners do not result in the successful acceptance of an offer, we continue searching until the position is filled. Our contractual obligation is to assist you in filling the position with the type of leader desired.

Our Value-added Service and our Value Proposition:

For a search firm to be successful providing quality service to its clients, the trust and relationship(s) developed between the consultant(s) and the client is critical. We are ***search professionals*** with years of experience perfecting our craft, and approximately 80+% of our business is generated by existing clients or referrals from these clients. Most of us at Coleman Lew are not experts at being County Managers, CEOs, or other C-level executives, but we have built our business and reputation for quality by being ***experts at identifying, recruiting, and evaluating superior leaders for these types of positions.***

We study leadership and approach our evaluation of candidates (including personal interviews before recommending a candidate to a client) in a methodical, time-tested manner that gives us insight into each candidate's leadership ability/potential. We can bring this same expertise and experience to the search for the County Manager for Mecklenburg County. Our firm takes seriously a fiduciary responsibility to partner with and advise the Mecklenburg County Board of County Commissioners. As stated earlier, we get to know you and your needs, and we represent you in the search.

We do not: help candidates find jobs, place the same candidates more than once, or recommend the same candidate to more than one client at the same time. Additionally, we are not hampered by an extensive off-limits list of clients. We strictly adhere to the ethical and practice guidelines of our professional association, the AESC. Our entire orientation as a firm is to help you attract the type of quality leader you desire.

With significant resources, experience, and knowledge at our disposal, we can guarantee the Mecklenburg County Board of County Commissioners that we will conduct a very comprehensive search to recruit the best executive and leadership talent to fill the County Manager position.

Additional services:

Coleman Lew also has a Leadership Development Services team that provides executive assessment and development services. In addition to the personality profile that the Mecklenburg County Board of County Commissioners receives for each submitted candidate, we recommend that finalist candidates complete a comprehensive battery of online leadership assessments designed to provide information about personality, motivation, and critical thinking. The Mecklenburg County Board of County Commissioners then receives a confidential assessment report for each candidate highlighting psychological type, personality, competencies, and motivation. Individual candidates may also receive assessment feedback.

Use of the assessment and development services is ***entirely optional***, although recommended. ***Since these services are optional, the cost is not included in our fee proposal and will be addressed on an “as requested” basis.***

In Summary:

We offer over 34 years of experience in identifying, recruiting, and evaluating superior leaders, and we have a long and successful track record of advising our clients in the evaluation and recruitment of these leaders. Further, our consultants have a diversity of background experiences, inside and outside of the search industry. All of these experiences, and the collective strength of the search team that would serve Mecklenburg County, guarantees a high level of expertise, attention, and quality service.