



MAIL/DELIVER QUOTES TO: Purchasing and Contracts Department Attn: Kathleen Buffum, CPPB 20 North Main Street, Room 365; or <u>kbuffum@hernadocouty.us</u>		 INVITATION TO QUOTE	
CONTRACT COMPLIANCE OFFICER: Kathleen C. Buffum, CPPB Phone: 352-754-4020 Fax: 352-754-4199		QUOTES RECEIVED BY DATE/TIME: December 2, 2011 @ 1:30 p.m.	
MAILING DATE: 11/23/2011	BID TITLE: Recruitment Services	QUOTE NUMBER: RFQ#12-Q043	QUOTES DUE BY: 12/2/2011 @ 1:30 P.M.
PRE Quote DATE, TIME and LOCATION: <p style="text-align: center;">Not Applicable</p>			QUOTES RECEIVED AFTER ABOVE DATE AND TIME MAY NOT BE ACCEPTED
NAME: <p style="text-align: center;">Colin Baenziger & Associates</p>		 <p style="text-align: center;">Colin Baenziger</p>	
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HERNANDO COUNTY IS AN EQUAL OPPORTUNITY EMPLOYER		Owner / Principal Title	December 1, 2011 Date
I certify that this QUOTE is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting a bid for the same materials, supplies, equipment or services, and is in all respects fair and without collusion or fraud. I agree to abide by all conditions of this quote and certify that I am authorized to sign this quote. In submitting a quote to the County of Hernando the bidder offers and agrees that the bidder assigns and transfers to the County of Hernando all rights and interest in and to all causes of action it may now or hereafter acquire under the Anti-Trust laws of the United States and the State of Florida for price fixing relating to the particular commodities or services purchased or acquired by the County of Hernando.			

COLIN BAENZIGER & ASSOCIATES



12-Q043 QUALIFICATIONS FOR RECRUITMENT AGENCY

**PROPOSAL TO BE THE SEARCH FIRM FOR POSITION OF
COUNTY ADMINISTRATOR**

Colin Baenziger & Associates

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...Visit Our We site at: www.cb-asso.com

EXECUTIVE RECRUITMENT SERVICES

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December 1, 2011

The Honorable Chairman James Adkins, Vice Chairman Wayne Dukes, 2nd Vice Chairman Jeff Stabins and Commissioners John Druzbeck and Dave Russell
Board of County Commissioners
c/o Ms. Kathleen Buffum, CPPB
20 North Main Street, Room 365
Brooksville, Florida 34601

RE: Executive Search Services for the County Administrator

Dear Chairman Adkins, Vice Chairman Dukes, 2nd Vice Chairman Stabins and Commissioners Druzbeck and Russell:

Colin Baenziger & Associates (CB&A) thanks you for the opportunity to submit a proposal to assist in finding your next County Administrator.

While CB&A is a national recruiting firm, we specialize in Florida and have performed 68 of the last 95 City and County Manager searches in the state where the local government has used a recruiting firm. 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 selection and interviewing and manager selection. We also offer the best warranty in the industry.

While selecting key personnel is never easy, CB&A has developed a process that has been tested nationwide and found to be extremely effective. 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 of such excellence that you will have a difficult time choosing from 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 believe it to be rare. Our goal, in fact, would be for you to be our next client to pass such a resolution.

Some of our more significant searches include the County Managers for Bay County, FL, Brevard County, FL, Clay County, FL, Flagler County, FL, St. Johns County, FL, and Union

COLIN BAENZIGER & ASSOCIATES

County, NC. We have also completed the Borough Manager for Matanuska-Susitna Borough, Alaska (a county the size of West Virginia), City Managers for Cape Canaveral, FL, Coral Gables, FL, Fife, WA, Greensboro, NC, Madeira Beach, FL Mount Dora, FL, Palm Bay, FL, Portland, ME, Roanoke, VA and West Melbourne, FL, a City Attorney for West Melbourne, a Director of Registrations and Elections for Fulton County, GA, and an Economic Development Director for Loudoun County, VA. We are currently recruiting City Managers for Tacoma, WA Madeira Beach FL, and Hallandale Beach, FL as well as the Finance Director for Oregon City, OR and Chief Administrative Officer for St. Tammany's Parrish, LA.

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,

A handwritten signature in cursive script, appearing to read "Colin Baenziger", is written over a horizontal line.

Colin Baenziger
Principal

The Firm, Its Philosophy & Its Experience

Established in 1997 and headquartered in Palm Beach County, FL, at 12970 Dartford Trail Suite 8, Wellington, FL since then, Colin Baenziger (d.b.a. Colin Baenziger & Associates) has become a nationally recognized executive recruiting firm. It is a sole proprietorship (qualified to do business in Florida) with Vice Presidents in Monterey, CA, Duluth, GA, Richland, WA and Rhinelander, WI. All of our Vice Presidents have contracting authority. Colin Baenziger & Associates (CB&A) is the only name under which we have ever operated and we are not affiliated with any other entity.

While CB&A's focus is executive search for local governments and primarily in Florida, we are also involved in operational reviews of governmental operations. Our consultants converge on the client's site and implement our project plan which consists of studying the issues, identifying the problems and opportunities, performing the necessary analysis, developing solutions, preparing reports and action plans, and completing the assignment. The client receives prompt, professional service and its needs are effectively addressed. We can perform follow-up work, but our goal is to provide solutions that the client can implement without additional assistance.

Colin Baenziger & Associates' outstanding reputation is derived from our commitment to quality. We are not done until you are satisfied. That means we go the extra mile and at times expend more effort than originally anticipated in our fee or in our action plan. We accept these situations as part of our business because we firmly believe that when a contract is signed, we have an obligation to fulfill its requirements with excellence and within the budgeted amount.

Since 2002, we have focused on executive search for local governments. During that period we have conducted searches and/or other work for clients in fourteen states. Overall, the staff at CB&A has performed over 100 City and County Manager / CEO level searches and over 200 local government searches overall. The basic approach we will present in Section III is the approach we have used in all of our searches. It has, of course, been refined over the years.

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

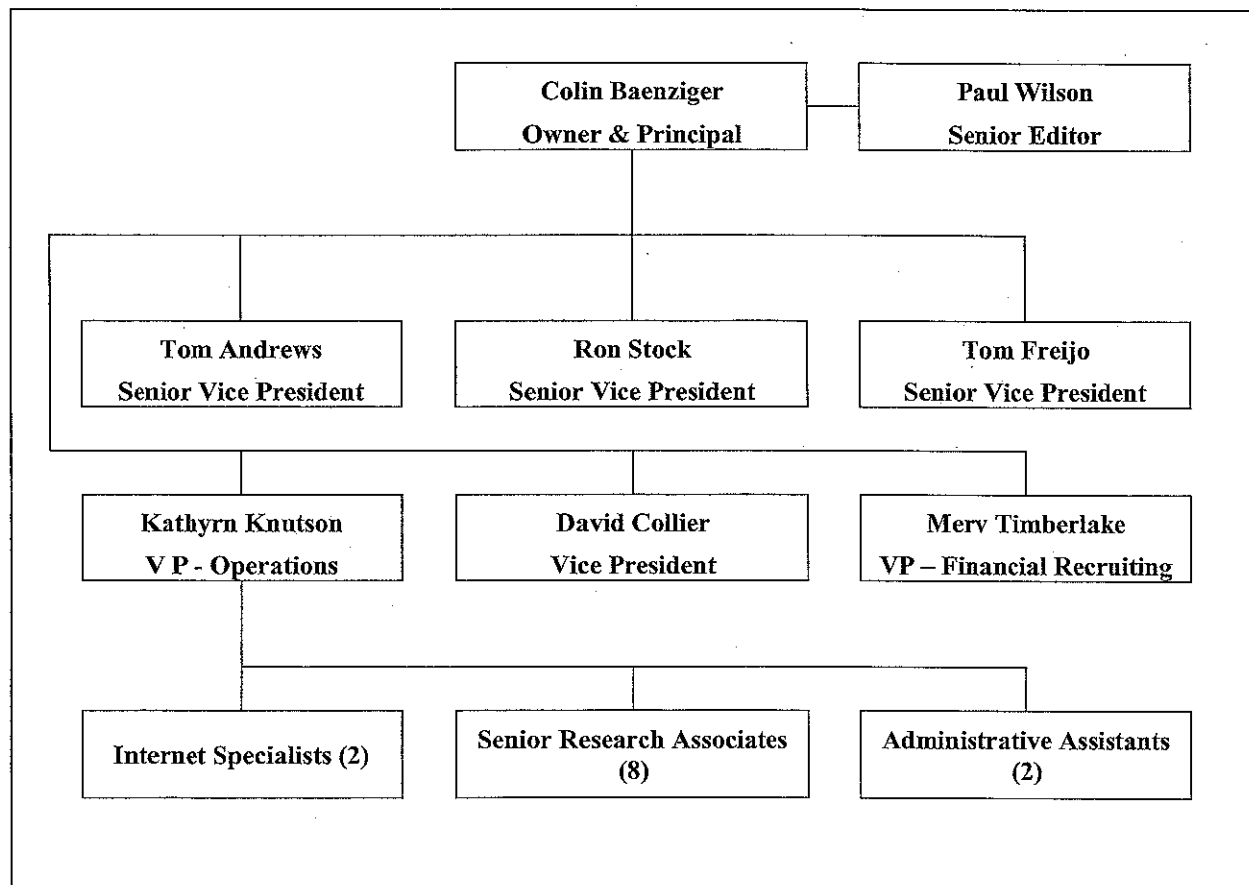
Strategic Planning
Operational Planning
Project Planning

I. Profile of Colin Baenziger & Associates (continued)

We do not offer outplacement or career counseling to executives. We feel offering such services would expose us to a possible conflict of interest in that we could be representing the search client and accepting remuneration from a potential candidate. Having said that, we do frequently offer advice to executives concerning their resumes and other aspects of the application process. We do not, however, accept any compensation for that advice.

Technical Capabilities and Organizational Structure

Colin Baenziger & Associates has developed its business model over the past 14 years. It has proven to be extremely effective in every state in which we have worked 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 18 people. Most are independent contractors and are given assignments on a task order basis. Consequently we can pay well without the overhead of many firms. In addition to Mr. Baenziger, our other senior staff members are former City / County Managers or elected officials who understand the business and its intricacies. As a result, we have been very successful in identifying the right candidates for our clients. Our other staff members are all competent researchers and writers and have been with us for a long time.



I. Profile of Colin Baenziger & Associates (continued)

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.***

Completion of Project on Schedule

Since Colin Baenziger & Associates has been performing recruitments, it has a remarkable record of achievement in meeting its project schedules. ***In fact CB&A has never missed a project milestone.*** However, the executive search business involves people, and people are not always predictable. For example, when Monroe County, FL and its first choice for county manager could not reach agreement on contract terms, we repeated the search. We did not miss a project milestone, but the search took five months instead of three.

Diversity

CB&A is widely recognized for its ability to find and attract women and minorities for the positions we recruit for. For example, since 2009, 45% for the individuals who have been placed as City and County Managers in our searches have been minorities and/or women. See Appendix A for details.

Litigation

Colin Baenziger & Associates 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 and our clients have never been involved in any legal action as a result of our work. We have no pending litigation or threats thereof.

Drug-Free Workplace Certification

Colin Baenziger & Associates complies with the provisions of Drug-Free Workplace laws and informs all its employees and subcontractors that it is a drug-free workplace. These individuals are made aware of the dangers of drug abuse, the firm's policies concerning drug abuse, available counseling, and the sanctions CB&A may impose if the employees use drugs in the workplace. As a condition of employment, either as an employee or as a subcontractor, our personnel must abide by our policy and must notify us of any conviction or pleas of nolo contendere to drug charges.

Ethics

Colin Baenziger & Associates is not a member of the Association of Executive Search Consultants (AESC). We do, however, adhere to its Professional Guidelines and Code of Ethics.

Current Assignments

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, we are not normally subject to the requirements for workers compensation and employer liability insurance.

Similar Assignments

Colin Baenziger & Associates has completed 59 similar projects for City and County Managers and department directors in the past three years. In each case we used the methodology described in our response. All were for governmental entities. We have included a complete list of City and County Manager searches in the past three years, as well as the other information you requested, in Appendix A. All of our searches are listed in Appendix B. Additionally, we have provided eight references for similar projects in Section VII.

Current Assignments

Colin Baenziger & Associates currently has the following assignments underway:

Search	Client	Actual/Anticipated Selection Date
Village Manager	Key Biscayne, FL	December 5, 2011
City Manager	Madeira Beach, FL	November 22, 2011
City Manager	Tacoma, WA	December 12, 2011
Chief Administrative Officer	St. Tammany Parish, LA	March 2, 2012
City Manager	Hallandale Beach, FL	March 26, 2012
Finance Director	Oregon City, OR	April 19, 2012
City Manager	Cocoa Beach, FL	July 30, 2012 (Search process begins on May 1, 2012)

The final step in the recruitment process is to negotiate a contract. That generally is completed within two weeks of selection. Hence, our estimated completion date for each of the projects listed above is two weeks after the selection date.

City / County Manager Search History

As noted, the staff members at CB&A have conducted 108 searches for City / County CEOs. Four of these searches have been for governments with populations between 155,000 and 225,000. We

Current Assignments

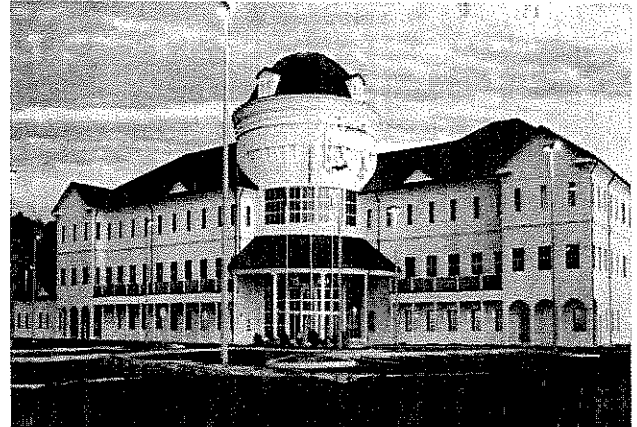
are currently working on two others. Overall, we have completed 96 searches for Florida local governments and 72 prior to 2009. Of those 53 managers stayed at least three years. Of the 29 searches (in all states) we have completed since the beginning of 2009, 27 remain where we placed them. Of the other two, one was offered and accepted a much better position after 20 months and the second was offered and accepted a better position after two years.

Some of Our Clients...



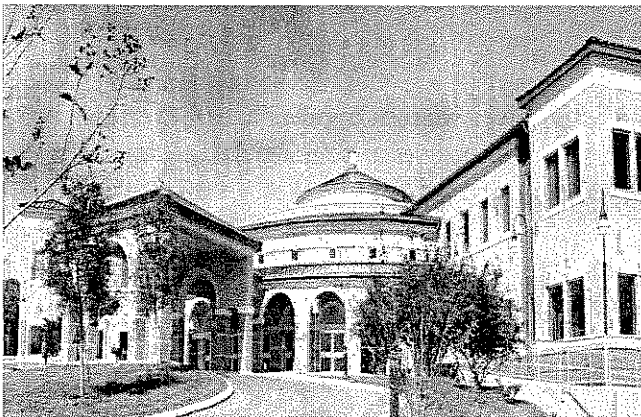
Clay County, FL

County Manager



Flagler County, FL

County Administrator



St. Johns County, FL

*County Manager,
Library Services Director
Health & Human Services Director
Economic Development Director*



Brevard County, FL

County Manager

What Sets Colin Baenziger & Associates Apart

II. What Sets Colin Baenziger & Associates Apart

Since conducting our first search for the City of Lauderdale Lakes, FL, in 1997, Colin Baenziger & Associates (CB&A) has developed an extensive municipal executive search practice. Briefly stated, we believe that the County would be wise to select us because:

Experience and Approach

- While we recruit nationally, each of our recruiters focuses on a specific region. As a result, we are extremely knowledgeable in conducting recruitments in specific regions, and it shows in our success. For example, we have been selected to perform over 70% of the recruitments where a Florida city or county has utilized a recruiting firm.
- Our lead recruiter is Colin Baenziger. He has served as a City Manager and an elected official for a community of 22,000. He can thus relate to both appointed and elected officials and speaks their language. Mr. Baenziger also worked for the District of Columbia's water and wastewater utility for six years as an analyst and later a bureau chief. Tom Andrews (associate project manager) is the former county manager for Fulton County, GA, and Ann Arundel County, MD. Dave Collier (recruitment manager) has served as a city and county manager in Florida, Kansas and Michigan.
- CB&A knows many of the country's professional managers personally. We have an extraordinary talent for determining who fits well in which situation and who does not.
- We tailor our approach to the needs of the community. Once we fully understand the elected body, the community and the issues, we aggressively seek the candidates who are right for the County.
- We can move quickly. Utilizing a true executive search approach, as we did in Manalapan, we can have a short list of candidates within two to four weeks. Advertising nationally normally adds four weeks to the process.
- The caliber of our work is better. We depend on word of mouth advertising, our reputation is critical to us. So we do not make mistakes.
- 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 often less costly, 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.
- Finally, although we move quickly, we do not rush the process. We carefully evaluate every potential candidate, scrutinize background information, and make sound recommendations to the client.

What Sets Colin Baenziger & Associates 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.
- No matter how complicated the search became or what unforeseen circumstances arose, we have never asked a client for additional monies beyond the fee we initially quoted.
- 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, the local city and county management associations and the other professional bodies.

Warranty:

Colin Baenziger & Associates offers the best warranty in the industry. We can offer it because we have confidence in our work. Specifically, provided 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 as its County Administrator.
- 2) If the County Administrator leaves for any reason other than an act of God within the first year, CB&A will repeat the search at no charge. If the County Administrator leaves during the second year – again, for any reason other than an act of God - we will repeat the search for the cost of our expenses only.
- 3) If the County is not satisfied with any of the candidates presented, 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 the conditions under which this contract is issued changes.

Summary:

Colin Baenziger & Associates is the firm you should select to conduct your search because we are knowledgeable and effective while also being less costly. We are extremely adept at determining who is a good fit for your County and will find the best person to serve as your next County Administrator for the long term. Further, we complete our work on time and on budget.

III. Search Methodology/Full Service Recruitment/Work Plan

The following search methodology has been refined over the past 10 years until it became virtually foolproof. It is the process we have used in all of our searches. We can also modify it to integrate your ideas into the process. Our goal is to provide you with the opportunity to obtain the information you need to make the right decision.

Phase I: Information Gathering

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 environment. In order to accomplish this, CB&A must first determine the needs of the client and the characteristics of the ideal candidate. To do so, we:

- Compile background information from the jurisdiction's website and other sources,
- Interview the Commission Members. Our goal is to develop a strong sense of your community, its expectations, its challenges and its leadership. As part of this effort, we will attend a County Commission meeting,
- Meet with key staff to obtain their input on the position and challenges,
- Determine the characteristics of the ideal candidate. These will likely include experience, longevity, education, personality, demeanor, and achievements as well as other items the elected officials and stakeholders consider important,
- Develop selection criteria and evaluation formats,
- Determine a reasonable compensation package.

Typically, we meet with the elected officials individually and then as a group. We also want to finalize the timeline for the recruitment so that candidates can mark their calendars well in advance and will be available when the County Commission conducts its interviews.

If the County Commission wishes, we will incorporate meetings with members of the community to gather their insights. These 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. Once we have completed our work, we will provide our draft for your review and comment. Your suggestions will be incorporated, and the final recruitment profile will be used in our recruiting efforts. Samples of our work can be found on our firm's website under the "Active Recruitments" tab. We suggest, for example, you review the recruitment profile for the City Manager of Tacoma, WA, as it is a sample of the approach we are now taking to preparing these documents.

III. Search Methodology/Full Service Recruitment/Work Plan (continued)

Task Three: Recruit Candidates

CB&A uses a number of approaches to identify and attract the right people for your jurisdiction. We say people, and not person, because our goal is to bring you three to five excellent finalists, all of whom will do the job extraordinarily well and who are of such excellence that you will have a difficult time choosing from among them. Then you can select the one who is the best fit with you and your community. These approaches are:

- ***Networking.*** The best approach is diligent outreach. We will network with our colleagues and consult our data base. As we identify outstanding candidates (many of whom are not in the market), we will approach them and request that they apply. Many excellent candidates are reluctant to respond to advertisements because doing so may alienate their current employers. When we approach them, their credentials are enhanced rather than diminished.
- ***Advertising.*** While we will seek out the best, we will not ignore the trade press which sometimes yields strong candidates. We intend to contact the members of organizations such as the International City/County Management Association, Florida League of Cities, Florida Association of Counties, Ken Small's CMs and so on. We will also 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 we are seeking.
- ***Email.*** We will also e-mail the recruitment profile to our list of over 7,000 managers and professionals who are interested in local government management. One of the advantages of email is that if the recipient is not interested, he/she can easily forward the recruitment profile to someone else who may be.

The Private Sector. Some of our clients ask that private sector candidates be included among our recommended finalists. While we do not routinely recommend candidates without any 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 60 to 100 applicants. Narrowing the field to six to ten candidates we will present for the Commission requires a mixture of in-depth research and subjective evaluation. Our process follows.

Step One. Initial Screening. CB&A will evaluate all resumes and identify the top 10 to 15 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. 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.

III. Search Methodology/Full Service Recruitment/Work Plan (continued)

Step Two. Screening Interview. Our lead recruiter, and possibly other senior representatives of the firm, will interview each of these candidates. Using our experience as managers and recruiters as well as our unique ability to assess candidates, we will make a determination of the candidates' abilities and whether or not to recommend they go forward in the process. Once the candidates have passed the initial screening interview, a member of our staff will conduct a further interview and prepare a written summary.

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; and motor vehicle. We also verify education and employment for the past 15 years.
- **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 also provide insight into the candidate's relationship with the public and the elected officials. Of course, not all news sources are unbiased and we consider that in our evaluation.

Our goal in these checks is to develop a clear picture of each candidate and each of the avenues we pursue is a piece of the puzzle. We crosscheck sources, search for discrepancies and resolve them when we find them. When sensitive or potentially embarrassing items are discovered, they are thoroughly researched. If we conclude the situation is damaging or even questionable, the candidate will be dropped from further consideration.

Note: We firmly believe that all background work we have outlined above should be completed early in the process. That way the client knows the individuals to be interviewed are all top performers and do not have anything embarrassing in their pasts that might come to light after selection. In other words, there will be no surprises

It also means that once our client has made a selection, it can move forward promptly, negotiate a contract and make an announcement.

III. Search Methodology/Full Service Recruitment/Work Plan (continued)

Task Five: Semi-Finalist Selection and Presentation.

We evaluate the information we have gathered and select six to ten candidates for presentation to the Commission. 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, stakeholders and the jurisdiction. 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 notebook. Specifically, it will include the following information for each candidate: his/her resume, a summary of our interviews with the candidate, the results of our background checks, his/her reference checks, and our compilation of materials from Internet/newspaper archives. The notebook 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.

If you wish, we can also ask the semi-finalists or finalists to provide written responses to a list of questions. We do not recommend this approach. While these responses can offer insight, the best candidates are often employed and very busy. They either do not have time to develop detailed responses to questions or do not wish to and withdraw from the process. Consequently, we have found asking candidates for written responses to questions to be counterproductive. Instead, as noted above, we conduct interviews with the candidate, ask the questions, prepare summaries and include them in the background notebooks. It is much easier for a candidate to find 45 minutes to talk to our staff than to find 10 or so hours developing written answers to questions.

Task Six: Finalist Selection

Approximately a week after the Commission has received the candidate materials, CB&A will meet with the elected officials to discuss our findings and to further narrow the field. The goal is for the Commission to select four to six candidates to interview.

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 that, even though they were not selected to go forward, they will have gained something valuable from participating in the process.

III. Search Methodology/Full Service Recruitment/Work Plan (continued)

Phase IV: Coordinate the Interview Process and County Administrator Selection

Task Eight: Coordinate the Candidate Assessment Process

We believe the Commission should observe the finalists in a number of settings. We also recommend you invite the finalists' spouses so they can spend time in your community and evaluate the new area.

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 provides an opportunity for the finalists to ask questions and the senior staff to assess them.

Later, that evening, the elected officials and their spouses host a reception for the candidates and spouses. The purpose is to observe how the finalists respond to a social situation. Your next County Administrator will, after all, represent your local government in numerous and a variety of 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 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 this interaction.

After lunch, the elected officials as a group interview each candidate so that they can assess the candidates in a formal meeting.

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 depend on our expertise. Where such tests have been conducted, they have verified our recommendation in every case. Nonetheless, we will make them available at an additional cost should you wish to use them.

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 Administrator. Although the selection can be made the same day as the interviews, this decision is quite important and we recommend you take a little 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.

III. Search Methodology/Full Service Recruitment/Work Plan (continued)

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

Phase V: Negotiation and Continuing Assistance

Task Ten: Notification, Contract Negotiations and Warranty

Should the 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. If you request, we can also take the lead role in the negotiations. We also 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 stay in touch with you and your new County Administrator. Our goal is to be there to assist in resolving any issues that arise before they become intractable. In fact, at your request, after the selected individual has been on board for approximately six months, 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. If by phone, we will make them either to the elected officials as a whole or to its members individually.

Samples of Promotional Materials:

We recently augmented the materials we use for recruiting candidates. While the materials have always been comprehensive and well written, we have now made them more visually attractive. To view a sample of our current approach, go to www.cb-asso.com under Executive Recruiting/Active Recruitments and review the Recruitment Profile for the City Manager position for Tacoma, WA. Samples of our earlier profiles are also available on our website.

Modified Recruiting Process

Should the County wish, we perform any one of the following project phases described above (independent of the other phases) with the exception of Phase V. If we are not involved in Phases I through IV, we cannot provide a warranty.

III. Search Methodology/Full Service Recruitment/Work Plan (continued)

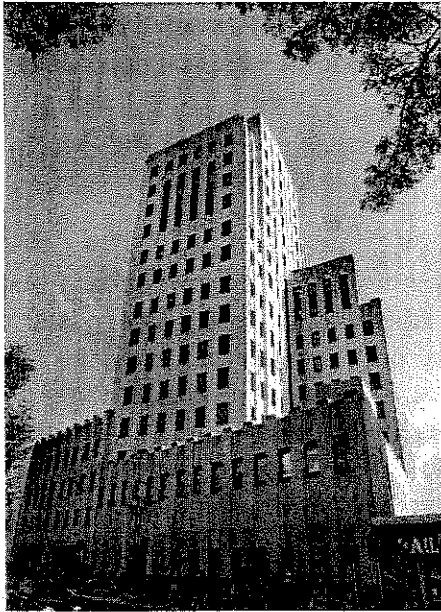
The County's Obligations

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 evening 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.

If any or all of the following information is not available on the Internet, CB&A also expects the County staff to provide the following information to each of the finalists: the current year budget, an organizational chart, 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 Administrator. Once the finalists have been selected, your staff will mail this material to them. We may jointly determine that other relevant materials should also be provided.

CB&A would like to attend every meeting of the elected officials during our assignment, but regular attendance is not possible. Consequently, we would appreciate staff forwarding copies of audiotapes of meetings we cannot attend.

More CB&A Clients...



*City of Tacoma, WA
City Manager*



*Union County, NC
County Manager*



*Loudoun County, VA
Director – Economic Development
Human Resources Officer*



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

IV. Proposed Project Schedule

The following outlines a possible schedule for the search if we were to be awarded the contract prior to December 15th. We recognize that the schedule may need to be adjusted depending on the county requirements.

Phase I: Pre-Recruitment and Timeline Development

December 19th: Colin Baenziger and/or Tom Andrews begin(s) interviewing the County Administrator and other designed officials/stake holders 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 director will face, 3) understand the elements of the job, 4) develop a description of the ideal candidate, 5) determine the desired compensation, 6) develop selection criteria and 7) finalize the project schedule.

CB&A begins developing the written needs assessment/position analysis, a written position description, the position announcement and recruiting materials, and the project timeline.

December 27th: CB&A submits a draft of the recruitment profile for the County's review. Comments are due by December 30th.

Phase II: Recruitment

January 2nd: CB&A begins aggressive recruiting.

January 20th: Closing date for submission of applications.

January 25th: CB&A reports the results of the recruitment effort to the County.

Phase III: Screening, Reference Checks and Credential Verification

February 20th: CB&A forwards the semifinalist materials to the County. 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. Materials arrive on February 22nd.

February 28th: CB&A discusses the semifinalists with the County and the County selects finalists.

Proposed Project Schedule *(continued)*

Phase IV: Candidate Interviews and Assessment *(optional)*

March 8th: CB&A coordinates the interviews with candidates and the selection of the County Administrator.

Phase V: Offer Assistance, Warranty and Continuing Assistance *(optional)*

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

CB&A also will stay in touch to ensure the employment arrangement is a strong one.

Project Team and Involvement

V. Project Team Qualifications and Staffing

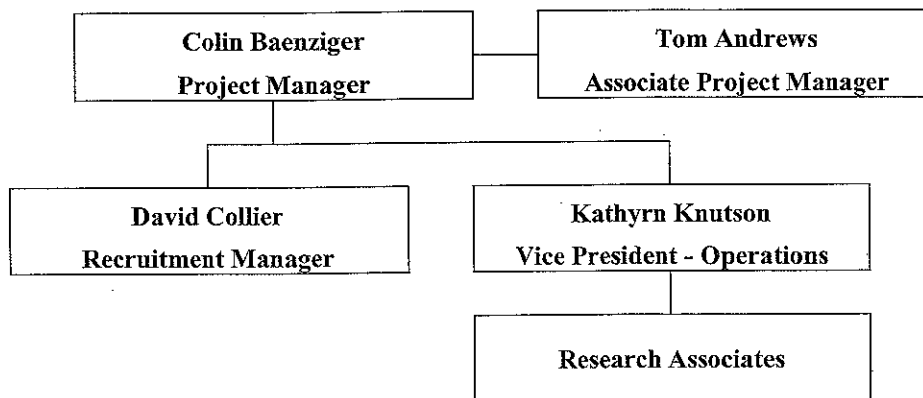
A. Project Team and Involvement (Resumes for key staff follow this section)

CB&A is an experienced recruiting firm and strongly believes that the majority of the search work should be conducted by one knowledgeable person. Colin Baenziger will be that person, and he will serve as project manager. He will conduct the interviews with the elected officials, search for strong candidates, discuss the position with those candidates, recruit them, conduct the interviews with the candidates, conduct the background investigations, oversee the interview process, and assist with the contract negotiations. Mr. Baenziger holds a Bachelor's degree from Carleton College and a Master's degree with distinction from Cornell University's Graduate School of Management. In addition to 15 years as a consultant, Mr. Baenziger spent six years with the District of Columbia's Water and Sewer Utility as an analyst and later as a bureau chief.

Tom Andrews, senior vice president, will serve as associate project manager and support for Mr. Baenziger. He will assist in the search for strong candidates and candidate evaluation. He will also serve as back-up to Mr. Baenziger. Before joining the firm, Mr. Andrews served as County Administrator for Fulton County, Georgia, and in a number of high-level county and state positions in Maryland. Mr. Andrews has recently assisted with our searches for the Deputy City Manager for Durham, NC, the county administrator for Polk County, IA, the budget director search for St. Petersburg and the finance director for Tamarac.

David Collier, senior vice president, will serve as recruitment manager. Mr. Collier will oversee the recruitment of candidates for the position and assist in their screening. Mr. Collier has over 30 years experience as a local government manager. He earned his Bachelor of Arts degree in economics and his Masters degree in public administration from the American University in Washington, D.C. He has also served as president of the Maryland City Managers Association and the Florida Association of County Administrators.

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



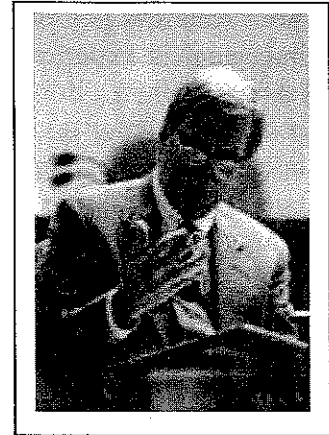
We do not utilize subcontractors.

Project Team and Involvement (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, as well as 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, Greensboro, NC (population 259,000),
- City Manager, Roanoke, VA (population 101,000),
- Economic Development Director, Loudoun County, VA (population 298,000),
- County Manager, Brevard County, FL (population 536,000),
- Public Works Director, Chandler, AZ (population 250,000),
- City Manager, Coral Gables, FL (population 42,000),
- City Manager, Cottonwood Heights, UT (population 34,000),
- Village Manager, Key Biscayne, FL (population 11,000),
- City Manager, Cutler Bay, FL (population 352,000),
- Executive Director, Onslow Water and Sewer Authority, Jacksonville, NC (serving a population of 160,000)
- City Manager, Palm Coast, FL (population 51,000),
- Director, Registrations and Elections, Fulton County, GA (population 1,000,000), and
- General Manager, Tampa Bay Water Authority (serving a population of 2.4 million).

Mr. Baenziger worked for the District of Columbia's Water and Sewer Utility for six years as an analyst and bureau chief. Other consulting 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 Leadership Palm Beach County, the Palm Beach and Broward County Leagues of Cities. He has also been called upon frequently to speak at conferences of the Florida League of Cities, the Utah and Florida City/County Managers' Associations, and the Florida Public Personnel Association.

Project Team and Involvement (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.

Some of the top leadership positions that Tom has held include County Manager of Fulton County, GA, Chief Administrative Officer for Anne Arundel County, MD, County Health Director 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 recruitments Tom has been involved in for CB&A are:

- City Manager, Greensboro, NC,
- City Manager, Roanoke, VA,
- County Manager, Brevard County, FL,
- Deputy City Manager, Durham, NC
- Director, Economic and Workforce Development, Durham, NC
- Budget Director, St. Petersburg, FL,
- Finance Director, Tamarac, FL, and
- Director of Economic Development for Loudoun County, VA.

In addition, Tom has conducted numerous leadership seminars for state and local government mid-level managers. He is also presently an adjunct professor at Georgia Southern University teaching the occasional graduate level public administration course.

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.

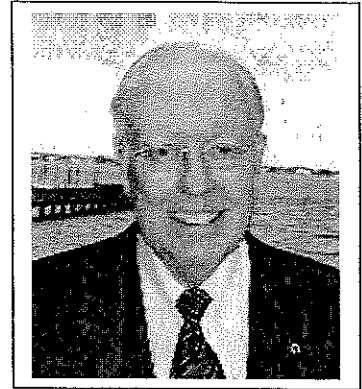
Project Team and Involvement (continued)

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

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

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

Mr. Collier earned his Bachelor of Arts degree in Economics and his Masters 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.

Project Team and Involvement (continued)

Kathryn 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:

- City Manager, City of Marathon, FL
- County Manager, Polk County, IA
- Deputy City Manager, Durham, NC
- City Manager, Cottonwood Heights, UT
- City Manager, City of Miami Gardens, FL
- City Manager, City of Lauderdale Lakes,
- City Manager, Town of Bay Harbor Islands,
- Executive Director, Northern Palm Beach County Improvement District, and
- Village Manager, Village of Palmetto Bay, FL

As noted, a major part of Ms. Knutson's work has been on special projects. Two of the more significant ones that she has been involved in are:

- The firm's annual City Manager compensation survey for Florida City and County Managers.
- A review of the billing database for Palm Beach County Water Utilities. The utility's concern was possible under-billing. Our work involved a review of billing records for reasonableness and consistency, as well as extensive work in the field. The project is still in its early stages, and it is far too early to determine the ultimate results, but our team has already found enough to pay its 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 Associates Degree in Business Education from West Georgia College in Carrollton, Georgia.

COLIN BAENZIGER & ASSOCIATES – SOME OF OUR PLACEMENTS

2002 – Palm Bay, FL



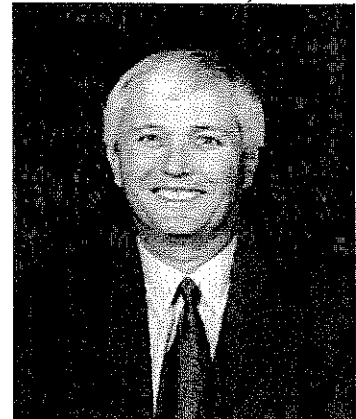
Lee Feldman

2003 – Lauderdale Lakes, FL



Anita Fain Taylor

2004 – Destin, FL



Greg Kisela

2004 – Cottonwood Heights, UT



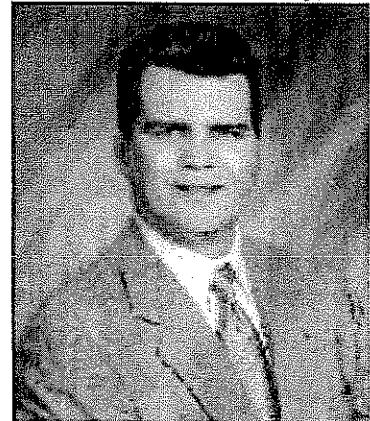
Liane Stillman

2007 – St. Johns County, FL



Mike Wanchick

2007 – Seminole County, FL



Mike Freilinger

2009 – Greensboro, NC



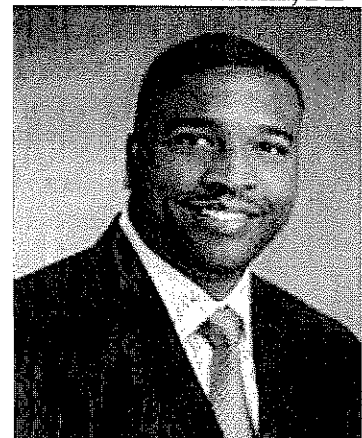
Rashad Young

2009 – Roanoke, VA



Chris Morrill

2009 – North Miami, FL



Russell Benford

VI. Fee & Warranty

Fee

CB&A proposes to conduct the entire search for a firm, fixed fee of \$21,500. It should also be noted that these figures **include all our expenses and costs.** In other words, the only thing the County will pay CB&A is the \$21,500 fee outlined below. 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.

Should the County wish, we will perform any one of the phases described in our methodology independently with the exception of Phase V for the price indicated below. If we are not involved in Phases I through IV, we simply cannot provide the warranty in Phase V. Should we be selected to conduct the full search, we will bill the fee as the phases are completed and according to the following schedule:

Phase I: Needs Analysis / Information Gathering	\$ 3,000
Phase II: Recruiting	6,000
Phase III: Screening	9,000
Phase IV: Interview Process Coordination and County Administrator Selection	1,750
Phase V: Negotiation, Warranty & Continuing Assistance	1,750

If the County asks us to perform work that is clearly beyond the scope of the RFP, 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 for a search, 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 and assuming the County selects from among the candidates we recommend, we warrant the following:

- 1) We will not approach the selected candidate concerning 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 (for example, total incapacitation or death) within the first year, CB&A will repeat the search at no charge. If he/she departs during the second 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 any of 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.

VII. Comparable Contracts / References

The staff at Colin Baenziger & Associates has completed over 100 searches for city and county managers and more than 200 senior-level local government management searches overall. See Appendix B. All our City / County Manager / Administrator searches since the beginning of 2009 are listed in Appendix A.

Comparable Contracts in the Past Three Years

1. County Manager Recruitment, Brevard County, FL (population 536,000)

Contact: Commissioner Chuck Nelson at (321) 454-6601 or
chuck.nelson@brevardcounty.us
Human Resources Director Frank Abbate at (321) 633-2010
frank.abbate@brevardcounty.us
Brevard County Government Center
2725 Judge Fran Jamieson Way
Building C, Viera, FL 32940
Fax: (321) 633-2115

Brevard County is located near Florida's east coast and is the home to Cape Canaveral. CB&A was selected in early May 2009 to the County's next **County Manager**. Our work included recruiting and advertising for candidates, conducting background checks, selecting the most qualified candidates, recommending them for interviews, coordinating the interview process, and assisting in the contract negotiations. Interviews took place on July 31st and *Howard Tipton, former Deputy County Administrator for Orange County, FL*, was selected on August 4th and remains as the manager. Colin Baenziger served as the project manager for this search. The cost of the search was \$21,500.

2. County Administrator, Polk County, IA (population 400,000)

Contact: Board Member E.J. Giovannetti at
(515) 286-3120, or EGiovannetti@co.polk.ia.us
Board of Supervisors Project Manager Sue Elliott at
(515) 286-3128 or selliott@co.polk.ia.us
Polk County
111 Court Avenue, Suite 300
Des Moines, IA 50309
Fax: (515) 323-5225

In May, 2011, Mr. Ron Olson resigned as **County Administrator** of Polk County, IA, to become the City Manager of Corpus Christie, TX. CB&A was retained to find his replacement. 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. We completed that search in July 2011 with the selection of David Jones, formerly the County Administrator of Tazewell County, IL. Mr. Jones remains with the County. We should also add that we conducted the search that brought Mr. Olson to Polk County in 2007. We were hired in mid-April 2007 to find the County's next County Administrator and completed our work on July 24, 2007. Colin Baenziger served as the Project Manager for both searches. The cost of the 2011 search was \$21,000.

VII. Comparable Contracts / References

3) *Borough Manager Recruitment, Matanuska-Susitna Borough, Alaska*

Contact: Borough Mayor Larry DeVilbiss at (907) 745-9682 or
Larry.DeVilbiss@matsugov.us
Human Resource Manager Sonya Conant at (907) 746-7432 or
Sonya.Conant@matsugov.us
Matanuska-Susitna Borough
350 East Dahlia Avenue
Palmer, AK 99645
Fax: (907) 746-7444

Matanuska-Susitna Borough is a county located in Alaska just north of Anchorage. Its largest cities are Palmer and Wasilla. After the Borough attempted to recruit its next **Borough (County) Manager** itself and failed, it retained CB&A. We were asked to complete the work within 60 days and commenced our effort with a site visit beginning on December 27th and we followed the methodology laid out in this proposal. We concluded our recruitment effort on January 21st. Initial video conference interviews of six top candidates took place on February 18th. Final interviews, where the top two candidates came to the Borough, occurred on February 26th. *John Moosey, the County Administrator of Chisago County, MN*, was selected on the 26th and he signed a contract with the Borough that evening. He remains with the Borough as its manager. Colin Baenziger served as the Project Manager for the search. The cost of the search was \$24,500.

4. *City Manager Recruitment, City of Cooper City, FL (population 32,000)*

Contact: Mayor Debby Eisinger at (954) 434-4300, or
mayordebby@gmail.com
Former Council Member Neil de Jesus at (954) 558-4734, or
NealDJ@bellsouth.net
3340 East Point Drive
Cooper City, Florida 33026
Fax: (954) 434- 5099

CB&A began work in May 2008, to assist the city in finding its next **Manager**. Our work included scouring the nation to find the right person for the job, interviewing the candidates, conducting thorough background checks, recommending finalists for the city to interview and helping with the contract negotiations. *Bruce Loucks, formerly County Administrator for Charlotte County, Florida*, was selected in early August, 2008, and remains as City Manager. Colin Baenziger served as the Project Manager for the search. The cost of the search was \$20,500.

5. *County Administrator Recruitment, Clay County, FL (population 160,000).*

Contact: Commissioner Travis Cummings at (904) 536-5102, or
Travis.Cummings@co.clay.fl.us
Clay County, FL
P.O. Box 1366
Green Cove Springs, FL 32043
Fax: (904) 278-4731

VII. Comparable Contracts / References

When County Administrator Fritz Behring left the County to become County Administrator of Pinal County, AZ, CB&A was retained to find his replacement. We began the recruitment in mid-October 2010 and searched the country to locate the best people, interviewed them, conducted thorough background checks, recommended finalists, oversaw the interview process and assisted with the contract negotiations. *Ms. Stephanie Kopelousous, formerly Secretary for Transportation for the State of Florida* was selected on January 11, 2011 and remains with the County as its County Manager. Our fee was \$21,000.

CB&A had previously been selected in mid-August, 2005, to perform the search for Clay County's new administrator. The County had already advertised and we supplemented their efforts by locating the best people for the job, screening them, and coordinating the selection process. Interviews were held on October 7th and 8th. *Fritz Behring, formerly City Manager of Deltona, FL*, was selected on October 10, 2005 and remains with the County.

References

1. County Manager Recruitment, St. Johns County, FL (population 162,000)

Contact: Commission Chairman Ron Sanchez (904) 209-0302,
bccd2@sjcfl.us, or Fax (904) 209-0310.
County Attorney Patrick McCormick at (904) 209-0805, or
pmccormack@co.st-johns.fl.us, or Fax (904) 209-0310.
St. Johns County Offices
500 San Sebastian View
St. Augustine, Florida 32084

Colin Baenziger & Associates was selected on December 28, 2006, to conduct the **County Administrator** search. At the request of the county, we lengthened our normal 90 day process and interviews were held on May 17th and 18th with a final selection scheduled for May 22, 2007. Our work included scouring the nation to find the right person for the job, interviewing the candidates, conducting thorough background checks, and recommending finalists for the city to interview. *Mr. Michael Wanchick, Assistant City Manager for Richardson, TX*, was selected and remains with the County as County Administrator. We subsequently found a Director of Health and Human Services, a Director of Library Services and an Economic Development Director for the County.

2. County Administrator, Bay County, FL (population 158,000).

Contact: Commissioner Mike Nelson at (850) 248-8140 or
mnelson@baycountyfl.gov,
County Administrator Ed Smith at (850) 248-8140.
esmith@baycountyfl.gov
818 West 11th Street
Panama City, FL 32401
Fax: (850) 248-8216

CB&A was selected on June 7, 2005 to perform this search. Our effort involved searching the

VII. Comparable Contracts / References

country to locate the best people for the job, interviewing them, conducting thorough background checks, and recommending finalists for the county to interview. Interviews were held on September 9th and 10th with Edwin Smith, former City Manager of Chiefland, FL, and Assistant County Administrator of Marion County, FL, selected on September 11, 2005 and remains with the County as County Administrator.

3. County Administrator, Flagler County, FL (population 83,000).

Contact: Commissioner George Hanns at (386) 313-4093, or
ghanns@flaglercounty.org
Human Resources Director Joseph Mayer at (386) 313-4007, or
jmayer@flaglercounty.org
Flagler County
1769 East Moody Boulevard
Bunnell, FL 32110
Fax: (386) 313-4107

CB&A was hired in late July 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 thorough background checks, and recommending finalists for the county to interview. The County selected Craig Coffey, formerly County Administrator of Desoto County, on November 5, 2007. Mr. Coffey remains with the County as County Administrator.

4. County Manager Recruitment, Union County, NC (population 198,600)

Contact: Commissioner Kim Rogers at (704) 575-4074, or
kimrogers@co.union.nc.us
Commissioner Tracy Kuehler at 704-283-3810, or
tracykuehler@co.union.nc.us
Human Resources Director Mark Watson at (704) 283-3869, or
Watson@co.union.nc.us
500 North Main Street
Monroe, NC 28112
Fax: (704) 292-2590

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 managed interviews 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. She remains with the County as its County Manager.

5. City Manager, City of Palm Coast, FL (population 51,000)

Contact: Mayor Jon Netts at (386) 445-2121, or jnetts@ci.palm-coast.fl.us,
City Manager Jim Landon at (386) 986-3702, or
jlandon@ci.palm-coast.fl.us
City of Palm Coast
160 Cypress Point Parkway

VII. Comparable Contracts / References

Suite B-106
Palm Coast, FL 32164
Fax: (386) 986-3703

CB&A was selected on May 23, 2006 to conduct the search for the next **City Manager**. Our effort involved seeking candidates throughout the country to locate the best people for the job. We then interviewed them, conducted thorough background checks, and recommended finalists. We also oversaw the interview and selection process. The City requested that the search progress so the next manager's arrival would coincide with the current manager's departure. Consequently, selection was made on November 7, 2006 and the contract approved on December 5, 2006. *James Landon, formerly City Manager for Richardson, TX*, was selected and remains as City Manager.

6. City Manager Recruitment, 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
clerk@roanokeva.gov
City of Roanoke
215 Church Avenue, SW
Roanoke, VA 24011-1517
Fax: (540) 853-1145

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. 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. He remains with the City as its City Manager.

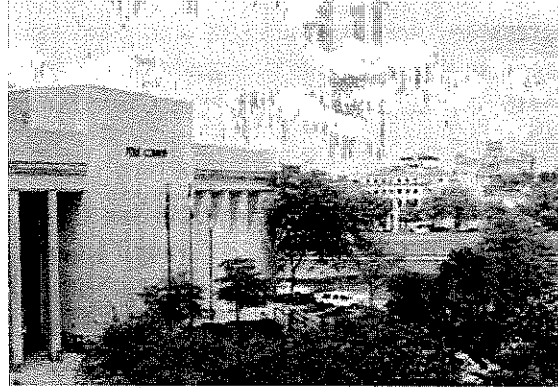
Note: Almost all our work is in the public sector. Our only private sector placement activity has been recruiting a Vice President for Raymond James. We provided a candidate the company liked but ultimately did not hire due some internal changes in corporate philosophy.

Some Additional CB&A Clients...
Some of CB&A's Clients...



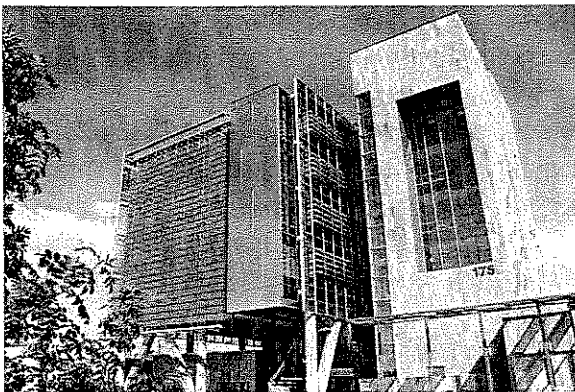
City of Greensboro, NC

City Manager



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

County Administrator



City of Chandler, AZ

Public Works Director



City of Coral Gables, FL

City Manager