



8125 Kennebec Drive Chapel Hill, NC 27517

(919) 812-0132

June 13, 2011

Mayor Mark Chilton and the Town of Carrboro Board of Aldermen
301 West Main Street
Carrboro, NC 27510

Dear Mayor Chilton and the Town of Carrboro Board of Aldermen:

We are pleased to offer you our proposal to hire your next Town Manager. We think it will be a formidable challenge to replace Steve Stewart, whom we know to be a great person and a leader in North Carolina local government.

Steve has also participated as an assessor for a Town Manager process that we have managed and we would be glad for you to ask him about our services. In addition, your former Manager, Bob Morgan frequently uses our services in Greensboro, as does Roger Stancil with the Town of Chapel Hill. We have included their contact information with the list of references we have supplied on pages 13-14 of this proposal.

In order to best assist you in making what may be your most important decision as a Board, this proposal is premised on four goals:

1. To identify the specific needs of the Town and to develop a comprehensive recruitment process to identify candidates who "best fit" the Town.
2. To provide the Board with the most in-depth and accurate information possible on the top candidates for this position so the Board can make the most informed decisions possible.
3. To provide a detailed step-by-step roadmap and schedule for the Board so it fully understands the process and its key decision points. This enables the Board to oversee the process and be as involved as it would like.
4. To enhance the potential for success of the new Manager, Developmental Associates provides individual executive coaching (for no charge) to the new Manager and can facilitate a work session to clarify the expectations of the Board and the Manager. These expectations provide a roadmap for both parties to help ensure a successful working relationship. In addition, we can help the Board and the Manager establish a continuous plan for providing feedback and setting new expectations.

Below we present a summary of how we would attain each of these goals within seventy-five (75) days, and on pages 7-11 we present a Scope of Services that responds to each of the steps you have requested on page 2 of your Request for Proposals. This Scope of Services also provides the costs and projected schedule.

Goal #1: To identify the specific needs of the Town and to develop a comprehensive recruitment and screening process to identify candidates who “best fit” the Town. Developmental Associates is a North Carolina based firm that has conducted multiple national searches, specializing in identifying the most successful applicants with Council/Manager experience. Our extensive experience identifying qualified candidates in part results from our investment in the region. , Steve Straus has been a member of the NC City County Managers Association since 1977; he has served on the School of Government faculty; has taught in the NCSU Masters of Public Administration since 1990; and he consults with local governments across the state of North Carolina. He would target candidates, especially those within this region of the country, for such a position. You can obtain a sense of the depth of our relationships with North Carolina managers by reviewing our List of References on pages 13-14. Moreover, Developmental Associates would engage in a larger targeted process in which we personally contact the several hundred managers with whom we routinely correspond as well as the leading manager associations, such as ICMA, the North Carolina City County Managers Association, the NC League of Municipalities, and the NC Association of County Commissioners. While a national search is important, we do not believe traditional "head-hunting" claims of having large databases of names are as relevant in today's market as they might have been at one time. Can you imagine a viable candidate for Town Manager in today's market who would **not** be in touch with their professional association or facile with the internet? In addition, many national search firms are more familiar with candidates for larger municipalities than Carrboro. **In short, our process offers a national recruitment effort with a special focus on the region.**

Developmental Associates begins its work with a comprehensive needs assessment to identify the key organizational characteristics and desired competencies for the position. This needs assessment includes a *job analysis* using focus group processes that goes beyond merely identifying the competencies needed by the successful Carrboro Town Manager. In addition, this assessment also identifies the challenges and opportunities facing the Town and the community. Since Carrboro has a history of strong public involvement, we would be pleased to run focus groups to gain input with any stakeholder group identified by the Board. Relying heavily on this information, Dr. Heather Lee is particularly adept at constructing job advertisements and brochures that sell the Town but also paint a realistic preview of the demands of the position.

Dr. Lee then develops a comprehensive and quantitative screening matrix based on the results of the job analysis to evaluate each viable candidate. She will require each candidate to file their application online and to answer certain survey questions. This ensures that we obtain comparable information from each candidate and also eliminates those candidates that are not fully motivated to submit an application tailored to the needs of the Town. After the Board has approved the initial screen, Dr. Lee then follows up with a multi-method secondary screening process, including recorded telephone interviews and the administration of the Emotional Intelligence Inventory (EQi) - see page 12. We believe in a **multi-method** process to enhance the accuracy of this step in the process. Dr. Lee will

present these results to the Board for its review and approval before moving forward with even more intensive evaluations of the candidates.

Goal #2: To provide the Board with the most in-depth and accurate information possible about the top candidates for this position to enable it to make the most informed decisions possible. It is essential to rely on three common and very comfortable methods as a part of the selection process: 1) reviews of resumes, 2) reference and background checks, and 3) interviews. **Nevertheless, these are the three least accurate methods for determining the true competencies of candidates.** One of many reasons for the limitations of these methods is that they rely mostly on indirect or inferential data. For example, resumes tell us what the candidate has done, but not how well he/she has performed. References rely on third-party observations which have often been shown to be unreliable, and sometimes untrustworthy. Interviews, when conducted in a systematic and behaviorally-based fashion, can reveal certain key attributes: knowledge, verbal communication skills, and judgment (when situational questions are included). **Interviews, however, are not able to directly verify other critical skills, such as leadership style, assertiveness, project planning, budgeting, meeting or group facilitation, problem solving, writing, or even presentation skills.**

Assessment center processes and certain psychometric tests are of far greater validity than the traditional three methods. Developmental Associates promotes the use of assessment centers. In these processes, we design exercises that simulate the responsibilities of the position, such as making board presentations, developing written project plans, facilitating staff meetings, conducting performance-based role plays, and running mock press conferences to directly observe the skills of candidates. We independently supplement this first-hand assessment with the Emotional Intelligence Inventory (Bar-On EQi - an instrument validated for employment decisions) to validate what we have observed in the assessment center process. This additive combination of two highly valid methods greatly enhances the accuracy and depth of information provided to the Board.

Background investigations are also essential to ensure that the highest rated candidates have the proper character and background to represent the Town effectively. Retired Chief Tom Moss (Garner Police Department) on our staff would conduct the preliminary background investigation (for semi-finalists that the Board chooses to invite to the Town for assessment) and the comprehensive background investigation (for the finalist).

Goal #3: To provide a detailed step-by-step roadmap and schedule for the Board so it fully understands the process and its key decision points.

As part of this proposal, we have already developed a detailed, step-by-step plan for carrying out the process. (See Scope of Services on pages 7-11.) If we are selected as the firm to assist the Board in hiring its next Manager, we would simply explain each of these steps and schedule the dates for completion of each step with the Board. The Board can decide how it wants to be involved at each of these decision points. We have identified those key decision points for the Board in the Scope of Services.

Goal #4: To enhance the potential success of the new Manager.

The world of municipal management is complex. Moreover, simply hiring a strong Manager does not ensure his/her success. The successful Manager will be a life-long learner who is constantly assessing his/her skills and looking to improve. The results of the job analysis, candidate assessment, and EQi

provide a rich source of information for feedback to the new Manager. Moreover, Board member expectations should be made explicit - not intuited. Therefore, we offer executive coaching for the successful candidate (for no charge) as well as facilitation of a work session with the Board to clarify expectations mutually.

The fixed costs of this proposal as itemized in the Scope of Services are \$18,500. The variable costs would be determined by the Board and are as follows:

- \$50 for each EQi administered during the secondary screening process (up to 15)
- \$100 each EQi analysis for candidates invited to the Town for assessment (up to 5)
- \$450 for each preliminary background investigation for candidates invited to the Town for assessment (up to 5)
- \$1500 for facilitating a work session on Board-Manager expectations
- \$1500 for developing a performance management system and process for the Manager

We understand the dramatic challenge facing the Town in hiring its next Manager. We would close by sharing that the typical Board will search for a candidate that is 90-180 degrees different from the current Manager. We would caution the Board not to overlook the types of competencies that have brought Carrboro its success in recent years, but also to complement those with new competencies to meet new challenges. Developmental Associates would be proud to partner with you in this endeavor.

Sincerely,



Stephen K. Straus, Ph.D.

**Recruitment and Selection Proposal
for the Town of Carrboro in its
Search for Town Manager**

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A. Firm History and Experience

Developmental Associates, has extensive background in human resources, and management consulting for more than twenty years with over fifty local governments in North Carolina and with the leading North Carolina universities including Duke, Wake Forest, UNC-Chapel Hill, and NC State.

Developmental Associates provides cutting edge services that go beyond typical human resource consulting firms at a reasonable cost. We integrate strong academic and practitioner experiences into the services we provide to public and not-for-profit organizations.

Below are some of the distinctive advantages we offer:

- Unlike most of our competitors, we are a **North Carolina firm specializing in nonprofit and public sector organizations**. We have worked with thousands of public officials through our consulting and training. Moreover, our background as university faculty members place us in position to teach many non-profit and government professionals especially through Steve Straus's long-time involvement with the NC City and County Managers Association, his 23 years of service with the Administrative Officers Management Program at NC State University and the School of Government at UNC-Chapel Hill. In addition Heather has served as a faculty member and administrator at the NC Center for Women in Public Service. This work has placed us in contact with hundreds of managers across the state and the region. We employ a **multi-disciplinary team** on each project with specialists in recruitment, selection, training, and executive coaching.
- **The consultants on this project would be Stephen K. Straus, Ph.D., and Heather Lee, Ph.D. SPHR.** We have included their resumes at the end of this proposal. Dr. Straus would serve as the lead consultant.
- We support and carry out **extensive stakeholder involvement** in determining the competencies and the qualifications required for the Position of Manager and the current and future demands facing the Town. This participative process helps us develop critical insights into the position and the organization and to build support from critical stakeholders.
- **We are experts in the field of selection.** We provide a frank assessment of typical selection approaches particularly including the traditional search firm approach of relying extensively on the weakest of predictors of job performance: resumes, references, and interviews. We, instead, tailor a multi-method and behavioral approach to develop real world simulations. These simulations, commonly called an "assessment center", provide more in-depth and accurate information about the candidate than do the traditional methods.
- We are experts in the field of **Emotional Intelligence (EI)**. Research finds that EI contributes more to success than the traditional focus on IQ and technical knowledge. A list of EI factors is included with this proposal on page 12. While EI factors are commonly understood to be instrumental for effective leadership, most employers find it difficult to evaluate factors accurately, such as self regard, independence, social responsibility, stress tolerance, impulse control, and empathy. **Moreover, it is the rare client that understands how to connect the relationship among these factors to produce an overall understanding of the candidate. Developmental Associates is able to make these connections.** We are able to test for EI (through the EQi – a validated employment test) and integrate it into a variety of selection methods, such as behaviorally-based interviews, presentations, role plays, and even written exercises. Our selection methods far surpass common methods in producing an in-depth understanding of the technical skills, knowledge, and Emotional Intelligence of each candidate. This allows the organization to make the most informed decision possible on the competencies of candidates. **Dr. Heather Lee** is a Certified Trainer and has conducted programs on EI internationally. **Dr. Straus** is also certified on the EQi.

Scope of Services

Recruitment and Selection Process

for the Town of Carrboro in its Search for Town Manager

*Directions: Below we present the **six requirements identified in the Town of Carrboro RFP (page 2)** along with the steps we would perform, the explanations of the purpose of those steps and associated fees. Decision points for the Board are listed in **bold face** under Steps.*

REQUIREMENT #1	PERFORM A NEEDS ASSESSMENT		
STEPS IN PERFORMING A NEEDS ASSESSMENT	PURPOSE OF THE PROPOSED STEP	FEE	DAYS
<p>Step 1: Conduct needs assessment including job analyses to identify expectations and competencies for the position by conducting focus group sessions. We would have the Board determine if it would like for us to get input from groups, such as the following:</p> <ul style="list-style-type: none"> ▪ Board of Alderman ▪ The current Manager ▪ Department heads ▪ Citizens ▪ Advisory board chairs <p>Decision Point - whom to include in focus group sessions</p>	<ol style="list-style-type: none"> 1) Provides a foundation for defining the competencies sought in recruitment and in designing the selection process. 2) Builds stakeholder buy-in to the selection process. 3) Conducting a job analysis is essential for legal defensibility. 4) We manage these sessions to ensure we do not get into personality questions, such as who should fill the position. We focus instead on challenges, tasks, and competencies. 	\$2,250	Days 1-2
REQUIREMENT #2	IDENTIFY POTENTIAL CANDIDATES		
STEPS IN IDENTIFYING POTENTIAL CANDIDATES	PURPOSE OF THE PROPOSED STEPS		
<p>Step 2: Development of Job Profile and Brochure Developmental Associates would develop a comprehensive job profile in consultation with the Board of Aldermen.</p>	<ol style="list-style-type: none"> 1) Identify the responsibilities, expectations, and desired competencies of the Position. 2) Identify the attributes and attraction of the Town, as well as the unique challenges facing the Town. 3) We would send out the brochure to key candidates (Step 3) electronically (PDF file). 	\$500	By Day 7
<p>Step 3: Conduct Advertising and Recruiting:</p> <ul style="list-style-type: none"> ▪ Develop and Post Written Job Advertisements in leading professional journals, newspapers, and websites ▪ Target quality candidates ▪ Finalize compensation parameters <p>Decision Point - Board should approve ad, placement locations, and compensation parameters and establish schedule for the entire process</p>	<ol style="list-style-type: none"> 1) Written ads for both print and online publications will typically generate the largest number of applications. 2) By targeting candidates, the National Search Firm can supplement the candidate pool with superior talent. 3) Submit ads to at least the following organizations: <ul style="list-style-type: none"> • NC City and County Managers Association • NC League of Municipalities • ICMA 	As the employer, the Town would pay these advertising fees and post the ads	Days 7-28

REQUIREMENT #3		CONDUCT CANDIDATE SCREENING	
STEPS IN IDENTIFYING POTENTIAL CANDIDATES	PURPOSE OF THE PROPOSED STEPS	FEE	DAYS
<p>Step 4: Conduct first level screen of candidate applications/resumes</p> <ul style="list-style-type: none"> ▪ Notify candidates not being further considered <p>Decision Point - Present results to the Board which should approve the candidates advanced to the secondary screening stage. If it so wishes, the Board can review the candidates anonymously at this stage and during the secondary screen (Step 5).</p>	<ol style="list-style-type: none"> 1) First level screening involves a structured process - a systematic analysis using a spreadsheet - for evaluating resumes. 2) The job analysis provides the basis for developing a structured screening guide to ensure consistent application of the selection criteria to each resume. 3) Narrow the field of candidates to a number that can be screened more intensively (secondary screen described in Step 6 below). 	\$2000	28-35
<p>Step 5: Conduct second level screening of candidates (10-15) for the position through the use of:</p> <ul style="list-style-type: none"> ▪ Preliminary public records search of recommended semi-finalists. ▪ The EQi (administered and evaluated by Developmental Associates) ▪ Recorded telephone interviews ▪ Solicit salary history and determine financial requirements of all semi-finalists <p>Decision Point - Present results to the Board which should approve the candidates (typically five to eight) to be advanced to participate in the assessment center and interview. Some boards elect to carry this step out without knowing the names of candidates until later in the process.</p>	<ol style="list-style-type: none"> 1) Such advanced screening methods are useful when there is a large group of qualified candidates. 2) The screening method - i.e., questions to be asked as well as EQi factors - would be driven by the job analyses (Step 1). 3) Conduct a preliminary background investigation of each semi-finalist that the Town is considering inviting to the assessment process that includes the following: <ul style="list-style-type: none"> ▪ Criminal History ▪ Driver's Record ▪ Media Search ▪ Credit History 	\$3500 + \$50 for each EQi administered and \$450 for each preliminary background investigation conducted	35-42
REQUIREMENT #4		DESIGN AND CONDUCT CANDIDATE FINAL INTERVIEWS	
STEPS IN PERFORMING A NEEDS ASSESSMENT	PURPOSE OF THE PROPOSED STEP	FEE	
<p>STATEMENT: The research and our own experiences have made it abundantly clear that interviews are not sufficient to evaluate candidates for such a critical position (see our explanation on pages 2-3 of this proposal). Instead, we would propose including interviews as part of a comprehensive evaluation process that can involve Board as well as external professionals, such as citizen-leaders or other municipal managers. The structure of this assessment center process is described in the steps below.</p>		NA	NA
REQUIREMENT #4 (continued)	DESIGN AND CONDUCT CANDIDATE FINAL INTERVIEWS		

<p>Step 6: Design the selection process - Although it is premature to identify the specific exercises, examples include the following:</p> <ul style="list-style-type: none"> ▪ Performance management role plays ▪ Mock board presentations (such as a budget proposal) ▪ Written strategic planning exercises ▪ Panel/Board interviews ▪ Community meetings ▪ Staff meetings ▪ Mock press conferences 	<ol style="list-style-type: none"> 1) Exercises and interview questions are designed based on the results of the job analysis. 2) The exercises provide an opportunity to observe candidate skills directly that cannot be accurately assessed in interviews, such as conflict resolution, budget analysis, writing, facilitation skills, problem solving, and leadership style. 	\$4,000	By Day 42 (Coincides with secondary screen)
<p>Step 7: Recruit assessors to evaluate the candidates</p> <p>Decision Point - Assessors would be determined in collaboration with the Board</p>	<ol style="list-style-type: none"> 1) The types of assessors recruited depend upon the types of exercises the candidates would perform and the needs of the Town. In addition to subject matter experts, assessors might include local government officials and community leaders/representatives as determined by the Board. 	No Charge	By Day 42
<p>Step 8: Conduct selection exercises to evaluate up to 8 finalists</p> <ul style="list-style-type: none"> ▪ Develop EQi profile for each finalist 	<ol style="list-style-type: none"> 1) The exercises will be valid, reliable, and unbiased. 2) The candidates will be sent preparatory information and given thorough explanations about the process in a telephone conference about two weeks before the assessment center. 3) The exercises should enable the Board to assess the strengths and weaknesses of each candidate and to determine those candidates that have the skills to fill the position. 4) A diverse set of assessors will evaluate the candidates and provide feedback to the Board ("debrief") 	\$4,000 + \$100 for each EQi profile developed	By Day 56
<p>Step 10: Debrief with the Board on the results and facilitate strategies for next steps</p> <p>Decision Point - analyzing the results and determining whom to consider for a final offer</p>	<ol style="list-style-type: none"> 1) Armed with extensive skill, knowledge and psychological profile information, the Board can decide on which candidate or candidates to bring in for on-site visits and interviews, often accompanied by his/her family or significant others. 2) Interview questions are created based on the assessment center and EQi results to facilitate in depth follow-up by the Board during the on-site visit. 	No fee	Day 57
	<p align="center">REFERENCE CHECKS AND VERIFICATION OF CREDENTIALS +</p>		

REQUIREMENTS #5 AND #6	OFFER COORDINATION AND ACCEPTANCE	FEE	DAYS
<p>Step 11: Make conditional offer of employment with the final candidate</p> <p>Coordinate background investigation of final candidate(s) after he/she signs appropriate releases</p>	<ol style="list-style-type: none"> 1) DA would provide guidance on salaries, benefits, and contract provisions expected. 2) Due to the sensitive and highly public nature of the position of the Manager, we recommend a thorough background investigation. 3) We would perform a detailed reference check on the final candidate(s) that would expand beyond the references supplied by the candidate(s) and would follow a larger chain of references. 4) Chief Tom Moss on our staff will coordinate the investigations and report detailed findings to the Board on the following: <ul style="list-style-type: none"> ▪ Applicant Interview ▪ Employment History Interviews – Past 10 Years ▪ Character Reference Interviews – Candidate supplied plus developed references ▪ Education Verification ▪ Criminal History ▪ Residency Check (Neighbors) ▪ Tax Office Check ▪ Driver’s History Check ▪ Credit History ▪ Social Security Verification ▪ Database Inquiries – National personal information queries to established search sites for bankruptcies and civil suits. ▪ National Sex Offender Registry ▪ Media Search – Mention of candidate in news media releases ▪ Social Networking Audit - Prominent Sites <ul style="list-style-type: none"> ○ Facebook ○ MySpace ○ Twitter 5) All of the above information would be supplied to the Board in written form. 	<p>\$2250 per finalist for the background investigation</p>	<p>Complete this step no later than Day 75</p>
NON-REQUIRED STEPS	ENHANCING THE SUCCESS OF THE MANAGER AND THE BOARD		

<p>Step 12: Provide executive coaching to the successful candidate and any internal candidates not promoted</p> <ul style="list-style-type: none"> ▪ Review the challenges facing the organization ▪ Analyze the results of the selection process ▪ Analyze the findings of the EQi ▪ Develop a plan of action ▪ Developmental feedback provided to internal candidates who are not selected. This includes a review of EQi and assessment center results 	<ol style="list-style-type: none"> 1) The assessment process provides rich information suitable for executive coaching. 2) The new Manager will be facing exciting but formidable new challenges. He/she can benefit from professional guidance in developing a plan of action to meet those challenges successfully. 3) Feedback to internal candidates (if any) not selected often helps in their personal development and acceptance of the decision. This also paves the way for greater support of the selected candidate. 	<p>No fee for the successful candidate. \$250 for internal candidate upon request of the Board</p>	<p>TBD</p>
<p>Step 13: Facilitate Board-Manager and Manager-Board Expectations for high performance</p> <ol style="list-style-type: none"> a. Establishes expectations up front and a process for evaluating them b. Establish a process for ongoing evaluation of the Manager's performance 	<ol style="list-style-type: none"> 1) Boards often assume that by hiring the Manager, their job is finished for a while. However, it is essential to negotiate expectations early within the tenure of the new Manager to ensure strong performance 2) Boards often struggle with the evaluation process with their Manager. Many avoid establishing an ongoing evaluation process with their Manager or use vague and subjective criteria to evaluate his/her performance. 3) Boards need both behavioral and objectives-based criteria for evaluating the Manager that should be reviewed on an annual basis as part of the budget process. 	<p>\$1500 for facilitation session \$1500 for developing appraisal form and system</p>	<p>TBD</p>

EMOTIONAL INTELLIGENCE FACTORS*

INTRAPERSONAL DIMENSION

EQI Factor	Definition of Factor
1. Self regard	the ability to respect and accept oneself as basically good
2. Emotional self awareness	the ability to recognize one's feelings
3. Assertiveness	the ability to express feelings, beliefs, and thoughts and to defend one's rights in a constructive manner
4. Independence	the ability to be self-directed and self-controlled in one's thinking and actions and to be free of emotional dependency
5. Self actualization	the ability to realize one's potential capacities

INTERPERSONAL DIMENSION

EQI Factor	Definition of Factor
6. Empathy	the ability to be aware of, to understand, and to appreciate the feelings of others
7. Social responsibility	the ability to demonstrate oneself as a cooperative, contributing, and constructive member of one's social group
8. Interpersonal relationship	the ability to establish and maintain mutually satisfying relationship characterized by openness

ADAPTABLE PROBLEM SOLVING

EQI Factor	Definition of Factor
9. Reality testing	the ability to assess the correspondence between what is experienced and what objectively exists
10. Flexibility	the ability to adjust one's emotions, thoughts, and behavior to changing situations and conditions
11. Problem solving	the ability to identify and define problems as well as to generate and implement potentially effective solutions

STRESS MANAGEMENT

EQI Factor	Definition of Factor
12. Stress tolerance	the ability to withstand adverse events and stressful situations
13. Impulse control	the ability to resist or delay an impulse, drive or temptation to act

GENERAL MOOD

EQI Factor	Definition of Factor
14. Optimism	the ability to look at the brighter side of life
15. Happiness	the ability to feel satisfied with one's life and to enjoy oneself and others

**Bar-On Technical Manual, by Reuven Bar-On; 2002*

**REGIONAL AND LARGER NORTH CAROLINA CLIENTS OF
DEVELOPMENTAL ASSOCIATES (DA)
THAT HAVE USED OUR EXECUTIVE RECRUITMENT AND SELECTION SERVICES**

City of Asheville Jeff Richardson Deputy City Manager (828) 778-9934 jrichardson@ashevillenc.gov <i>The City of Asheville has recently used our services to hire an HR Director in 2010.</i>	Town of Cary Ben Shivar Cary Town Manager (919) 469-4002 ben.shivar@townofcary.org <i>Also feel free to contact the entire Town Council. DA helped them hire the Town Manager in 2008.</i>
City of Charlotte Ron Kimble - Deputy City Manager (704) 336-7600 Dewitt McCarley - City Attorney Deywon McAdoo-Arant - Training and Development rkimble@ci.charlotte.nc.us DMcCarley@ci.charlotte.nc.us darant-mcadoo@ci.charlotte.nc.us <i>The persons noted above have either contracted with DA for assessment services or served as assessors - 2011.</i>	Town of Chapel Hill Roger Stancil Chapel Hill Town Manager (919) 968-2743 rstancil@townofchapelhill.org <i>DA has helped the Town hire several positions and also with succession planning. We are currently helping the Town hire a Director of Human Resources.</i>
Town of Fuquay Varina Mayor John Byrne (919) 880-3539 Commissioner William Harris jbyrne@fuquay-varina.org wharris@fuquay-varina.org <i>Also feel free to contact the Board of Commissioners. DA helped the Town Commissioners hire a new Manager in 2011. William Harris has also served as an assessor.</i>	Town of Garner Hardin Watkins Garner Town Manager (919) 772-4688 hwatkins@garnernc.gov <i>Feel free to contact any of the Town Council. The Town contracted with DA to hire its Town Manager. Town Council members Buck Kennedy, Kathy Behringer, and Ken Marshburn have also served as assessors.</i>
City of Greensboro Manager Rashad Young Deputy Manager Robert Morgan (336) 373-2002 rashad.young@greensboro-nc.gov robert.morgan@greensboro-nc.gov <i>DA has helped them fill many positions including assistant manager (2009), planning director (2011), parks and recreation director (2010), and fire chief (2009).</i>	City of Raleigh Chief Harry Dolan City of Raleigh Police Department (919) 996-3335 Harry.dolan@ci.raleigh.nc.us <i>Developmental Associates runs the RPD promotional processes. Last year (2010) we evaluated over 300 candidates.</i>
City of Rocky Mount Mayor David Combs (252) 813-9621 c21combs@aol.com <i>DA recently helped the City hire its Manager (2011). Feel free to contact any Rocky Mount City Council member about our work.</i>	Town of Wake Forest Mark Williams Wake Forest Town Manager (919) 554-6194 mwilliams@wakeforestnc.gov <i>Mark has helped with many assessments. DA helped him hire a Parks and Recreation Director in 2011. Also, feel free to contact the Mayor or any member of the Board. DA facilitates the Board's annual retreats and citizen surveys.</i>
City of Wilmington Sterling Cheatham* Wilmington City Manager (919) 341-7510 sterling.cheatham@wilmingtonnc.gov <i>Also the entire City Council especially Mayor Saffo DA helped them hire the City Attorney in 2009.</i>	City of Wilson Grant Goings Wilson City Manager (252) 296-3363 ggoings@wilsonnc.org <i>Grant has used DA for selection processes for police chief and downtown coordinator as well as promotional processes for the Wilson Police Department</i>

OTHER REGIONAL OFFICIALS

THAT HAVE PARTICIPATED IN OUR PROCESSES

NAME	POSITION/ORGANIZATION	CONTACT INFORMATION
1. Bill Coleman	Former Cary Town Manager	Bill.Coleman@sas.com 612-8129
2. David Cooke	Wake County Manager	dcooke@wakegov.com 856-6160
3. Debra Craig-Ray	Durham County Assistant Manager	dcraig-ray@co.durham.nc.us 560-0000
4. Carl Dean	Holly Springs Town Manager	Carl.Dean@hollyspringsnc.us 557-3902
5. Joe Durham	Wake County Deputy Manager	jdurham@wakegov.com 856-6160
6. Gwen Harvey	Orange County Assistant Manager	gharvey@co.orange.nc.us 245-2300
7. Charles Horne	Chatham County Manager	Charles.horne@chathamnc.org 542-8200
8. James Martin	Cumberland County Manager	jmartin@co.cumberland.nc.us 910 678-7723
9. Renee Paschal	Chatham County Deputy Manager	renee.paschal@chathamnc.org 542-8200
10. Eric Peterson	Hillsborough Town Manager	eric.peterson@hillsboroughnc.org 732-1270 ext 80
11. Bruce Radford	Apex Town Manager	bruce.radford@apexnc.org 249-3400
12. Ted Voorhees	Durham Deputy Manager	ted.vorhees@durhamnc.gov 560-4222

APPENDIX A:

SAMPLE OF WRITTEN COMMUNICATION

USED DURING THE SELECTION PROCESS



www.developmentalassociates.com

Stephen K. Straus, Ph.D.
Heather A. Lee, Ph.D. SPHR
Korrel W. Kanoy, Ph.D.
Thomas M. Moss, MPA

8125 Kennebec Drive • Chapel Hill, NC 27517

(919) 812-0132 • skstraus@developmentalassociates.com

To: All Candidates for the Position of City Manager

From: Stephen K. Straus, Ph.D. – Hiring Consultant, City of Rocky Mount

Date: November 5, 2010

Re: Assessment Center Process – November 18-19

Congratulations on being named a semi-finalist for the Position of Rocky Mount City Manager! I am sending you the following information to prepare you for the assessment center process. The City has decided on this comprehensive approach to enable you to demonstrate your full range of skills for this position. As you will see below, preparation is important to succeed. I am sure you have already conducted a good deal of research on the City. That will prove helpful as well as following the preparation suggested below.

You will be participating in four exercises as follows:

1. **A Written Exercise**– The purpose of this exercise is to assess your writing skills and your ability to think strategically. We are providing you with information we have gleaned in our meetings with the City Council, citizens, and staff. This information will provide a helpful background for you in the Written Exercise. We do not provide you with further information on this Exercise because we want to ensure we obtain original thinking and writing from each candidate. We will conduct this Exercise on site. You will need to bring a laptop computer and USB drive to write your response. You will be given three hours to complete your plan. You may bring any information you wish either in hard copy or on the computer.
2. **A Community Meeting Exercise** – The City is looking for a Manager that can facilitate change among competing interests in the community. This Exercise will provide you with an opportunity to demonstrate your skills as a facilitative leader. We provide you with Background Information (page 17 of the file entitle "candidateprep"). You can prepare for this Exercise however you wish. Nevertheless, you should keep in mind that we are not looking so much for presentation skills (you will have that opportunity in the Work Session Presentation below) but meeting facilitation skills. As a result, we are not providing Power Point equipment but will have a flip chart or white board available if you wish to use that equipment. Again, you may bring any information you wish into this exercise including handouts.

3. **A Work Session-Presentation Exercise** - in this Exercise you will be asked to meet with three persons acting as the Mayor and Council Members. The session is intended to simulate a work session of the Council. As you will observe, when you read the Exercise on page 12 of the attachment entitled “candidateprep”, you are encouraged to visit the City budget on its website. You are asked to use this information to make a presentation on the financial condition of the City and your recommendations for the future.

Once again, you may bring any information or materials you wish to this session. The role players will all have relevant questions, concerns, and perspectives about the information you will be presenting.

You are not necessarily expected to make a Power Point presentation, but if you choose to do so we will have the equipment set up for that purpose. If so, you should bring a USB drive containing your presentation. In addition, we will have a flip chart or white board available or you can simply provide handouts.

4. **A Role Play Exercise** – this Exercise will present you with an opportunity to demonstrate your skills in managing the performance of a department head – in this case, the Human Resources Director. The information provided on page 14 does not represent the current performance of the Rocky Mount Director of Human Resources or her department. Instead, this information represents the types of successes and problems any department head might experience; and which, as Manager, you would need to address. You may bring any information you wish into the Exercise. Please keep in mind that the purpose of the role play is to observe your problem solving approach and leadership style. This is an interactive exercise and the role player will play his/her part to make it as realistic as possible.

I have also included training information on the assessment center (beginning on page 4). This is much of the same information that the assessors will receive in their training. My purpose in sharing these important pages is to make this process as transparent as possible so you can simply focus on your performance with a full understanding of what will transpire during the assessment center. Through reading the material, I hope you will feel confident that the process will be thorough and fair.

Each exercise will be assessed by at least three assessors who work with local government in North Carolina or who are citizens of Rocky Mount. Potentially, you may know some of these assessors but they will be trained to focus on your performance in each exercise and not to evaluate you on the basis of other information they may have about you.

I would also like to schedule an opportunity for all of the candidates to receive some verbal instructions on this process and to be able to ask questions. **I am scheduling a conference call with all candidates on Thursday, November 11 at 8:30 p.m. (EST).** This conference should last no more than 1 hour. To protect the confidentiality of all of the candidates, we will only use your first name during that conference call. **Please call (605) 715-4920.** When you are asked to provide a code, submit the following number: 207120#. If you have any problems accessing the number you may call my cell phone at (919) 812-0132.

With respect to accommodations and travel, I will need to know whether you need us to reserve a room for you in Rocky Mount. Once I hear from all candidates, I, or a representative from the City, will confirm where we have reserved your rooms.

You will note a Schedule for the process on page 3 of these materials. We will assign you a candidate letter during the telephone conference. If we need to make any last minutes changes in the schedule we will do with minimal changes in your individual schedule. We will be conducting the assessment center at the Imperial Center in Rocky Mount located on 270 Gay Street. You can view directions to the facility at the following web address:

<http://www.imperialcentre.org/location.html>

Once you park and come in the front entrance there will be signs or personnel directing you to our meeting room. Please arrive no later than 8:15 on Thursday, November 18.

You will have the opportunity to visit with other candidates for this position when you arrive. Typically, we find that candidates enjoy these interactions. We expect that all candidates will maintain the confidentiality of those they meet during the process. We will also ask all the assessors to maintain confidentiality as well. We are asking everyone to complete a confidentiality statement. Yours is attached with this email. Please bring a signed copy to the City with you when you arrive to begin the process.

I look forward to talking with you on November 11 during the conference call and seeing you the following week.

APPENDIX B:

RESUMES OF LEAD CONSULTANTS IN THIS PROPOSAL

VITA

STEPHEN K. STRAUS, Ph.D.

BUSINESS ADDRESS:

8125 Kennebec Drive
Chapel Hill, NC 27517
e-mail: skstraus@developmentalassociates.com
phone: (919) 812-0132

EDUCATION:

Ph.D. in Political Science, December 1986

- Duke University, Durham, North Carolina

Masters in Public Administration, 1980

- The University of North Carolina at Chapel Hill, Chapel Hill, North Carolina
- Honors and Awards
 - Title IX Fellowship for Academic Excellence, 1980

B.S. in Economics, 1972

- The Wharton School of Business and Finance, Philadelphia, Pennsylvania

B.A. in Sociology, 1972

- The University of Pennsylvania, Philadelphia, Pennsylvania

FACULTY APPOINTMENTS

Masters of Public Administration Program, North Carolina State University, 1990 to present

Courses Taught:

Public Administration (PA 511): Introductory course for graduate students in public administration, including lectures and experiential learning exercises in public management, organization theory, budgeting, personnel management, and administrative behavior.

Problem Solving for Public and Not-for-Profit Managers (PA 535): This course focuses on the unique environment that managers in public and not-for-profit organizations face. Based on this environment, managers need to develop appropriate problem solving skills that are distinctive from the private sector. The course teaches students how to apply this model both strategically and in day-to-day decision making.

Team Building for Public Managers (PA 618): Course based on experiential learning techniques including special projects with public agencies. Topics include group and organizational skills, such as action research, problem solving, decision making, conflict resolution, group development, and evaluation.

Organizational Behavior (PA 617): First half of course emphasizes management functions, such as problem solving, communications, leadership, motivation, and organizational change. Second half focuses on organizational systems and organizational trends in the public sector such as TQM, service excellence, and reinventing government.

Faculty Member (1991 to present) and Administrator (1991-1993), Administrative Officers' Management Program, Sponsored by the Masters of Public Administration Program and Office of Continuing Education, North Carolina State University.

- *Taught courses in Management Skills to law enforcement managers from across the Southeast United States*

Director, North Carolina Legislative Internship Program, Sponsored by North Carolina State University, Raleigh, NC and the North Carolina General Assembly (7/96 to present)

- Publicized program throughout the state
- Developed and implemented statewide intern selection process
- Liaison with leaders of the General Assembly over internship issues
- Faculty supervisor of internships
- Facilitated internship class

Training Coordinator, Masters of Public Administration Program North Carolina State University, Raleigh, NC (7/91 to present). Coordinating or conducting training: for public and nonprofit managers on the following topics:

- Developmental Supervision
- Employee Selection and Promotion
- Total Quality Management for Public Managers

Extension Assistant Professor, Masters of Public Administration Program North Carolina State University, Raleigh, NC (7/91 to present).

Faculty of International City Managers Association (ICMA) University: (1992 and 2005 to present). Taught courses in New Hampshire, Tennessee, and North Carolina.

Developer and Administrator of the Assessment and Development Program for Local Government Management Excellence, Masters of Public Administration Program North Carolina State University, Raleigh, NC (7/92 to 7/97).

- Designed for local government managers, assistant managers and department heads
 - Assessment of each manager's skills
 - Workshops tailored to the specific needs of each manager
 - Skills-based workshops (behavioral modeling)
 - Application to the work place (work-based assignments)

Assistant Professor, Institute of Government, University of North Carolina, Chapel Hill, North Carolina (7/88 to 6/92).

- Taught management courses to local government officials
- Consulted on management and personnel issues with State of North Carolina officials, and city and county managers
- Facilitated retreats with boards and managers and with managers and their staffs
- Conducted research on local government management practices

Adjunct Professor, Department of Political Science and Public Administration, North Carolina State University, Raleigh, NC (9/83 to 7/88).

- Taught Undergraduate classes in American Government and Public Administration
- Taught Masters of Public Administration Classes in Organizational Behavior and Organizational Design

Graduate Instructor, Department of Political Science, Duke University, Durham, N.C. (9/81 to 7/84)

- Teaching Assistant in American Government
- Teaching Assistant in International Relations
- Instructor in Public Administration

PROFESSIONAL EXPERIENCE:

Consulting with North Carolina state and local agencies, nonprofit organizations, and private businesses, (1991 to present): Topics include:

- Executive recruitment and selection
- Results Based strategic planning
- Goal setting retreats for boards, managers and staff
- Team building
- Executive coaching
- Organizational development
- Training needs analysis
- Selection and promotional systems
- Performance appraisal systems
- Organizational evaluation
- Customer service
- Total Quality Management
- Assessment centers and interview panels
- Outcome-Based Performance Management Systems

Training with North Carolina state and local agencies, nonprofit organizations and private businesses (1991 to present)

Courses include:

- Supervision
- Conflict management
- Leadership
- Role of the personnel department
- Interviewing and selection
- Training and development
- Board and manager relationships
- Applied Systems Management

Account Manager, Management Improvement Corporation of America (Summer, 1981).

- Consulted with several Fortune 500 companies in developing targeted jobs programs.

Experts in Emotional Intelligence to Develop Individuals and Organizations

Assistant City Manager, Southern Pines, North Carolina (1976-1980).

- Executive responsibility for personnel, and finance administration and a variety of related duties.

Research Coordinator, Asheville-Buncombe Community Relations Council, Asheville, North Carolina (1973-1976).

- Researched social and economic conditions in the city and county relating to discrimination in housing and employment for minorities and women.

PUBLICATIONS:

Dissertation:

Public Organizational Effectiveness and Decision-Making: An Empirical Application of the Internal Systems Approach to North Carolina Municipal Personnel Departments. Ann Arbor; University Microfilms International, 1986; 409 pages.

Articles:

James E. Swiss and Stephen K. Straus (2005). Implementing Results-Based Management in Local Government. *Popular Government*, 70(3), Spring-Summer.

Straus, Stephen (1993). Still Unresponsive After All These Years? The Intra-organizational Role of Public Personnel Departments, *Public Administration Quarterly*, 23(4), December, 385-402.

Straus, Stephen (1992). The Multiple Constituencies Activities and Standards Model (MCAS) for Evaluating Public Personnel Departments, *Review of Public Personnel Administration*, June, 55-70.

Straus, Stephen (1989). Decision Making in Personnel Departments, *Popular Government*, 55(2), Fall.

Straus, Stephen (1988). Selecting Employees Through Systematic Interviewing, *Popular Government*, 53(4), Spring.

Straus, Stephen (1987). Municipal Personnel Departments: Management Tool or Employee Advocate? *Popular Government*, 52(2), Fall.

Straus, Stephen (1980). Selecting Employees Through Job Sample Tests, *Popular Government*, 55(3), Winter.

Co-authored book chapter:

Straus, Stephen and Stewart, Debra (1994). Assuring Equal Employment Opportunity in the Organization with Debra Stewart in *The Handbook of Public Personnel Administration and Labor Relations*, Jack Rabin (editor).

HEATHER A. LEE, Ph.D., SPHR
Industrial/ Organizational Psychologist
8125 Kennebec Drive
Chapel Hill, North Carolina 27517
Mobile (919) 812-4705
E-Mail Address: hlee@developmentalassociates.com

PROFESSIONAL EXPERIENCE

- August 1998 - Present ***Organizational Consultant*** specializing in nonprofit, public and educational sectors.
- Developmental Associates, LLC, Chapel Hill, NC (Client List Available on Request)
- Design and develop EI infused assessment center processes for municipal and nonprofit executives such as town/city managers, executive directors, police/ fire chiefs
 - Develop emotional intelligence infused selection and promotion processes for police patrol officers
 - Deliver Adult Continuing Education Classes
 - Have interpreted over 500 EQi development and EQi360 profiles for selection, promotion and development since 2004 in municipal, nonprofit , higher education and small business environments
 - Conduct “Hiring for Emotional Intelligence Workshops”
 - Conduct Team-building and development workshops using BarOn EQi including analysis and feedback for individuals and groups
 - Facilitate Training: Supervisory/Leadership, Myers-Briggs, DiSC, Performance Management, Interviewing, and Hiring, Conflict Resolution, Communication Skills
 - Conduct Employee and Citizen Attitude Surveys
 - Facilitate Employee Relations: Mediation and Conflict Resolution
- February 2003- Present ***Faculty Member*** – North Carolina Center for Women in Public Service – a statewide, non-partisan program with the mission of increasing the number of elected and appointed women in NC.
- August 2004- August 2006 ***Co-administrator*** - North Carolina Center for Women in Public Service
- Teach in the Women in Office Institute, a two weekend residential program.
 - Screen and interview applicants for Women in Office Institute
- 1998-Present ***Faculty Member*** – State of NC, Certified Public Manager Program
- Co-teach “Project Coaching Workshop”
 - Co-teach “Interacting Effectively”
 - Co-teach “Facilitating Group Process”
 - Co-teach “Management and Development and Planning Workshop”
- August 1998 - May 2011 ***Associate Professor of Human Resources and Psychology*** - Peace College, Raleigh, NC
- Teaching
- Designed and supervised field projects for classes:
 - Taught SHRM Certification Curriculum classes: Learning System and Essentials of HR Management.

- Designed and taught undergraduate Courses: Leadership and Organizations, Group Process, Leadership Through Teams, Performance Management, Individual and Organizational Change, Training and Development, Organizational Socialization, Industrial/Organizational Psychology, Neuropsychology, General Psychology
- Advised students on academic matters including class schedules, majors, graduate school and encouraging retention at the College.
- Developed international travel course: "International Perspectives on Work" about organizations in the UK, reprised in 2008 and 2011 to Italy

Service

- Launched first Adult Continuing Education Program in Human Resources
- Achieved Certification of Adult Continuing Education Program as a Pre-Approved Provider by the Human Resource Certification Institute.
- Developed Marketing Partnership with Raleigh Wake Human Resource Management Association to assist with enrollment.
- Facilitated faculty work group on workload reallocation in teaching
- Provided executive coaching to key staff members
- Served as internal consultant on human resource issues including policy development
- Developed policies and procedures and employee handbook for college
- Co-developed Leadership Studies curriculum

Summer 1999-
2004

Adjunct Professor - Department of Political Science and Public Administration North Carolina State University, Raleigh, NC

- Taught graduate course to master's and doctoral level students: Team building for Public Managers, Human Resources for Nonprofits and the Public Sector

January-
October 2002

Interim Director, Institute for Nonprofits - North Carolina State University, Raleigh, NC

- Served on planning team to secure funding for Institute (\$1million Fletcher Foundation commitment secured prior to my leaving).
- Advised on undergraduate and graduate curriculum in Nonprofit Studies
- Evaluated best practices for Nonprofit Institutes
- Networked with nonprofit leaders in order to develop the institute in a collaborative manner.

August 1997-
May 1998

Adjunct Professor - College of Management - North Carolina State University, Raleigh, NC

- Taught undergraduate courses: Training and Development/Performance Management and Organizational Behavior

October 1993-
July 1998

Vice President of Human Resources - Easter Seals of North Carolina

November 1990-
October 1993

Director of Human Resources - Easter Seals of North Carolina

- Grew and supervised all aspects of a state-wide HR department from one half-time employee to six full-time employees in seven years including general HR, payroll and benefits, education and training, and facilities coordination
- Facilitated group process for planning and conflict resolution.
- Designed and implemented performance appraisal systems .
- Established and implemented recruitment and selection procedures for professional, health and technical employees

- Designed and implemented structured/behavioral interview and job sample test processes as well as assessment centers for professional selection
 - Directed compensation and benefits functions for \$3 million statewide payroll
 - Handled all aspects of employee termination/downsizing efforts including exit interviews, involuntary termination consultation and acting as the company representative for unemployment compensation disputes
 - Managed budget of \$300,000
 - Staff to Board of Directors' committees
- January 1990-December, 1991 **Lecturer** - IBM-Department of Economics and North Carolina State University, Joint Program
- Taught undergraduate courses: Industrial/Organizational Psychology, Introduction to Psychology
- August 1988-May 1989 **Survey Research Assistant** - Institute of Government, University of North Carolina, Chapel Hill, NC
- Assisted in survey assessment of North Carolina County Personnel Offices including facilitating focus groups, survey development, and data analysis
- June 1987-1990 **Graduate Instructor** - Department of Psychology, North Carolina State University, Raleigh, NC
- Taught undergraduate courses: Industrial/Organizational Psychology, Introduction to Psychology, Biopsychology
 - Recipient of Outstanding Graduate Student Teaching Award
- May 1985-August 1988 **Personnel Supervisor** - Glidden Paints, RTP, NC (Headquartered in Cleveland, Ohio)
- Administered personnel function for 50 person computer center
 - Administered benefit packages. Assisted in selection of state vendors.
 - Recruited staff via development and placement of ads and interface with technical recruiters
 - Screened all resumes and coordinated hiring process
 - Handled site employee relations issues

PRESENTATIONS

- November, 2006 -Presenter" Pain Relievers for Performance Management - Small Business Technology Corporation – Fall Conference, Charlotte, NC
- October 2006- Co-Presenter: Hiring for Emotional Intelligence - Virginia SHRM Annual Conference – Roanoke, VA
- September 2006 -Presenter: Using EI in Hiring – Wake County Human Resource Officers, Cary, NC.
- April 2005-Co-Presenter: SE International Personnel Management Association: Hiring for Emotional Intelligence
- August 2004 - Co-Presenter: NC Association for Fundraising Professionals Annual Conference: "Hiring Development Officers for Emotional Intelligence."
- July 2004 - Presenter: Southeastern Law School Annual Fund Directors Conference, Duke University: "Hiring Development Officers for Emotional Intelligence."
- June 2004 - Presenter: 2nd Annual Nonprofit and Human Resources Conference: Idealist.com "Hiring Leaders with Emotional Intelligence
- April, 2002 - Key Note Speaker: Alpha Chi, Peace College Chapter – "The Leadership Challenge"
- September 2001: Facilitator: NCSHRM – "Hiring and Managing Latino Workers
- March 2001 - Key Note Speaker: Pines of Carolina Girl Scouts Gold and Silver Awards
- January 2000 - Presenter: Principal's Executive Program – "Hiring Smart in the 21st Century"

PUBLICATIONS

- Gailor-Loflin, Heidi, Kanoy, Korrel W., Lee, Heather A. (2006). *Building Leadership Skills in Adolescent Girls* (Paperback). Publish America
- Lee, Heather and Kanoy, Korrel. Nonprofit Hiring Practices Should Measure Emotional

PROFESSIONAL AFFILIATIONS and CERTIFICATIONS

- Society for Human Resource Management
- Raleigh-Wake Human Resources Management Association
- Certified Senior Professional in Human Resources Management, 1998-Present; HRCI, Alexandria Virginia

COMMUNITY SERVICE

- Chairperson (February, 2010-Present) and Board Member (2007 to Present), Chordoma Foundation (<http://chordomafoundation.org>)
 - Co-Chair of Second Chordoma Community Conference, Bethesda, Maryland, June 26-28, 2009
 - Co-Chair of First Chordoma Community Conference, Bethesda, Maryland, April 4-6, 2008
 - Negotiated space, secured speakers, marketed and recruited 120 participants delivering successful healthcare conference for rare cancer.

PROFESSIONAL DEVELOPMENT

- Attended Multi-Health Systems, Train the Trainer program for the EQi – an emotional intelligence inventory. Completed requirements to be a certified, international trainer on EQi. July 2009
- Recertification of SPHR from HRCI January, 2009-December 2011
- EI for Training for Higher Education at Peace College – May, 2008
- SHRM National Convention – June 2007
- Workshop – New Competencies in the HR Profession, HR Competency Study
- Presented Hiring for EI to Virginia SHRM, September, 2006
- Attended professional conferences and guided students through professional development experiences: National SHRM, 2000, 2001, 2002, 2006, 2007; North Carolina SHRM 1998-Present, Raleigh-Wake HR Management Association, 1998-Present,

EDUCATION

- Ph.D. Industrial/Organizational Psychology; NC State University, Raleigh, NC, Dissertation: Non Disabled Employees' Attitude toward the Americans with Disability Act Requirement to Reasonably Accommodate Co-workers with Disabilities
- M.S. Industrial/Organizational Psychology with a concentration in Public Administration; N.C. State, Raleigh, NC: Thesis: A Factor Analysis of the Personal Attributes Questionnaire, Work and Family Orientation Survey and Fear of Success Scale
- B.S. Psychology with a minor in Social Work; Florida State University, Tallahassee, FL

THOMAS M. MOSS

506 Kimloch Drive Garner, NC 27529-5120

Home: (919) 772-3274 Cell: (919) 614-6043

tm moss@developmentalassociates.com

PROFESSIONAL EXPERIENCE

TOWN OF GARNER

Garner, NC

Chief of Police, Retired (October 1989 to October 2009). Responsible for leadership and management of the sixty-six member full-service police department. Supervise Deputy Chief and non-sworn Administrative Manager. Agency received national accreditation in March 1994. Implemented multi-year community policing strategy.

CITY OF KINSTON

Kinston, NC

Assistant Chief of Police (August 1989 to October 1989). Managed the twenty-eight member Administrative and Investigative Services Division. Responsible for all administrative support and criminal investigative functions.

Police Captain, Criminal Investigations Division (January 1988 to August 1989). Managed investigative function for the eighty-six member police department. Responsible for all functions associated with criminal investigations, crime scene processing, and evidence and property control.

Police Captain, Support Services Division (July 1985 to April 1987 and August 1987 to January 1988). Management of ten-member support division of the Police Department. Responsible for all functions associated with recruitment, hiring, employee development, policy development and departmental administration.

Interim Director of City Personnel (April 1987 to August 1987). Interim management of personnel department for the 500-member City work force. Responsible for all personnel functions including hiring, retention, benefits administration, performance evaluation system management and employee safety.

Police Training & Personnel Officer (March 1984 to July 1985). Responsibility for development and implementation of programs for the recruitment, selection, development and advancement of police personnel.

WAKE TECHNICAL COMMUNITY COLLEGE
Raleigh, NC

Department Head, Criminal Justice Program (June 1983 to March 1984). Responsible for curriculum development and planning for approximately 150 students in the Criminal Justice Associate Degree program. Taught classes and supervised three full-time instructors.

Director, Law Enforcement Training (February 1983 to March 1984). Developed and implemented extension law enforcement training courses and served as School Director for Basic Law Enforcement Training.

Instructor, Criminal Justice Program (November 1981 to March 1984). Course development and classroom instruction for a variety of criminal justice course offerings.

CITY OF ROCKY MOUNT
Rocky Mount, NC

Evidence Technician, Police Department (July 1977 to November 1981). Responsibilities included crime scene investigation, evidence collection, fingerprint examination and photography for the 120-member police department. Served as agency fingerprint expert.

Police Officer (October 1976 to July 1977). Responsibilities included community service and law enforcement activities for the uniformed patrol division.

EDUCATION

Master of Public Administration (Concentration in Human Resource Management), East Carolina University, Greenville, NC (5/87)

B.S. in Criminal Justice, N.C. Wesleyan College, Rocky Mount, NC (5/81)

FBI National Academy, Quantico, VA (12/87)

Municipal Administration Program, Institute of Government, Chapel Hill, NC (5/92)

TEACHING EXPERIENCE

Methodist University – Master of Justice Administration

Wilson Technical Community College – Law Enforcement Supervision

Wake Technical Community College – Mid-Level Management Program

UNC Institute of Government – Municipal and County Administration

North Carolina State University – Law Enforcement Executive Program

North Carolina Justice Academy – Management Development Program

APPOINTMENTS AND MEMBERSHIPS

Chair, Criminal Justice Improvement Committee – NC Governor’s Crime Commission

Former Chair, Education and Training Committee – NC Criminal Justice Education and Training Standards Commission

Life Member – International Association of Chiefs of Police

Member and Past-President – NC Association of Chiefs of Police

Member – Police Executive Research Forum

Master of Justice Administration Advisory Board – Methodist University

Criminal Justice Curriculum Advisory Committee – Wake Technical Community College

Member – NC Police Executives Association

Former Member – Wake County 800 MHz Operations Board

Former Member – Wake Emergency Communications Policy Board

Past-Chair – Wake County Local Emergency Planning Committee

**TOWN OF CARRBORO,
NORTH CAROLINA**

Proposal for Executive
Search Services for
the Position of

TOWN MANAGER

June 6, 2011



The Mercer Group, Inc.

Consultants To Management



The Mercer Group, Inc.

Consultants To Management

5579B Chamblee Dunwoody Road #511

Atlanta, Georgia 30338

(770) 551-0403

FAX (770) 399-9749

E-mail: mercerc@mindspring.com

June 6, 2011

Desiree S. White, Human Resources Director
Town of Carrboro
301 W Main Street
Carrboro, NC 27510

Dear Ms. White:

The Mercer Group, Inc. is most pleased to submit this proposal to assist the Town of Carrboro to recruit nationally and to develop exceptionally well-qualified candidates for the position of Town Manager. We are most interested in assisting the Town of Carrboro with this critical project, and if selected to conduct the search, would have no difficulty beginning the project immediately and expediting our work to ensure a smooth process. The Mercer Group, Inc. has extensive experience in conducting town manager searches locally and nationally. Our firm probably conducts more local government manager searches each year throughout the United States than any other executive level search firm. We are especially well qualified to conduct this search for the Town of Carrboro. We have recently successfully completed several similar searches and have a good database of prospective candidates from those searches.

The purpose for engaging the services of an executive search firm is to seek out and recruit experienced candidates and to assist the Town of Carrboro in selecting highly qualified individuals who meet the profile and needs of the Town and who might not otherwise apply. We have conducted recent searches for town managers for several communities your size. We are quite familiar with the candidate pool and the local needs.

ATLANTA • BRECKENRIDGE • DALLAS • GREELEY • LANSING • MARIETTA
NEW ORLEANS • PHOENIX • RALEIGH AREA • SANTA FE • SCOTTSDALE
SACRAMENTO AREA • WINTER HAVEN

www.mercergroupinc.com

Desiree S. White
Town of Carrboro
Page Two
June 6, 2011

We are the largest nationwide public sector search firm and we have more experience than any other public sector executive search firm. Mr. Mercer is a Certified Management Consultant (CMC) which is the preeminent designation earned in the management consulting profession. It is an indication that the individual possessing it has met and continues to meet strict certification requirements of the Institute of Management Consultants. The CMC designation represents that the individual has met world-class standards of competence, ethics and independence in the management consulting field. Mr. Mercer is the only management consultant with this designation operating in the public sector. (Please see www.mercergroupinc.com for more information about our firm and about current searches that we are conducting.)

The mission of The Mercer Group, Inc. is to make our clients proud that they engaged us to provide management consulting services for them. The Mercer Group, Inc. also makes extensive use of the Internet both with our own web page which can be located at www.mercergroupinc.com and through e-mail. We post positions with other Internet providers and make information available to a wide number of people who are Internet users. We also make extensive use of the Internet to review newspaper articles on top candidates, etc., from the community in which they are currently employed or were employed in the past.

This proposal is designed to provide an indexed and easily usable document for the Town of Carrboro to assess the qualifications of The Mercer Group, Inc. to handle this critical work. It contains the following sections: Table of Contents; Introduction, Background, Objectives and Scope; Our Approach, Work Plan and Schedule; Cost Proposal; Firm Qualifications and Staffing; Why You Should Select The Mercer Group, Inc.; The Mercer Group, Inc. Guarantees; and an Acceptance/Signature/Sample Agreement page. Appendices include our Previous City Manager/Administrator Search List; References; Questions and Answers about Executive Search; and Sample Work Products.

Our corporate headquarters is in Atlanta and we have branch offices in Arizona, California, Colorado, Florida, Georgia, Illinois, Louisiana, Michigan, New Mexico, North Carolina, Oklahoma, Texas and Virginia. We will work on the assignment from our Atlanta office.

Lead consultant on this search will be James L. Mercer. He will conduct the entire search. Other consultants to be used on this search will be John Maxwell and Karolyn Prince-Mercer.

Please note that our proposal includes all costs of advertising. We have no hidden costs nor are there other costs which are not covered in this proposal.

* * * * *

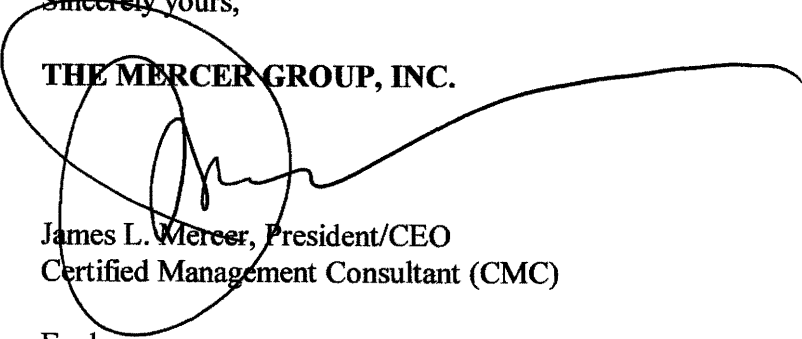
THE MERCER GROUP, INC.

Desiree S. White
Town of Carrboro
Page Three
June 6, 2011

Thank you for the opportunity to respond to this important assignment. This proposal is valid for ninety (90) days from receipt by the Town of Carrboro. We are looking forward to discussing this proposal with you personally, and urge you to allow us to come to Carrboro at our expense to do that. We can move very quickly to do so. Please call me at 770-551-0403 if you have any questions.

Sincerely yours,

THE MERCER GROUP, INC.



James L. Mercer, President/CEO
Certified Management Consultant (CMC)

Enclosure

THE MERCER GROUP, INC.

TOWN OF CARRBORO, NORTH CAROLINA

**Proposal for
Executive Search Services
for the Position of**

TOWN MANAGER

June 6, 2011

**JAMES L. MERCER, PRESIDENT/CEO
THE MERCER GROUP, INC.**

**5579B Chamblee Dunwoody Road
Suite 511**

Atlanta, Georgia 30338

770-551-0403

770-399-9749 FAX

jmerc@mercergroupinc.com

www.mercergroupinc.com

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I. INTRODUCTION, BACKGROUND, OBJECTIVES AND SCOPE

This section presents our understanding of the Town of Carrboro's requirements for this search, as well as the objectives and scope of the project.

A. Introduction and Background

It is our understanding that:

- The Town of Carrboro is seeking "turn-key" executive search services and support in connection with the recruitment of a new Town Manager.
- The Town of Carrboro is interested in identifying outstanding candidates and filling the position of Town Manager.
- Services required include position analysis and preparation of position profiles, recruitment for the position; inviting potential candidates to apply; reviewing and screening applications; conducting interviews, reference checks and background checks of selected candidates; recommending a list of final candidates; coordinating final interviews; negotiating; and following up.
- The Town of Carrboro wishes to conduct a comprehensive national recruitment process, to ensure the best qualified candidates are found and that the best qualified individuals who are acceptable can be hired.
- The annual salary and benefits package for the position will be discussed with the Board of Aldermen (Board).

B. Objectives

The objectives that we will meet in order to help find the best qualified candidates for the position are as follows:

- To conduct on-site needs assessment for the new Town Manager.
- To develop a comprehensive position profiles.
- To reconcile any differences in points of view with regard to specifications for the position.
- To encourage top level people to apply who would otherwise be reluctant to respond to an advertisement.
- To save a considerable amount of the Board's and staff's time in establishing a position profile and reviewing applicants.
- To comply with appropriate personnel regulations and state laws (i.e., EEO, Affirmative Action and ADA).
- To independently and objectively assess the qualifications and suitability of candidates for the positions.
- To recommend a pool of finalist candidates to the Board.
- To coordinate finalist candidate interviews with the Board.
- To mail an information packet supplied by the Board to all qualified applicants.

- To respond to all candidate inquiries and produce all correspondence throughout the search.
- To preserve the confidentiality of inquiries to the degree possible under North Carolina law.
- To assist the Board in reaching a final decision.
- To assist in negotiating a compensation package with the successful candidate on behalf of the Board.
- To assist the Board in establishing criteria for evaluating the new Town Manager's performance.
- To follow-up with the Board and the new Town Manager during the first year to determine if adjustments need to be made.
- To keep the Board closely involved in key decisions and informed of our progress.

C. Scope

The scope of the project will be sufficiently broad and in-depth so as to meet the requirements of the Town of Carrboro. However, for the fees proposed it will not address recruitment of additional candidates for positions other than the one specified.

II. OUR APPROACH, WORK PLAN AND SCHEDULE

This section presents our approach, work plan and schedule for the search project.

A. Approach

Our approach and style are interactive. That is, we form a partnership with our client to conduct a project. The Town of Carrboro will benefit through ease of implementation and by gaining more in-depth knowledge of executive search and management consulting techniques and expertise.

B. Work Plan

We recommend a seven (7)-step search process as follows:

- **Position Analysis** — We will define work relationships, job qualifications and requirements for the position — the "Position Profile".
- **Recruitment Process** — We will recruit regionally and nationally for the position and network to locate qualified candidates.
- **Resume Review** — We will identify qualified candidates.
- **Candidate Screening** — We will thoroughly screen prospective candidates.
- **Background Investigation** — We will thoroughly evaluate prospective candidates.
- **Interview Process** — We will make recommendations and assist in selection.
- **Negotiation and Follow-up** — We will facilitate employment and follow-up to ensure complete integrity of the process.

1. Position Analysis

We will have extensive consultation with the Board, other Town staff and local leaders selected by them, as well as other individuals or groups (if you wish) to determine the Town's vision/mission, goals and objectives, the needs and issues, requirements of the job, and to obtain information about the environment within which the position functions. During this process, we will initiate individual interviews with the Board, citizen organizations, department heads and key staff, and others of your choice to identify expectations, perceptions, and concerns regarding the position. In addition, we will spend a considerable amount of time at the beginning of the process in the Town of Carrboro in order to determine the level of experience and training needed.

Based on those meetings, we will prepare a draft position profile and review it with the Board in order to arrive at a general agreement regarding the specifications for the position. The final position profile will include information about the Town of Carrboro, the community, major issues to be faced, the position, and the selection criteria established.

2. Recruitment Process

Because we have recently completed similar searches, we will first review our database to determine those candidates whom we may already know and/or already have on file who may meet the Town's specifications.

Although this process is valuable, we will rely most heavily on our own contacts in the town manager field and on our own experience. In other words, through "networking", we will conduct a nationwide professional search for the best qualified candidates and invite them to apply for the position.

We will provide the Board with several advertising alternatives with varying degrees of cost and their associated benefits. Based on our discussions with the Board, we will place ads in professional journals, online at appropriate websites for town/city manager positions, and in various minority and women's publications to encourage applicants to apply.

3. Resume Review

We will review and analyze each applicant's background and experience against the position description criteria. We will acknowledge all resumes received and keep candidates informed of their status.

4. Candidate Screening

Criteria for the preliminary screening will be contained in the approved "Recruitment Profile". They may include such items as education, technical knowledge, experience, accomplishments, management style, personal traits, etc. Screening of candidates against those criteria will be based on data contained in the resumes and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the Recruitment Profile. Candidates will also be asked about their salary expectations and their current or most recent salary.

We will be responsible for screening the applications received. This initial screening will be conducted by telephone and/or interactive video with the prospective candidate. We will conduct interviews with references who may know the candidate's background and expertise by telephone. Where feasible, we will also conduct personal interviews with top candidates.

Once the initial screening is completed, we will select the prospective candidates who most closely match the criteria established by the Board. The output of this step in the process will be a matrix display of the top candidates showing how each rates against the selection criteria established by the Board. We will also include candidates' salary expectations on this matrix. This matrix will be reviewed with the Board in group meetings and guidance obtained prior to proceeding. One contingency here is that the Board may not approve of any of the candidates. If that should occur, we would, of course, keep searching until the Town of Carrboro's needs are clearly met.

After review by the Board, we will personally interview each using various interview techniques. We will closely examine their experience, qualifications and achievements in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications and achievements.

We also request that all candidates provide us, in writing, substantial information about their accomplishments and their management style and philosophy. This information will be verified and, at the Board's option, may be further tested by having the finalists complete management and leadership style inventories. We interpret these instruments for the Board, as well.

5. Background Investigations

As part of our process in evaluating top candidates, we make detailed and extensive reference checks. In conducting these, it is our practice to speak directly to individuals who are now or have previously been in a position to evaluate the candidates' job performance.

We ask each candidate to provide us with a large number of references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate. We have talked to as many as 23 references concerning a single finalist candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates. We also verify past employment difficulties, if any, including any legal action filed against former employers.

As part of our evaluation process, we verify undergraduate and graduate college degrees. We arrange for credit checks, criminal checks, and, as an additional option, can arrange for psychological (or similar) testing of the candidates that may be desired. As a part of this project we can provide the results of a Teleometrics Management Style Inventory on the finalist candidates. We can also conduct a Myers-Briggs analysis of the team with the new team member for team building purposes. (These may be extra cost items.) We will recommend background investigation criteria to the Board which will make the final decision on the specifics of the background check.

6. Interview Process

Based on the preceding steps, a recommended list of finalists for the position of Town Manager will be compiled. We will prepare a written summary on each finalist. The information will cover, but not be limited to, 1) present position, 2) total years experience, 3) salary requirements, 4) education, 5) previous positions held, 6) notable projects, 7) management style, 8) skills and abilities, 9) interests, and 10) professional goals.

This information will be presented to the Board in a detailed written format combined with the results of the background investigation and candidate screening. We will make a recommendation on a group of five (5) to seven (7) finalists. The Board shall make the final decision on which and how many candidates will be interviewed.

Our report will be presented in a meeting with the Board in which we will discuss our recommendations and provide background information, sample questions and a rating form for the interviews. We can also assist the Board at no extra charge in conducting targeted selection and/or simulation processes with finalists, if desired. In particular, we will explain which, if any, of the applicants specifically meet the total criteria established by the Board or whether the final group simply represents the best available talent.

We will also provide the Board with our recommendations relative to timing, sequencing, location, setting, format, and conduct of interviews with the finalists. We will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites, appropriate role for spouses, receptions, etc. We will arrange schedules for top candidate interviews with the Board and will coordinate the process.

7. Negotiation and Follow-up

We will also assist in the negotiation process relative to salary, benefits and other conditions of employment. We feel that we can be especially helpful because we have proposed a fixed fee rather than one based on a percentage of salary. One contingency here is that an agreement may not be able to be arranged. If that is the case, we will work with the Board to select an alternate candidate.

We will properly handle any and all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of the Board and that any public statement should come directly from the Board. We will maintain confidentiality of candidate information, to the degree possible, under North Carolina law.

Finally, we will notify by letter all unsuccessful candidates who were not recommended for interview with the Board of the final decision reached. We suggest, however, that it is more proper for the Board to directly notify all unsuccessful candidates whom they interviewed of the final result.

Once the new Town Manager has been on board for 30 days or so, we will conduct a session with the Board and with the new Town Manager in order to establish mutual performance criteria and goals for the position. In this regard, we will work with the Board to define the role of the new Town Manager within the Town of Carrboro.

We will follow-up periodically with the Board and the new Town Manager during the first year in order to make any adjustments that may be necessary.

We will keep the Board closely informed and involved in decisions concerning the search process at all times. We will prepare and send to the Board weekly e-mail updates and a formal progress report at the mid-point of the search. These reports will contain a progress report on the recruitment and specific steps to be taken to meet the Board's deadlines and an itemization of expenses incurred-to-date and expected to be incurred during each succeeding project step.

Support from the Board will be needed, as follows:

- Arranging interviews with the Board and key Town staff
- Providing budget, organization charts and other documents
- Place of contact for the search
- Processing invoices for payment

C. Schedule

The search process normally takes 90- 120 days to complete.

D. Equal Employment Opportunity Statement

It is the policy of The Mercer Group, Inc., to assure equal opportunity based on ability and fitness for all employees or applicants considered for our client organizations regardless of race, color, religion, sex, age, marital or veteran's status, national origin, or the presence of any sensory, mental or physical disability. Such policy shall apply, but not be limited to, hiring, placement, job classification, transfer or promotion, demotion, recruitment, advertising or solicitation for employment, rates of pay or other forms of compensation, selection for training, career development, layoff or termination.

This policy shall be disseminated to clients, subcontractors, suppliers and prospective applicants. The intent of this policy will apply to internal operations, recruitment and consulting activities conducted by our firm.

SCHEDULE OF SEARCH PROCESS

<u>PROJECT STEPS</u>	<u>DAYS</u>					
	0	30	60	90	120	365
1. Develop Search Process, Recruitment Profile/Job Description and Advertising Program for Board of Aldermen approval.	■					
2. Identify Qualified Candidates, Review Database, Network, Conduct Intensive Recruitment, Receive and Review Resumes.	■	■	■			
3. Evaluate Prospective Candidates.				■		
4. Written Progress Report.	■	■	■			
5. Interview and Evaluate Prospective Candidates.				■		
6. Make Final Recommendations, Assist in Selection, Facilitate Employment.				■		
7. Establish Evaluation Criteria and Follow-Up.					■	
8. Meetings with Board of Aldermen: 1. Interview re. profile 2. Approve profile 3. Review final 12 to 15 candidates 4. Present report of finalists 5. Interview finalists	■			■	■	

This schedule could be condensed or expanded somewhat, depending on the needs of the Town of Carrboro.

**TOWN OF CARRBORO, NORTH CAROLINA
TOWN MANAGER SEARCH**

TIMELINE

Proposal due date	June 15, 2011
Interviews of Board of Aldermen and/or others Board wishes to have interviewed	June 28-29, 2011
Approve Recruitment Brochure	July 8, 2011
Access Data Base and Place Ads	July 11-13, 2011
Send Recruitment Brochure/Invitation Letter	July 11-13, 2011
Follow-up Telephone Calls	July 13-August 19, 2011
Cutoff Date for Receipt of Applications	August 19, 2011
Screen Applications Against Selection Criteria and based on salary expectations	August 22-24, 2011
Meet with or Conference Call to Board of Aldermen to Review Top 15 Candidates	August 30, 2011
Conduct Reference and Background Checks	August 31-September 14, 2011
Send Interview Guide to Board of Aldermen on Top 5 Candidates	September 16, 2011
Board of Aldermen to Conduct Interviews on Top 5 Candidates	September 21-22, 2011
Make Selection	September 22, 2011
Negotiate Agreement	Week of September 26, 2011
Selected Candidate On-Board	30/60 days later
Close of Search Process	Week of October 3, 2011

III. COST PROPOSAL

Our normal fee for the services outlined is \$16,500 plus not-to-exceed expenses of \$8,000. Because the Town of Carrboro is a repeat client we will discount the \$16,500 fee by \$2,500 making the professional fee \$14,000 and we will discount the \$8,000 in not-to-exceed expenses by \$500. Items typical of a similar search with their typical costs are broken down as follows:

Position Analysis	\$ 2,000
Outreach Campaign	2,000
Resume Review	1,750
Candidate Screening	4,500
Background Investigation	4,750
Interview Process	1,000
Negotiation and Follow-up	<u>500</u>
TOTAL FEE	\$16,500
DISCOUNT ON SEARCH	\$2,500
TOTAL FEE FOR SEARCH	\$14,000

Expenses, not-to-exceed out-of-pocket in the amount of \$7,500.00 are for consultant travel, lodging and per diem, telephone, correspondence, advertising, research, sourcing, reference and background investigation, data assemblage and report preparation. Newspaper advertising is not included in the above maximum expense and can sometimes run as high as \$2500 for one ad. Per diem is charged at \$35 per day; telephone, fax and Internet charges will be a one time charge of \$450 for the project. Travel is by coach airfare and rental car and hotel costs will be kept to a minimum.

There are no labor overhead costs nor are there clerical overhead charges. Clerical support is charged at \$25-\$45 per hour depending on the level of position assigned. We charge actual costs for layout, printing and reproduction of the recruitment brochure and invitation letter, reports and resumes of semi-finalists, reports and Interview Guides on finalists, reference and background checks on finalists and on diagnostics that are used and identified above. Direct labor is as follows: Project Manager at \$150 per hour; backup consultant is at \$135 per hour; and administrative costs are at \$25-\$45 per hour. Our fees are fixed at the quoted amount and our expense amount is a not-to-exceed figure.

Because of our other ongoing consulting and search work and our experience, expenses should be kept to a minimum. The cost for final candidates to travel to interview with the Board is not included. Such costs are typically paid by the client on a reimbursement basis, directly to the candidates. These costs are extremely difficult to estimate because they depend on where the candidates are located. Typically, out-of-state costs run about \$750 to \$1,000 per person.

The Town of Carrboro's liability to The Mercer Group, Inc. for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized by the Board in writing.

We will submit monthly invoices for fees and expenses. It is our practice to bill one-third at the start of the search, one-third upon delivery of the semi-finalist application materials, and one-third upon delivery of the Final Report. Expenses will be billed in addition and shown as a separate figure.

We will comply with all applicable laws, rules and regulations of federal, state and local government entities.

Our ability to carry out the work required will be heavily dependent upon our past experience in providing similar services to others, and we expect to continue such work in the future. We will, to the degree possible, preserve the confidential nature of any information received from you or developed during the work in accordance with our professional standards.

We assure you that we will devote our best efforts to carrying out the engagement. The results obtained, our recommendations and any written material provided by us will represent our best judgment based on the information available to us. Our liability, if any, will not be greater than the amount paid to us for the services rendered.

This proposal constitutes the agreement between us. It cannot be modified except in writing by both parties. Our agreement will be interpreted according to the laws of the State of North Carolina.

IV. FIRM QUALIFICATIONS AND STAFFING

This section presents our qualifications to conduct projects of this type and describes the staff to be assigned to the search.

A. Firm Qualifications

The Mercer Group, Inc. is an independent management consulting firm incorporated in the State of Georgia and operating nation-wide. The firm was founded by James L. Mercer, a long-term public management consultant.

The Mercer Group, Inc. provides exceptionally high quality management consulting services to state and local governments, transit authorities, health care providers, utilities, special districts, and private sector clients. Specialty practice areas include: executive recruitment, organization and operations analysis, productivity improvement, strategic planning, management systems, compensation/classification/policy studies, privatization, budget evaluation services, government consolidation and organization development, training, and general management consulting. Our key consultants have conducted successful searches for hundreds of public sector organizations nationally and can offer numerous references as testimony of our work.

This important engagement will be conducted entirely by Mr. James L. Mercer. Mr. Mercer has conducted or assisted in the conduct of more than 2000 successful executive searches in recent years. The spectrum of our search experience is illustrated below. Mr. Mercer's resume is included below. Mr. Maxwell will be available to assist with sourcing of candidates and Ms. Prince-Mercer will be available for backup.

Mr. Mercer is the Chief Executive Officer of our firm and can be located at our corporate headquarters as follows:

James L. Mercer, President
The Mercer Group, Inc.
5579B Chamblee Dunwoody Road
Suite 511
Atlanta, Georgia 30338
Telephone: (770) 551-0403; FAX: (770) 399-9749
Federal Tax ID No.: 58-1877068

THE MERCER GROUP, INC. RECRUITMENT TEAM SKILLS MATRIX

**CATEGORIES OF SKILLS
AND EXPERIENCE**

RECRUITMENT TEAM
J. Mercer J. Maxwell K. Prince-Mercer

Special District/Non-Profit	●	●	●
Small Municipality	●	●	●
Large Municipality	●	●	●
Urban County	●	●	●
Rural County	●	●	●
Suburban Government	●	●	●
Search Committee	●	●	●
Citizen Committee	●	●	●
Minority Placements	●	●	●
Internal Candidate Placement	●	●	●
Women Placement	●	●	●
Candidate Videotaping	●	●	●
Local Government Work Experience	●	●	●
Council/Manager Goal Setting	●	●	●
Sunshine and Open Records Act Experience	●	●	●
National Experience and Contacts	●	●	●
Other Public/Private Experience	●	●	●
CEO & Department Head Placements	●	●	●
Unbundled Search Process	●	●	●

B. Resumes of Our Key Staff

1. James L. Mercer, President - Atlanta and Santa Fe Offices

Mr. Mercer holds a Master of Business Administration degree from the University of Nevada, Reno, and a Bachelor of Science degree in Industrial Management from the same institution. He has also received a Certificate in Municipal Administration from the University of North Carolina at Chapel Hill and is a graduate of the Executive Development Program at Cornell University. Mr. Mercer is a Certified Management Consultant (CMC) and has more than 25 years of experience in executive search and management consulting. He has authored or co-authored five books and has written more than 250 articles on various management topics. His experience covers the following functional areas: executive search, organization and operations analysis, management systems, productivity improvement, seminars/training, goal setting, strategic planning, privatization, government, consolidation, and general consulting.

Prior to founding The Mercer Group, Inc., Mr. Mercer held positions as President of Mercer, Slavin & Nevins, Inc.; Regional Vice President of Wolfe & Associates, Inc.; as Partner and Vice President of Korn/Ferry International; General Manager of Battelle Southern Operations; National Program Director for Public Technology, Inc.; and Assistant City Manager of Raleigh, North Carolina. He has also been President of James Mercer & Associates, Inc., and has served as Director of Government Consulting Services for Coopers & Lybrand in both the Southeast and Southwest, as well as Director of the Industrial Extension Division for Georgia Tech.

2. John Maxwell, Senior Vice President - Virginia Office

Before joining The Mercer Group, Mr. Maxwell had a distinguished career of over 20 years as a management consultant and Senior Vice President of Springstead, Inc. and as Vice President of Municipal Advisors, Inc. Preceding that Mr. Maxwell was City Manager of Chesapeake, Virginia, a full-service city of 225,000 for six years. Prior to becoming a consultant Mr. Maxwell served as an executive for cities in Missouri, Iowa, Colorado, Florida and Virginia. He was a budget analyst for Kansas City, Missouri, and finance and human resources director in Iowa and Colorado. Subsequent to his tenure in Colorado Mr. Maxwell was Deputy City Manager of St. Petersburg, Florida.

Mr. Maxwell was a member of the management team that started the new City of Lakewood, Colorado. He was responsible for finance, budget, labor relations, human resources, procurement, information systems and fleet management. While serving as Chesapeake's City Manager, Mr. Maxwell was awarded a management innovation award by the International City/County Management Association (ICMA). Mr. Maxwell's areas of expertise include finance, human resources, executive search, management and organizational improvement and staffing needs analysis.

Mr. Maxwell possesses a Bachelor's degree in Labor Relations from Rockhurst University. He received a Master of Arts degree in Public Administration from Iowa State University.

3. Karolyn Prince-Mercer, Vice President - Santa Fe Office

Ms. Prince-Mercer received her Bachelor of Arts degree in History with minors in Art, Political Science and Education from the University of Nevada. She received her Doctor of Jurisprudence degree from Woodrow Wilson College of Law. She is licensed to practice law in New Mexico and in Georgia. Ms. Prince-Mercer has taught in public schools in Nevada, Mississippi, and North Carolina and has served as a substitute teacher in Georgia. She has practiced law for over 20 years beginning in Georgia. Ms. Prince-Mercer is also qualified to administer and interpret the Myers-Briggs Type Indicator (MBTI) instruments.

Ms. Prince-Mercer also specializes in public sector executive search. She has been in management consulting for eighteen years. She has experience working in executive search and has conducted several city manager searches. She has also worked on several other city managers/administrators searches with Mr. Mercer over the past 18 years. Ms. Prince-Mercer also has experience with compensation and classification, and with organization and management studies. Ms. Prince-Mercer is active in recruitment for other fields in the public sector.

4. Time Commitments

Our firm and Mr. Mercer have the quality time to devote to this search so as to meet the Town of Carrboro's needs.

V. WHY YOU SHOULD SELECT THE MERCER GROUP, INC.

We believe some advantages to using The Mercer Group, Inc. which you may wish to consider are:

- **Critical Path Method** — The Mercer Group, Inc. uses a "critical path" search process which is designed to allow our clients to focus their attention on the selection process rather than on recruiting and screening candidates. We have learned that each client's need for key executives is different and that there is no one "best" person for all situations. The best prospects are most frequently happily employed and are not responding to advertisements. These people typically need to be sought out and encouraged to become candidates. They are understandably reluctant to apply for positions if their interest could become a matter of public information prior to being assured that they will be finalist candidates. Our approach to this assignment will reflect the unique qualities of the Town of Carrboro. It will honor the interests of candidates to the extent possible under North Carolina law.
- **Reasonable Fees** — Our practice was formed to provide exceptional quality recruitment services to our clients. Our system is designed to allow us to extend reasonable fees to our non-profit and governmental clients and still be well within our profit margins on each assignment.
- **Experience** — Our search specialists are among the most experienced recruiters in the United States. We are also conducting similar consulting assignments currently. Further, we have much experience in recruiting town managers for town governments the size of the Town of Carrboro.
- **Repeat Engagements** — We have received a considerable amount of repeat business from our clients during the recent past.
- **Unique Skills and Services** — We offer a valuable combination of skills and services which is unique in our industry. Our firm is nationally respected in the areas of organization analysis and development, teambuilding, strategic planning, goal setting, and productivity analysis. Should you wish, we would facilitate a goal and objectives setting workshop with the selected candidate and the Board of Aldermen soon after the new Town Manager begins. This service is offered at no additional professional fee. It would be necessary for us to charge actual expenses, however.
- **Strategic Location** — We are a national firm and serve the United States from our home office in Atlanta, which is strategically located near one of the world's busiest airports. We are close by when you need us. We have opened offices in Lansing, Santa Fe, Greeley, Dallas, New Orleans; Phoenix/Scottsdale, Raleigh, Wiemar, and Chesapeake. We will work out of the Atlanta office on this project to better conserve spending.
- **Specialists in Search** — We are specialists in public sector and related executive search and will devote our most experienced consultants to this project. We will not delegate any important aspect of the work to less experienced staff. Mr. Mercer will conduct this search. He will be assisted by Mr. Maxwell and Ms. Prince-Mercer.
- **Positive Track Record** — We have a positive track record of placements on all of our search assignments and have satisfied clients as references.
- **Objectivity and Custom Tailored Services** — We do not use the same cadre of candidates again and again. And, we have no allegiances which preclude our total objectivity respective of any candidate.

- **Thorough Work Product** — We check references, we verify education and our work product is most thorough and of the highest quality.
- **Contemporary Organization Analysis Insight** — We have contemporary organization analysis experience with similar organizations and will share our insights about your organization as we proceed with the search.
- **Proven Satisfaction** — Over 90 percent of our placements during the past five years are still in their same positions.
- **Ethical Standards** — We have participated in the establishment of ethical standards for public sector executive search firms, and we abide by those standards. We also abide by the Ethical Standards of the Institute of Management Consultants and the International City/County Management Association.
- **Objective Evaluation** — We are experienced in objectively evaluating internal and local candidates.
- **Contacts** — We have the local, state-wide and national contacts to expedite the search process.
- **Database** — We have a large database of well-qualified candidates which can be searched.
- **Minority/Women Placements** — We have a number of minority and women placements.
- **Diagnostic Techniques** — We use diagnostic techniques to determine the needs of our clients and to determine how candidates match up with those needs.
- **Position Dimensions Analysis** — We use a technique which allows for the determination of dimensions that are important in a town manager's position and then, through a computer program, determine specific questions that we should ask prospective candidates that will allow us to systematically determine whether or not those individuals have those characteristics. (For example, one dimension might be negotiating skills; leadership skills might be another, etc.)
- **Dimensions Matrix** — We also use a matrix approach to display the candidates along a number of dimensions and then review the top 12 or so of those individually with the Board to get its involvement and feedback prior to us spending Town resources to interview a large number of candidates. This helps better target the search and produces a much more effective result.
- **Videos** — We also use videos of the top 5-7 or so candidates to allow the Board to get a sense of the candidates prior to spending Town resources to interview them.
- **Group Process Techniques** — In addition, we use a number of group process techniques to assist the Board and the new Town Manager to better settle in and focus on a set of mutual performance criteria once the new person has been selected and comes on board.
- **Automated Approaches** — We use more modern automated approaches to developing, analyzing and displaying data about our prospective candidates than does any other firm.
- **Never Say "No"** — We almost never say "no" to our clients.
- **Keep You Involved** — We will keep the Board of Aldermen actively involved in the search process at all times.
- **Ready to Go** — We are ready to begin work immediately and proceed rapidly to complete this assignment. We can meet your schedule.

VI. THE MERCER GROUP, INC. GUARANTEES

The ten (10) guarantees of our search work are explained below:

1. **Client Organization:** The client is defined as the entire entity, including all departments, divisions, sections and groups. This assures that all of our guarantees apply to the entire client organization.
2. **Two-Year Off Limits:** We will not recruit candidates from a client organization for two years after completion of a search assignment without the full agreement of the client.
3. **Placement Off Limits Forever:** We will never recruit a candidate whom we have placed in a client organization as long as he/she is employed by that organization without the full agreement of the client.
4. **Continue the Search:** If, for any reason, the client does not feel comfortable selecting a candidate from our original recommended group of candidates, we will continue the search until the client can make a selection. The only caveat is that we may need to charge additional out-of-pocket expenses only for this additional work.
5. **Replacement of Successful Candidate:** If the candidate we place with the client leaves the client organization for any reason during the 24 month period following the date of placement with the client, we will replace the candidate for the out-of-pocket expenses only that it costs us to make the new placement.
6. **Parallel Candidate Presentation:** We will not present a candidate simultaneously to more than one client. This permits our firm to represent one client organization without any conflicts of interest.
7. **Client Conflicts:** If asked, we will disclose to our clients the names of the organizations which are "Off Limits" that logically would be target organizations on the new search assignment.
8. **Deceptive/Misleading Search Techniques:** We commit to our clients and to our prospective candidates that we will not use any search techniques which may be considered as deceptive or misleading.
9. **Resume Floating:** We will not float resumes to organizations in the hopes that we can collect a fee if that individual is hired.
10. **Not Represent Individuals:** We assure our clients and individuals who may become candidates that we will not collect a fee from candidates whom we may recommend for a position.

VII. ACCEPTANCE

This proposal is accepted for the Town of Carrboro, North Carolina, by:

SIGNATURE: _____

NAME: _____

TITLE: _____

DATE: _____

* * * * *

Sample Contract

AGREEMENT

This AGREEMENT, made as of this ____ day of _____, 2011, by and between **THE MERCER GROUP, INC.** and the **TOWN OF CARRBORO, NORTH CAROLINA**, a governmental corporation.

WITNESSETH:

WHEREAS, the Town of Carrboro, North Carolina, (hereinafter referred to as the "Town") has made a request for proposals dated May 26, 2011, to hire an executive recruiter to conduct searches for a Town Manager for the Town, and

WHEREAS, The Mercer Group, Inc. (hereinafter referred to as "Mercer") has submitted a proposal in response to the Town's request; and

WHEREAS, the Town has selected Mercer's proposal as the proposal which best meets its needs and the Town desires to hire Mercer to conduct the Town's search for a new Town Manager, and

WHEREAS, Mercer desires to assist the Town in conducting the Town's search for a Town Manager.

NOW THEREFORE, in consideration of the following mutual covenants and other good and valuable consideration, the receipt and adequacy of which is hereby acknowledged by all parties hereto, Mercer and the Town hereby agree as follows:

1. Mercer agrees to provide services and support to the Town in the conduct of the Town's search for a Town Manager. Mercer agrees to conduct the Town's project in accordance with scope of services outlined in its Proposal to the Town dated June 6, 2011, in response to the Town's request for proposal.

Mercer's proposal is incorporated by reference and thus made a part of this Agreement.

2. The Town agrees to compensate Mercer for its services in the amount of \$15,000 for professional services and not-to-exceed \$7,500 in expenses to conduct the search. Payments to Mercer are to be made as outlined on pages 10-11 of Mercer's proposal to the Town.

Agreement, Continued:

3. The Town and Mercer both agree that this Agreement shall be governed by the laws of the State of North Carolina.
4. The Town and Mercer both agree that in the event that any dispute arises between the parties, the complaining party shall promptly notify the other of the dispute in writing. Each party shall respond to the other party in writing within ten (10) working days of receipt of such notice.
5. The Town and Mercer both agree that any amendments to this Agreement shall be made in writing, and executed by both parties. No proposed amendment which is not in writing and executed by both parties shall effect the terms of this Agreement.
6. The parties shall have the right at either party's convenience to terminate this Agreement following ten (10) days written notice to the affected party. Should either party terminate this Agreement the Town shall only be obligated to pay Mercer for those services already provided.

TOWN OF CARRBORO, NORTH CAROLINA

BY: _____

ATTEST:

THE MERCER GROUP, INC.

BY: _____

James L. Mercer, CMC
President/CEO

APPENDICES

APPENDIX A: PREVIOUS CITY/COUNTY MANAGER/ADMINISTRATOR SEARCHES

Examples of our executive search experience follow:

- * Executive search work performed by a current staff member while working for another firm.

1. PUBLIC SECTOR

City Managers/Administrators

Akron, Ohio - Assistant to the Mayor (Technology Agent) - 1973
Alachua, Florida - City Manager - 2001
Alamogordo, New Mexico - City Manager - 2009
Albany, Georgia - Assistant City Manager (Limited Scope Search) - 2000
Angel Fire, New Mexico - Town Administrator (Limited Scope Search) - 2000
Andrews, Texas - City Manager - 2000
Ann Arbor, Michigan - City Administrator - 2001
Ann Arbor, Michigan - City Administrator - 1995
Ann Arbor, Michigan - City Administrator - 1988
Arkansas City, Kansas - City Manager - 2006
Arlington, Texas - Assistant City Manager (Technology Agent) - 1973
Aspen, Colorado - City Manager - 1989
Athens/Clarke County Unified Government, Georgia - Manager - 2000
Athens/Clarke County Unified Government, Georgia - Manager - 1995
Aurora, Colorado - City Manager - 1989
Austin, Texas - City Manager - 1988
Avondale, Arizona - City Manager - 2000
Aztec, New Mexico - City Manager - 2009
Bangor, Maine - City Manager - 2010
Barrington, Illinois - Village Manager - 1998
Bay City, Michigan - City Manager - 2003
Beavercreek, Ohio - City Manager - 2003
Beavercreek, Ohio - City Manager - 1985
Belding, Michigan - City Manager - 1999
Bellaire, Texas - City Manager - 1996
Billings, Montana - City Administrator - 2006
Billings, Montana - City Administrator - 2003
Billings, Montana - City Administrator - 1999
Billings, Montana - Assistant City Administrator - 2003
Billings, Montana - Deputy City Administrator - 2003
Birmingham, Michigan - City Manager - 2010
Bloomfield, New Mexico - City Manager - 2010
Bloomfield Hills, Michigan - City Manager - 2006
Bloomfield Hills, Michigan - City Manager - 2001
Boca Raton, Florida - Assistant City Manager - 1989
Boulder, Colorado - City Manager - 2008
Boulder, Colorado - City Manager - 2002
Boynton Beach, Florida - City Manager - 1999
Bridgeport, Texas - City Administrator - 2010

Bryan, Texas - City Manager - 2006
 Cairo, Georgia - City Manager - 1995
 Cape Coral, Florida - City Manager - 1996
 Carpentersville, Illinois - Village Manager - 2001
 Carrboro, North Carolina - Town Manager - 2003
 Casa Grande, Arizona - City Manager - 2003
 Casselberry, Florida - City Manager (Limited Scope Search) - 2003
 Centennial, Colorado - City Manager - 2007
 Centennial, Colorado - City Manager - 2001
 Centennial, Colorado - Assistant City Manager - 2006
 Champaign, Illinois - Assistant City Manager - 2007
 Charlotte, North Carolina - City Manager - 2008
 Charlotte, North Carolina - City Manager - 1996
 Charlotte, North Carolina - City Manager - 1981
 Charlotte, North Carolina - Deputy City Manager (Limited Scope Search) - 2000
 Chesapeake, Virginia - City Manager - 1996
 Clayton, Missouri - City Manager - 2003
 Cleburne, Texas - City Manager - 2011
 *Cloverdale, California - City Manager - 2001
 College Park, Georgia - City Manager - 2008
 College Park, Georgia - City Manager - 2002
 College Park, Maryland - City Manager - 2004
 College Park, Maryland - City Manager - 2002
 College Station, Texas - City Manager - 2006
 College Station, Texas - Assistant City Manager (2) - 2006
 *Colma, California - City Manager - 1998
 Columbia, South Carolina - City Manager - 2009
 Columbia, South Carolina - City Manager - 1997
 Columbus, Georgia - City Manager - 1995
 Concord, North Carolina - City Manager - 1999
 Coral Springs, Florida - Assistant City Manager - 2000
 *Cotati, California - City Manager - 1997
 Covington, Washington - City Manager - 2006
 Culpeper, Virginia - Town Manager - 2000
 *Daly City, California - Assistant City Manager - 1995
 Danville, Virginia - City Manager - 1999
 Davie, Florida - Town Administrator - 1999
 Dayton, Ohio - City Manager - 2006
 Dayton, Ohio - Assistant City Manager/Operations - 2007
 Dayton, Ohio - Assistant City Manager/Economic Development - 2007
 Daytona Beach, Florida - City Manager - 2002
 Decatur, Illinois - City Manager - 2008
 Decatur, Illinois - City Manager - 1987
 Deerfield Beach, Florida - City Manager - 1989
 DeKalb, Illinois - City Manager - 1998
 Delaware, Ohio - City Manager - 1998
 Delray Beach, Florida - City Manager - 1986
 Del Rio, Texas - City Manager (Limited Scope Search) - 1995
 Derby, Kansas - City Manager - 2001
 Dothan, Alabama - City Manager - 2002
 Downer's Grove, Illinois - Village Manager - 2005
 Dublin, Ohio - City Manager - 2008

Durham, North Carolina - City Manager - 2008
 Durham, North Carolina - City Manager - 2004
 East Point, Georgia - City Manager - 1999
 East Point, Georgia - City Manager - 1996
 Eau Claire, Wisconsin - City Manager - 2006
 Elkhart, Kansas - City Administrator (Limited Scope Search) - 2000
 Eloy, Arizona - City Manager - 2000
 El Paso, Texas - City Manager 2004
 El Reno, Oklahoma - City Manager - 2006
 Enid, Oklahoma - City Manager - 1997
 *Encinitas, California - City Manager - 1999
 Espanola, New Mexico - City Manager - 2008
 Eugene, Oregon - Assistant City Manager (Technology Agent) - 1973
 Eustis, Florida - City Manager - 2007
 Evanston, Illinois - City Manager - 1996
 Evanston, Illinois - Assistant City Manager (Technology Agent) - 1973
 Fairfield, Iowa - City Administrator - 2010
 Fairmont, Minnesota - City Administrator - 1988
 Federal Heights, Colorado - City Manager - 2007
 Federal Heights, Colorado - City Manager - 2004
 Federal Way, Washington - City Manager - 1999
 Flint, Michigan - City Administrator - 2001
 Florence, South Carolina - City Manager - 1996
 Fort Lauderdale, Florida - City Manager - 1998
 Fort Smith, Arkansas - City Administrator - 2008
 Fort Smith, Arkansas - City Administrator - 2006
 Fountain Hills, Arizona - Town Manager - 2002
 Frankfort, Kentucky - City Manager - 2003
 Franklin Village, Michigan - Village Administrator - 1998
 Gainesville, Florida - City Manager - 2005
 Gainesville, Florida - City Manager - 1995
 Galesburg, Illinois - City Manager - 2006
 Gastonia, North Carolina - City Manager - 2007
 Glen Ellyn, Illinois - Village Manager - 2008
 Glen Ellyn, Illinois - Village Manager - 2006
 Glencoe, Illinois - Village Manager - 2000
 Glendale, Arizona - Assistant City Manager - 2010
 Glendale, Arizona - Deputy City Manager - 2010
 Glendale, Arizona - Deputy City Manager (2 Positions) - 2004
 Glenview, Illinois - Village Manager - 2004
 Glenwood, Illinois - Village Administrator - 2008
 Glenn Heights, Texas - City Manager - 2006
 Goldsboro, North Carolina - City Manager - 2011
 Goldsboro, North Carolina - City Manager - 2004
 Goodyear, Arizona - City Manager - 2007
 Grand Island, Nebraska - City Administrator - 2007
 Grand Ledge, Michigan - City Administrator - 1999
 Granville, Ohio - Village Manager - 2005
 Greeley, Colorado - Deputy City Manager - 2006
 Green Cove Springs, Florida - City Manager (Limited Scope Search) - 1997
 *Greenfield, California - City Manager - 1998
 Greensboro, North Carolina - Assistant City Manager (Limited Scope Search) - 1996

Gulfport, Florida - City Manager - 2003
 Gulfport, Florida - City Manager - 1989
 GVR Metropolitan District, Green Valley Ranch, Denver, Colorado - District Manager - 2008
 Hampton, Virginia - City Manager - 2009
 Hampton, Virginia - City Manager - 1984
 Hampton, Virginia - Assistant City Manager (Technology Agent) - 1973
 *Healdsburg, California - City Manager - 1995
 Highland Park, Michigan - Interim City Manager - 2002-2003
 High Point, North Carolina - Assistant City Manager (Technology Agent) - 1973
 Howell, Michigan - Deputy City Manager for Financial Services - 2004
 Huber Heights, Ohio - City Manager - 2000
 Hudson, Ohio - City Manager - 1997
 Hyattsville, Maryland - City Administrator - 2010
 Independence, Missouri - Assistant City Manager (Technology Agent) - 1973
 Indian Rocks Beach, Florida - City Manager (Limited Scope Search) - 1997
 Indian Rocks Beach, Florida - Interim City Manager (Assist) - 2005
 Indian Trail, North Carolina - Town Manager - 2009
 Jackson, Michigan - City Manager - 2004
 Jackson, Michigan - City Manager - 1996
 Jacksonville, North Carolina - City Manager - 2010
 Jacksonville, North Carolina - City Manager - 2005
 Jacksonville, North Carolina - City Manager - 1998
 Jacksonville, North Carolina - Assistant City Manager - 2007
 Jersey City, New Jersey - Assistant Business Manager (Technology Agent) - 1973
 Johns Creek, Georgia - City Manager - 2006
 Johnson City, Tennessee - City Manager - 2005
 Joplin, Missouri - City Manager - 2004
 Kent, Ohio - City Manager - 2005
 Kent, Ohio - City Manager - 1997
 Kettering, Ohio - Assistant City Manager (Technology Agent) - 1973
 Kingsport, Tennessee - City Manager - 1999
 Lakeland, Florida - City Manager - 2003
 Lakeland, Florida - Assistant to the City Manager - 2004
 *Lakeport, California - City Manager - 2001
 Lake Worth, Florida - City Manager - 2009
 Las Vegas, New Mexico - City Manager - 2009
 Laurinburg, North Carolina - City Manager - 1999
 Lapeer, Michigan - City Manager - 2002
 League City, Texas - City Administrator - 2009
 League City, Texas - City Administrator - 2004
 Lee's Summit, Missouri - City Manager - 2008
 Liberty, Texas - City Manager - 2007
 *Livermore, California - City Manager - 2000
 *Livermore, California - Assistant City Manager - 2001
 Longboat Key, Florida - Town Manager - 1997
 Longboat Key, Florida - Town Manager - 1993
 Longboat Key, Florida - Assistant Town Manager - 1996
 *Los Altos, California - City Manager - 1998
 Los Angeles, California - Chief Legislative Analyst - 2005
 Louisville, Ohio - City Manager - 2001
 Lower Merion Township, Pennsylvania - Assistant Township Manager (Technology Agent) - 1973
 Macon, Georgia - Chief Administrative Officer - 2008

Manistee, Michigan - City Manager - 2001
 Marco Island, Florida - City Manager - 2004
 Martinsville, Virginia - City Manager - 2004
 Mason, Ohio - City Manager - 2006
 Matthews, North Carolina - Town Manager - 2002
 McAlester, Oklahoma - City Manager (Limited Scope Search) - 2006
 McKinney, Texas - Assistant City Manager - 2006
 Melbourne, Florida - City Manager - 2002
 Middletown, Ohio - City Manager - 1984
 Middletown, Pennsylvania - Borough Manager - 2001
 Midland, Texas - City Manager - 2008
 *Mill Valley, California - City Manager - 1999
 Minneapolis, Minnesota - Assistant City Coordinator (Technology Agent) - 1973
 Minnetonka, Minnesota - City Manager - 2000
 Minster, Ohio - Village Administrator - 1986
 Monroe, Michigan - City Manager - 1992
 Monmouth, Illinois - City Administrator - 2007
 Montgomery, Illinois - Village Manager - 2000
 Mooresville, North Carolina - Town Manager - 2008
 *Morgan Hill, California - City Manager - 1996
 Mound, Minnesota - City Manager - 2000
 Mount Holly, North Carolina - City Manager - 2007
 Muscatine, Iowa - City Administrator - 2009
 Naples, Florida - City Manager - 2007
 Naples, Florida - City Manager - 2003
 Negaunee, Michigan - City Manager - 2004
 Newburgh, New York - City Manager - 2010
 Newport News, Virginia - City Manager - 2005
 Norfolk, Virginia - City Manager - 1999
 North Miami, Florida - City Manager - 2002
 Northglenn, Colorado - City Manager - 2001
 Northville Township, Michigan - Township Administrator - 1999
 North Myrtle Beach, South Carolina - City Manager - 2010
 North Myrtle Beach, South Carolina - City Manager - 2003
 North Myrtle Beach, South Carolina - City Manager - 1997
 North Myrtle Beach, South Carolina - Assistant City Manager - 2008
 North Port, Florida - Assistant City Manager (Limited Scope Search) - 2003
 North Port, Florida - Assistant City Manager (Limited Scope Search) - 2002
 *Novato, California - Assistant City Manager - 2002
 Oak Ridge, Tennessee - City Manager - 2010
 Oak Ridge, Tennessee - City Manager - 2003
 *Oakland Park, Florida - Assistant City Manager - 2004
 *Oakland Park, Florida - Assistant City Manager - 2002
 Oklahoma City, Oklahoma - City Manager - 1986
 Oklahoma City, Oklahoma - Assistant City Manager (Technology Agent) - 1973
 Orlando, Florida - Chief Administrative Officer - 2005
 Overland Park, Kansas - City Manager - 2010
 Oxford, Ohio - City Manager - 2007
 *Oxnard, California - City Manager - 1997
 Paducah, Kentucky - City Manager - 2010
 Pagosa Springs, Colorado - Town Manager - 2008
 Parker, Colorado - Town Administrator - 2005

Pasadena, California - Assistant City Manager (Technology Agent) - 1973
 Peoria, Illinois - City Manager - 2008
 Payson, Arizona - Town Manager - 2002
 *Petaluma, California - City Manager - 1996
 Petoskey, Michigan - City Manager - 2009
 Phoenix, Arizona - City Manager - 1989
 Piqua, Ohio - City Manager - 2005
 Plainview, Texas - City Manager - 2003
 Pompano Beach, Florida - City Manager - 2009
 Ponce Inlet, Florida - Town Manager - 2001
 Port Huron, Michigan - City Manager - 1997
 Portsmouth, Virginia - City Manager - 2000
 Powder Springs, Georgia - City Manager - 2006
 Prairie Village, Kansas - City Administrator - 2007
 Pueblo, Colorado - Assistant City Manager (Technology Agent) - 1973
 Punta Gorda, Florida - City Manager - 2004
 Punta Gorda, Florida - City Manager - 1998
 Punta Gorda, Florida - City Manager - 1995
 Raleigh, North Carolina - Assistant to the City Manager - 1971
 Raleigh, North Carolina - City Manager - 2000
 Reading, Pennsylvania - Managing Director - 2003
 *Reno, Nevada - City Manager - 1995
 Richland, Washington - City Manager - 2007
 Richland, Washington - City Manager - 1998
 Richland, Washington - City Manager (Limited Scope Search) - 2000
 Richmond, Michigan - City Manager - 1998
 Richmond, Virginia - Chief Administrative Officer - 2009
 Rio Rancho, New Mexico - City Administrator - 2003
 Roanoke, Virginia - City Manager - 1999
 Rock Hill, South Carolina - City Manager - 2001
 Rock Hill, South Carolina - City Manager - 1993
 Rockville, Maryland - City Manager - 1998
 Safety Harbor, Florida - City Manager - 2006
 Sandy Springs, Georgia - City Manager - 2005
 San Diego, California - Deputy City Manager - 1988
 *San Diego, California - Assistant City Manager - 2000
 San Jose, California - Assistant City Manager (Technology Agent) - 1973
 *San Rafael, California - City Manager - 1996
 *Santa Rosa, California - City Manager - 2000
 Sarasota, Florida - City Manager - 2007
 Sarasota, Florida - City Manager - 1986
 Saratoga, California - City Manager - 2000
 *Saratoga, California - City Manager - 1997
 Savannah, Georgia - City Manager - 1994
 Sioux City, Iowa - Assistant City Manager (Technology Agent) - 1973
 Snellville, Georgia - City Manager - 2008
 *Solana Beach, California - City Manager - 2002
 South Brunswick Township, New Jersey - Township Administrator - 1987
 South Haven, Michigan - City Manager - 1999
 Southlake, Texas - Assistant City Manager - 2005
 South Miami, Florida - City Manager - 2010
 South Miami, Florida - City Manager - 2003

Southfield, Michigan - City Administrator - 1999
 Sparks, Nevada - City Manager - 1989
 Spartanburg, South Carolina - City Manager - 2001
 Spartanburg, South Carolina - City Manager - 1995
 Spartanburg, South Carolina - City Manager - 1984
 St. Pete Beach, Florida - City Manager - 2001
 St. Petersburg, Florida - Assistant City Manager (Technology Agent) - 1973
 St. Petersburg, Florida - Deputy City Manager Public Works - 1988
 Suffolk, Virginia - City Manager - 2002
 Sun'n Lake Sebring Improvement District, Florida - General Manager - 2006
 Sun'n Lake Sebring Improvement District, Florida - General Manager - 2004
 Sun'n Lake Sebring Improvement District, Florida - General Manager - 2002
 Sunrise, Florida - City Manager - 1989
 Superior, Colorado - Town Manager - 2006
 Swartz Creek, Michigan - City Manager - 2000
 Takoma Park, Maryland - City Manager - 2004
 Talladega, Alabama - City Manager - 2008
 Talladega, Alabama - City Manager - 2003
 Tallahassee, Florida - City Manager - 1994
 Temple, Texas, City Manager - 2004
 *The Sea Ranch - Community Manager - 2002
 *Tiburon, California - City Manager - 2000
 Tifton, Georgia - City Manager - 2007
 Tifton, Georgia - City Manager - 1996
 Timnath, Colorado - Town Manager - 2011
 Tipp City, Ohio - City Manager - 2008
 Topeka, Kansas - Assistant to the Mayor (Technology Agent) - 1973
 Topeka, Kansas - Chief Administrative Officer - 2002
 *Tracy, California - Deputy City Manager - 1999
 Traverse City, Michigan - City Manager - 1987
 Treasure Island, Florida - City Manager - 2004
 Treasure Island, Florida - City Manager - 1996
 Trophy Club, Texas - Town Manager - 2010
 Tucson, Arizona - City Manager - 2004
 Tucson, Arizona - Assistant City Manager (Technology Agent) - 1973
 *Union City, California - City Manager - 1995
 Union City, Georgia - City Administrator - 2007
 University City, Missouri - City Manager - 2005
 Vero Beach, Florida - City Manager - 2004
 Virginia Beach, Virginia - City Manager - 1991
 Virginia Beach, Virginia - Deputy City Manager - 1987
 West Hartford, Connecticut - Assistant City Manager (Technology Agent) - 1973
 Westminster, Colorado - City Manager - 2000
 Westminster, Maryland - City Administrator - 2006
 West Palm Beach, Florida - City Manager - 1988
 Westerville, Ohio - City Manager - 2007
 White House, Tennessee - City Administrator - 2005
 Wichita, Kansas - City Manager (Limited Scope Search) - 2008
 Wichita Falls, Texas - City Manager - 2005
 Wilmington, North Carolina - City Manager - 2002
 Wilmington, North Carolina - Deputy City Manager - 2003
 Wilson, North Carolina - City Manager - 2004

Winter Haven, Florida - City Manager - 2001
Winter Haven, Florida - City Manager - 1986
Woodstock, Georgia - City Manager - 2008
Worcester, Massachusetts - City Manager - 1993
Worcester, Massachusetts - Assistant City Manager (Technology Agent) - 1973
Worthington, Minnesota - City Manager - 1988
Worthington, Ohio - City Manager - 2007
Wylie, Texas - City Manager - 2004
York, Pennsylvania - Business Administrator & Assistant Solicitor - 2000

County Managers/Administrators

Alachua County, Florida - County Manager - 1999
Alachua County, Florida - County Manager - 1984
Arapahoe County, Colorado - County Administrator - 1999
Athens/Clarke County Unified Government, Georgia - Manager - 1995
Athens/Clarke County Unified Government, Georgia - Manager - 2001
Beaufort County, South Carolina - County Administrator - 1992
Broward County, Florida - Assistant to the County Administrator for Affordable Housing - 2004
Charleston County, South Carolina - County Administrator - 2008
Charleston County, South Carolina - County Administrator - 1998
Charlotte County, Florida - County Administrator - 2002
Charlotte County, Florida - County Administrator - 1995
Chesterfield County, Virginia - County Administrator - 1983
Clarke County, Georgia - County Administrator - 1984
Collier County, Florida - County Administrator (Limited Scope Search) - 2000
DeSoto County, Florida - County Administrator - 2005
Fairfax County, Virginia - County Executive - 1980
Grady County, Georgia - County Administrator (Limited Scope Search) - 1999
Gwinnett County, Georgia - County Manager - 1987
Gwinnett County, Georgia - Executive Assistant to the Board - 1985
Hamilton County, Ohio - County Administrator - 2005
Henrico County, Virginia - Assistant County Manager (Technology Agent) - 1973
Henry County, Georgia - County Administrator - 1984
Hernando County, Florida - County Administrator - 2000
Hillsborough County, Florida - County Administrator - 1986
Hillsborough County, Florida - Deputy County Administrator - 2004
Hillsborough County, Florida - Assistant County Administrator for Human Services - 2004
Hillsborough County, Florida - Assistant County Administrator for Development and Infrastructure - 2006
Horry County, South Carolina - County Administrator - 2009
Indian River County, Florida - County Administrator - 1987
Jackson County, Missouri - Chief Administrative Officer - 2007
Jackson County, Missouri - Deputy Chief Administrative Officer - 2007
Jefferson Parish, Louisiana - Assistant to the Parish President (Technology Agent) - 1973
Johnson County, Kansas - County Administrator - 1998
Lee County, Virginia - County Administrator - 1991
Leon County, Florida - County Administrator - 1989
Leon County, Florida - Assistant County Administrator - 1989
Long County, Georgia - County Administrator - 2008
Los Alamos County, New Mexico - County Administrator - 2003
Los Alamos County, New Mexico - County Administrator - 1998
Lowndes County, Georgia - County Manager - 2001

Manatee County, Florida - County Administrator - 1993
Manatee County, Florida - County Administrator - 1984
Martin County, Florida - Assistant County Administrator - 2006
Nashville/Davidson County, Tennessee - Assistant to the Mayor (Technology Agent) - 1973
Northampton County, Virginia - County Administrator - 1999
*Nye County, Nevada - County Manager - 1998
Oconee County, South Carolina - County Administrator - 2010
Orange County, North Carolina - County Manager - 2009
Orange County, North Carolina - County Manager - 2006
Orange County, North Carolina - County Manager - 1987
Osceola County, Florida - County Administrator - 2003
Palm Beach County, Florida - County Administrator - 1985
Polk County, Florida - County Administrator - 1989
Prince William County, Virginia - County Executive - 1990
Ramsey County, Minnesota - County Manager - 1999
Richland County, South Carolina - County Administrator - 2006
St. Louis County, Minnesota - County Administrator - 1987
Santa Rosa County, Florida - County Administrator - 1988
Spartanburg County, South Carolina - County Administrator - 1999
Stafford County, Virginia - County Administrator - 2002
Summit County, Colorado - County Manager - 2007
Summit County, Colorado - County Manager - 2001
Sumter County, Florida - County Administrator - 2005
Sumter County, Florida - Interim Assistant County Administrator/Administrative Services Director - 2006
Union County, North Carolina - County Manager - 2008
Union County, North Carolina - County Manager - 2001
Union County, North Carolina - Assistant County Manager - 2007
Volusia County, Florida - County Manager - 1995
Wise County, Virginia - County Administrator - 2001

APPENDIX B: REFERENCES

You may contact any of the following clients and placements for references on the executive search work of Mr. Mercer:

Mayor Al King
City of Goldsboro; population: 38,313
City Hall, 200 North Center Street
Goldsboro, NC 27530
919-580-4362
c/o mbrewer@ci.goldsboro.nc.us
City Manager Search (January through May, 2011)

James Womble, City Attorney
Everett, Womble, Lawrence & Brown, LLP
507 B Spence Avenue
Goldsboro NC 27534
919-778-6707
jwomble@goldsboronclawyers.com
City Manager Search (January through May, 2011)

John Carter, City Attorney
City of Jacksonville; population: 80,542
815 New Bridge Street, City Hall
Jacksonville, NC 28450
910-938-5018
jcarter@ci.jacksonville.nc.us
City Manager Search (January through May, 2010)

Kristy Stallings, Deputy City Manager
City of Overland Park; population: 275,000
8500 Santa Fe Drive
Overland Park, KS 66212
913-895-6152
kristy.stallings@opkansas.org
City Manager Search (September through December, 2010)

Due to possible summer vacation schedules for the above four references we have also given the following references in case some of the above four cannot be reached.

Mr. Barry Jacobs, Former Chairman
Board of County Commissioners
Orange County; population: 120,965

2105 Moorefields Road
Hillsborough NC 27278
919-732-4384

bjacobs@co.orange.nc.us

County Manager Search (April through September, 2006; March through June, 2009)

Kirby Bowers, Executive Director
Triangle J Council of Governments
PO Box 12276
RTP NC 27709
919-558-9395

kbowers@tjcog.org

Various searches when Mr. Bowers was County Administrator of Loudoun County, VA (July through October, 2004)

Ellis Hankins, Executive Director
North Carolina League of Municipalities
PO Box 3069
Raleigh, NC 27602
919-715-4000

EHANKINS@nclm.org

Organization and Management Study and Update (May through June, 2004)

Mayor Robert Misenheimer
City of Kannapolis
408 Walker Street
Kannapolis, NC 28081
704-932-2322

bmisenheimer@cityofkannapolis.com

Executive Director Search for Centralina Council of Governments (July through October, 2010)

Mayor Marilyn Hatley
City of North Myrtle Beach; population: 15,000
1018 Second Avenue South
North Myrtle Beach, SC 29582
943-280-5525

mjohatley@aol.com

City Manager Search (March through July, 2010)

Mayor Tom Beehan
City of Oak Ridge; population: 27,378
200 S Tulane Avenue
Oak Ridge, TN 37830

865-425-3432

tbeehan@cortn.org

City Manager Search (September through December, 2003; March through August, 2010)

Mayor Wes Perry

City of Midland; population: 103,880

300 N Loraine Avenue

Midland, TX 79701

432-686-5000

wes@egresources.com

City Manager Search (March through August, 2008)

Diane Bohlman, Director of Human Resources

City of Hampton; population: 145,494

22 Lincoln Street

Hampton, VA 23669

757-727-6552

dbohlman@hampton.gov

City Manager Search (1984, September through December, 2009)

Marcus Jahns, City Administrator

City of League City; population: 68504

300 W Walker Street

League City, TX 77537

281-554-1022

marcus.jahns@leaguecity.com

City Administrator Search (2004; August through December, 2009)

Mayor William Bell

City of Durham; population: 200,000

101 City Hall Plaza

Durham, NC 27701

Bill.Bell@durhamnc.gov

City Manager Search (November 2004 through February 2005; February through May, 2008)

APPENDIX C: QUESTIONS AND ANSWERS ABOUT EXECUTIVE SEARCH

1. Why should a public sector organization utilize an executive recruiter?

We have the experience, time and a vast array of national contacts in public agencies. This will save your organization time and money in filling key positions with candidates of exceptional quality.

The trend is that more and more public agencies, both large and small, are turning to executive search firms to recruit key executives and managers who may be happy and successful elsewhere. This trend has developed because of the complexity and time consuming nature of locating and selecting high quality persons for public sector organizations and by the tremendous success of specialty firms such as ours in meeting client needs quickly and efficiently.

2. How is an executive search conducted?

Our methods have been successfully tested over a number of years. We normally meet with the key clients and appointed officials who engage us in order to determine the selection criteria for the position. These criteria usually include education and professional development, related experience, management style and abilities, and personal characteristics. We then seek out exceptionally well-qualified individuals and invite them to become candidates. We screen candidates against the selection criteria and thoroughly evaluate the background of the most promising candidates. We submit to you a detailed report on the top five or so candidates who best meet the criteria.

We arrange interviews of the candidates with you, attend the interviews ourselves, negotiate with selected finalists if you wish, and notify remaining applicants of your decision. Throughout the process, we acknowledge all applicants and keep you informed of progress. We will also conduct a goal and objective-setting session with you and the key executive to fully establish him/her within the organization. Where possible, we maintain confidentiality of all information in accordance with our professional standards.

3. When can results be expected?

A national search process normally takes 60 days from agreement to submission of the final report. Interviews can be conducted immediately after the report is submitted and negotiations with the selected candidate can be concluded shortly thereafter. More limited searches can usually be completed more quickly.

4. **What are the chances of success?**

We have an outstanding success rate on all of our executive search assignments and will be pleased to offer numerous references as tributes to our work.

5. **What will the electorate think?**

They are concerned with excellent quality and timeliness of service and with cost efficiency. Our process assures you that these constituent objectives are being met most effectively.

6. **What is the role of the client?**

The client is the key decision-maker. We will not usurp the client's authority relative to the process and the key decisions. We work closely with our client to assure that final results are highly acceptable.

7. **What does it cost?**

We charge a fixed professional service fee that does not depend upon salary paid. Our consulting expenses are in addition to the professional service fee. Our fees vary according to local circumstances.

8. **What other services are provided?**

If, for some reasons, the selected candidate leaves within the first two years, we guarantee that we will conduct a replacement search for expenses only. In addition, we guarantee that we will not attempt to recruit any of the client's key people for other positions for a period of two years from the completion of the search.

9. **What about EEO requirements?**

The Mercer Group, Inc. is an equal opportunity recruiter. We will not discriminate against any person on the basis of race, religion, creed, color, sex, handicap, or national origin. We have had numerous women and minority candidates and placements.



The Mercer Group, Inc.

Consultants To Management

5579B Chamblee Dunwoody Road #511

Atlanta, Georgia 30338

(770) 551-0403

FAX (770) 399-9749

E-mail: jmercerc@mercergroupinc.com

February 9, 2011

Dear Colleague:

We have the privilege of assisting the City of Goldsboro, North Carolina, in its search for a new City Manager. This is an excellent opportunity to live and work in one of North Carolina's historic cities. Goldsboro offers a high quality of life along with the gentility of Southern living. The current City Manager has announced his intention to retire. The population of Goldsboro is approximately 38,313. The enclosed Recruitment Brochure describes the position more fully.

If you are interested in this position, please send a resume by mail, fax or e-mail by close of business March 21, 2011. If you wish to discuss the position, please call Jim Mercer, President/CEO, at 770-551-0403.

As you may know, we have ethical standards to uphold with our clients. Therefore, if you are a placement of ours or are a recent client, we are only seeking referrals of others whom you may know that may be qualified for this position.

Thank you for your time. We look forward to hearing from you by mail, e-mail, fax, voice mail or in written form.

Best wishes for the future.

Sincerely yours,

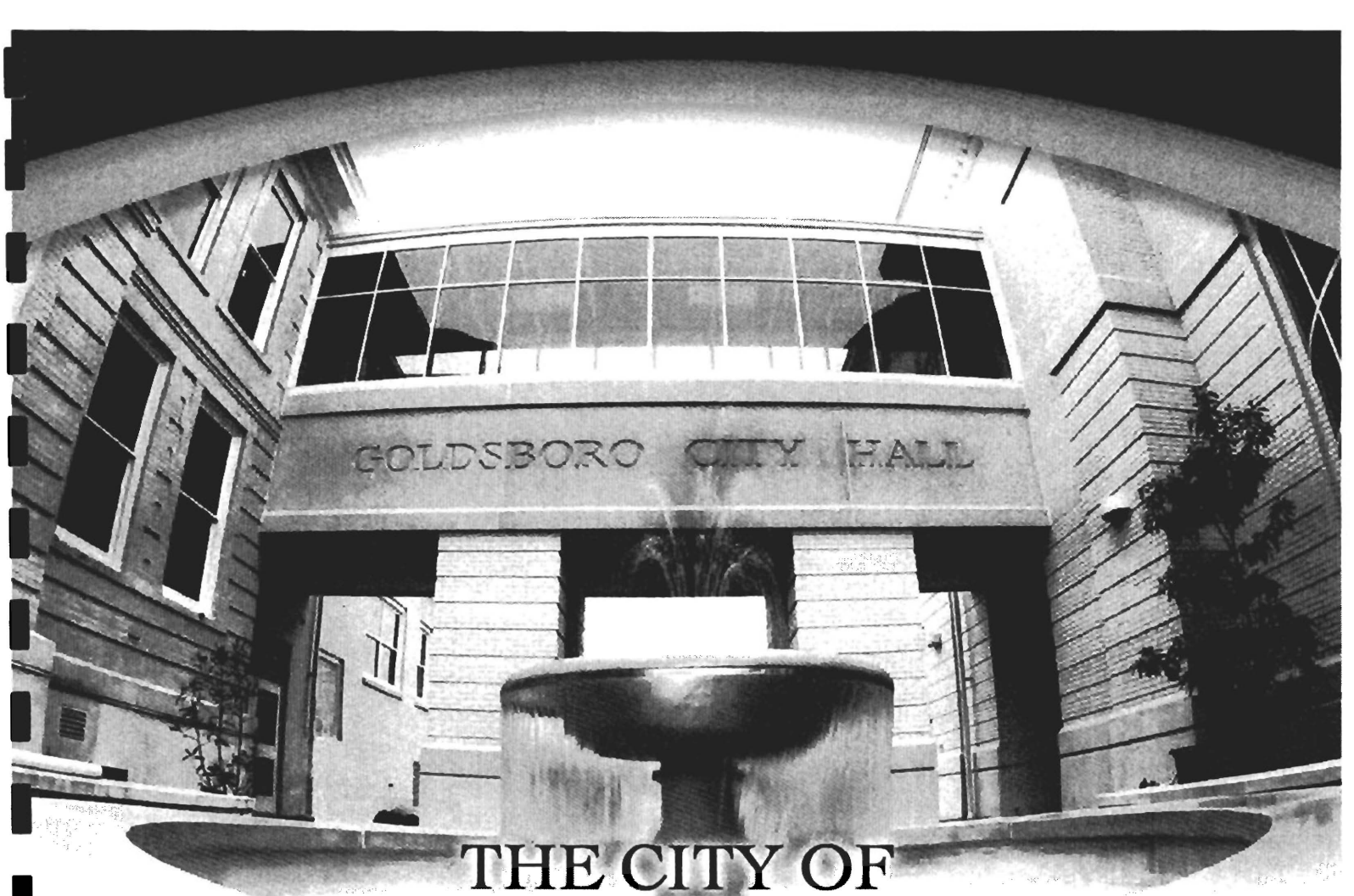
THE MERCER GROUP, INC.

James L. Mercer, President/CEO
Certified Management Consultant (CMC)

Enclosure

PINPOINTING WORKABLE SOLUTIONS FROM OUR OFFICES NATIONWIDE

www.mercergroupinc.com



THE CITY OF

GOLDSBORO, NORTH CAROLINA

invites your interest

in the position of

CITY MANAGER

GOLDSBORO... AN EXCITING OPPORTUNITY



This is an excellent opportunity to live and work in one of North Carolina's historic cities. Goldsboro offers a high quality of life along with the gentility of Southern living.

ABOUT THE CANDIDATE

The City of Goldsboro is seeking a new City Manager to replace the current City Manager who has announced his intention to retire. The City Council is seeking an outstanding individual who has the experience and vision to assist the City Council in taking the community to a new level of success.

Education and Professional Development:

- A Bachelor of Arts or Science degree in Public or Business Administration or a related field is required.
- A Master of Public Administration, Business Administration or a related advanced degree is preferred.
- Evidence of continued professional development through active participation in professional membership associations and activities such as the International City/County Management Association (ICMA) and the North Carolina City and County Management Association (NCCCMA) is required. An individual who is an ICMA Credentialed Manager would be a plus.

Experience:

- Five to seven years of progressively responsible experience as a city manager, deputy city manager or assistant city manager or related experience in a comparably sized or larger, full-service city is required.
- Experience in economic development, infrastructure replacement and development, budgeting and financial management, municipal utilities and human resources development is required.

- A positive track record of dealing effectively with issues of diversity, intergovernmental relations and of utilizing technology in the workplace is important.
- Experience in North Carolina and familiarity with North Carolina laws would be a plus.

Desirable Skills, Knowledge and Abilities:

- A teamplayer/teambuilder with excellent interpersonal skills and an orientation toward customer service.
- A visionary leader.
- Someone who is up-to-date technologically.
- An effective delegator and negotiator.
- A good listener, consensus builder and someone who can effectively resolve conflict.
- An open and accessible individual.
- A patient person who will treat people with dignity and respect.
- A person who will set direction, regularly evaluate staff and hold staff accountable for desired results.
- An excellent communicator, both orally and in writing.
- Someone who is flexible, yet focuses on important City priorities.
- A person who is familiar with Federal programs and grant writing.
- Someone who is an effective organizer and motivator. A person who will lead the City proactively in a positive way.
- An individual who will spend a balance of their time in the office and out in the field with an eye towards successful implementation of Council policy.
- A person with a skill set in effectively utilizing technology to improve City processes.

- An adept problem solver.
- A stable, secure person who will share important information for the betterment of the organization.
- A coach and facilitator.
- A persuasive person who is able to gain credibility and respect of others.
- Someone who understands change and how to effectively deal with it.
- Someone who is supportive of City employees.
- A person who will dedicate themselves to the position and who will make a long-term commitment to the City of Goldsboro.

ABOUT THE POSITION

The City Manager of the City of Goldsboro is responsible to the City Council for the proper administration of all affairs of the City. He/she has the power to appoint and remove all officers, department heads, and employees in the administrative service of the City, except the City Attorney.

The City Manager assures that the ordinances, resolutions, and regulations of the City Council and the laws of the State of North Carolina are executed and enforced. He or she makes recommendations to the City Council concerning the affairs of the City, keeps the Council informed as to the financial conditions and future needs of the City, and attends all meetings of the City Council.

ABOUT GOLDSBORO

The City of Goldsboro sits at the literal center of Wayne County and has served as the economic, cultural and political hub of the County for over a century and a half. Goldsboro serves as the main transportation center for the area's booming agriculture industry and offers all of the amenities of a small city on the rise. A wonderfully diverse community, Goldsboro is renowned for its many picturesque residential sections, quaint specialty shops, and its eclectic mix of restaurants.

When Wayne County was formed in 1789, the town of Waynesborough developed along the banks of the Neuse River, around the county courthouse built there. In the late 1830's, the Wilmington and Raleigh (Weldon) Railroad line was built to the east of Waynesborough. At the intersection of the railroad and the New Bern Road, a hotel was built and a community began to establish itself. This community became known as Goldsborough's Junction after Major Matthew T. Goldsborough, an Assistant Chief Engineer with the railroad line. The town of Goldsborough was incorporated in 1847 and the name change was officially adopted in 1869.

The City of Goldsboro became the county seat for Wayne County in 1847. With a population of 38,313 and corporate limits of 26 square miles, Goldsboro has developed largely as the transportation center for the area's agriculture industry.

Goldsboro is conveniently located on US 70, and is within 30 minutes of the I-40 and I-95 corridors. Goldsboro is renowned as the home of Seymour Johnson Air Force Base, home of the 4th Fighter Wing. Seymour Johnson is the mainstay of the City's economy which is very solid.

Downtown Goldsboro enjoys its status as a thriving commercial, civic and cultural center for the area. A diverse mix of shops, restaurants, historic homes and businesses are all within a comfortable four-square-block walking distance.

Goldsboro enjoys a comparatively modest cost of living. The City also offers numerous historical attractions, educational opportunities, the finest in health care, shopping, cultural and recreational resources and proximity to larger communities with amenities including university and professional sports teams.

For more information about the City of Goldsboro, see:

www.ci.goldsboro.nc.us



ABOUT GOLDSBORO CITY GOVERNMENT

The City of Goldsboro adopted the Council-Manager form of government by Charter in 1917, one of the early municipalities in the United States to do so. The governing body of the City consists of six Councilmembers and a Mayor who serve on a part-time basis as lay legislators. The Mayor is the official and ceremonial head of City Government and presides at all City Council meetings. The Mayor and all Councilmembers vote on all matters coming before the City Council for action.

A Mayor Pro-Tem is chosen by the City Council from among its members to perform the duties of Mayor in the event of the absence or disability of the Mayor.

The Mayor and six Councilmembers serve as the legislative body of the City. The City Council adopts ordinances and resolutions and establishes policies, programs and procedures necessary for governing the City.

The Mayor is elected at-large by the qualified voters of the City. Each Councilmember is elected by the qualified voters of each of six election districts to represent that district. Terms of office for the Mayor and each Councilmember are four years. Elections are non-partisan.

The City Council appoints the City Manager who is the Chief Executive Officer and the head of the administrative branch of City government. The City Council also appoints the City Attorney and various advisory boards and commissions.

The City Manager handles the day-to-day activities of the City and oversees the City Clerk and 8 City departments including Police, Fire, Public Works, Public Utilities (Water, Sewer and Solid Waste), Planning and Development, Finance, Recreation and Parks, and Human Resources. The Assistant City Manager manages the Paramount Theater, Information Technology, Community Affairs and is the City staff liaison with the Downtown Goldsboro Development Council.

The City of Goldsboro is a full-service City providing a full range of municipal services to its residents. The FY 2010-2011 General Fund City budget is \$31.3 million and the Utility Fund budget for the same period is \$15.4 million for a total budget of \$46.7 million. The City government has 476 authorized positions for FY 2010-2011. There are currently 450 FTE employees, 2 Community Development positions, 13 frozen vacant positions and 41 part-time staff positions. The City is in good financial condition.

COMPENSATION

The expected starting salary range for the new City Manager of the City of Goldsboro is expected to be market competitive depending on experience and qualifications of the selected individual. In addition, an automobile allowance and a competitive fringe benefit package will be provided to the successful candidate.

HOW TO APPLY

Resumes should be sent by close of business March 21, 2011 to:

James L. Mercer, President
The Mercer Group, Inc.
5579B Chamblee Dunwoody Road, #511
Atlanta, Georgia 30338

VOICE: 770-551-0403
FAX: 770-399-9749
E-Mail: jmerc@mercergroupinc.com
Website: www.mercergroupinc.com



The Mercer Group, Inc.
Consultants To Management

The City of Goldsboro is an Equal Opportunity Employer. The City of Goldsboro does not discriminate on the basis of race, color, religion, creed, sex, age, marital status, national origin, political ideas or disability in employment or the provision of services.

TOWN OF CARRBORO, NC

**Executive Recruitment Services
for the Position of**

TOWN MANAGER

Prepared by Robert E. Slavin on June 13, 2011



SLAVIN MANAGEMENT
CONSULTANTS

3040 Holcomb Bridge Rd. Suite A-1 • Norcross, Georgia 30071 • (770) 449-4656 • FAX (770) 416-0848 • E-mail: slavin@bellsouth.net

slavinweb.com

With affiliates in Cincinnati, OH; Dallas, TX; Hartford, CT; Key West, FL; Los Angeles, CA ; Mackinac Island, MI; and Mesa, AZ



SLAVIN MANAGEMENT
CONSULTANTS

June 13, 2011

Ms. Desiree S. White
Human Resources Director
Town of Carrboro
301 W. Main Street
Carrboro, NC 27510

Dear Ms. White:

Slavin Management Consultants is pleased to submit this proposal to conduct the executive search for Carrboro's next Town Manager.

Slavin Management Consultants (SMC) operates a national local government executive recruitment practice from its home office near Atlanta, Georgia and also has consultants in California, Michigan, Texas, Connecticut, Florida and Arizona. With its extensive national network, SMC is confident in its ability to secure a group of outstanding candidates from throughout the nation that would be a good fit for the Town.

This proposal commits the highest level of our firm's resources. I will manage and serve as the primary consultant for this critical project. I am the owner and president of SMC and I am among the most experienced recruiters of governmental managers in the nation. SMC has a well earned reputation for its strong and proven commitment to providing exceptional recruitment services to public agencies and it has received many accolades supporting this work. *Mr. Slavin has the authority to bind the corporation.*

Ms. Randi Frank and Mr. Paul Wenbert will assist with the project. All are highly experienced human resources consultants.

Over the years, SMC has recruited many executives for North Carolina public agencies. These include Asheville, Cary, Chapel Hill, Charlotte, Creedmoor, Durham, Greensboro, Huntersville, Mecklenburg County, Wake County and Winston-Salem.

Thank you for the opportunity to submit this proposal. Please contact me at (770) 449-4656 if you have any questions about this proposal.

Sincerely,

SLAVIN MANAGEMENT CONSULTANTS

Robert E. Slavin
President

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SECTION I—ABOUT CARRBORO

Town of Carrboro (Pop. approx. 20,000), a diverse and progressive community known as "the Paris of the Piedmont" seeks a qualified candidate to fill the position of Town Manager (vacancy due to retirement). Carrboro has approximately 162 full and part-time employees, with an annual budget of \$18,489,939.

The Town Manager is responsible for managing the day-to-day operations of the Town; providing leadership and general supervision to the Town departments and coordination of all Town operations; ensuring that services are delivered in accordance with established policy; and, ensuring that the Board is kept informed on all matters relating to the Town.

The position reports directly to the Mayor and Board of Aldermen and acts as the liaison with various public agencies, legislative bodies, and regional organizations. The Manager is responsible for preparing, presenting, and monitoring the annual budget for the Town and provides overall direction of the Town's operations to ensure that objectives are met and costs do not exceed budget restrictions. The Manager's salary and benefits package is competitive.

The Town government is comprised of the following departments: Town Manager (includes Information Technology Division), Town Clerk, Police, Recreation and Parks, Fire, Management Services (includes Finance and Purchasing Divisions), Human Resources, Public Works, Planning (includes Zoning and Inspections Divisions), and Community /Economic Development Department.

SECTION II—ABOUT SLAVIN MANAGEMENT CONSULTANTS

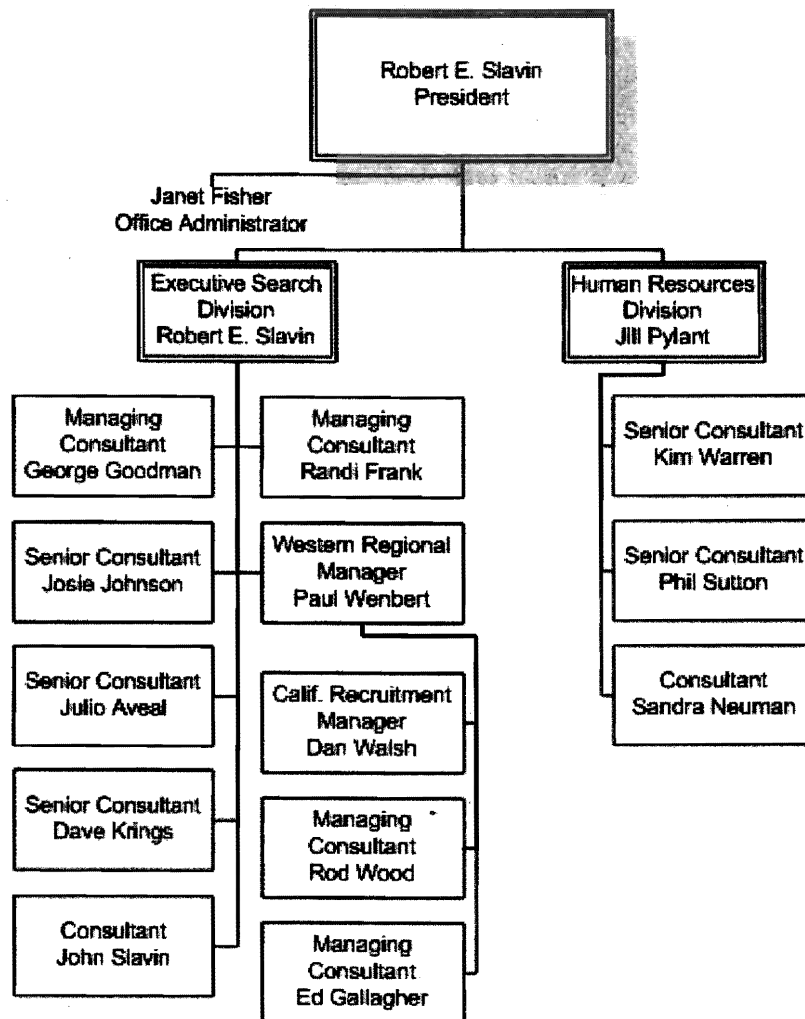
Slavin Management Consultants (SMC) was formed in 1991 and is incorporated in the State of Georgia. SMC operates a national practice from its home office near Atlanta, Georgia. The principal and only stock holder of the firm is Robert E. Slavin. Mr. Slavin has extensive experience as a local government manager, an executive recruiter and a management consultant. In addition to the home office staff, SMC has consultants in Dallas, Texas; Hartford, Cincinnati, OH; Connecticut; Key West, Florida; Los Angeles, California; Mackinac Island, Michigan and Mesa, Arizona.

SMC provides high-quality consulting services to state and local governments, health care providers, transit authorities, utilities, special districts and private sector clients. Specialty practice areas include executive recruitment, pay and classification, performance appraisal systems and organizational development and training. SMC has conducted successful assignments for hundreds of public sector organizations nationally and received many accolades for its work.

Slavin Management Consultants is in excellent financial condition. The company is profitable, is current with all of its accounts and has no debt. SMC has never been sued and is not aware of any pending legal actions against the company.

SMC ORGANIZATIONAL CHART

Slavin Management Consultants



EEO STATEMENT

Slavin Management Consultants is committed to building a diverse workforce which reflects the face of the communities it serves. In addition, SMC honors and respects the differences and abilities of its employees and provides them with the necessary opportunities, tools and support to achieve their maximum potential.

Equitably managing a diverse workforce is at the heart of equal opportunity. Valuing diversity is the basis for a policy of inclusion. Diversity recognizes and respects the multitude of differences which employees bring to the workplace. Diversity complements organizational values that stress teamwork, leadership, empowerment, and quality service. Diversity is best implemented when managers maintain an environment that values the differences in their employees and take steps to ensure that all employees know they are welcome.

To achieve workplace equity and inclusion, SMC utilizes the practices outlined below:

- It does not discriminate in employment on the basis of race, color, religion, national origin, sex, age, disability, marital status, sexual orientation, creed, ancestry, medical condition or political ideology;
- Its recruiting efforts ensure that applicant pools are both capable and diverse;
- It makes employment decisions based on job-related criteria and provides opportunities for entry and promotion into non-traditional jobs; and
- It maintains a workplace free of all forms of harassment.

SMC STAFF ASSIGNED TO THIS PROJECT

Mr. Robert Slavin serve as project manager on this assignment. During his more than thirty year career as a local government recruiter, Mr. Slavin has conducted more than 25 searches for North Carolina jurisdictions. He has an outstanding local government network both in North Carolina and throughout the country. Mr. Slavin is among the most experienced recruiters of local government managers in the nation. He has a strong and proven commitment to providing exceptional recruitment services to public agencies and has received many accolades supporting this work. Mr. Slavin has conducted or assisted in the conduct of more than 750 successful executive searches throughout his career. Mr. Slavin will be assisted by members of SMC's exceptional executive search team. Mr. Paul Wenbert and Ms. Randi Frank will assist with this project.

After a 30-year career in city management, Mr. Wenbert joined SMC in June 2007 as its Western Regional Manager. Since joining SMC, Mr. Wenbert has conducted searches for cities as small as Warrensburg, Missouri (17,000 population) to as large as Fort Worth, Texas (695,000 population).

During his city management career, Mr. Wenbert was responsible for supervision of a \$470 million budget and 1,100 employees as Deputy City Manager for the City of Mesa, Arizona. Mr. Wenbert spent 13 years of his career as a City Manager. Mr. Wenbert has an extensive nationwide professional network based on his 25 years of involvement in the International City/County Management Association (ICMA) which includes serving on the ICMA Board and chairing 3 ICMA Committees. Mr. Wenbert has a significant local government management network in California primarily through his involvement in ICMA. Also, Mr. Wenbert recently completed an organizational assessment for San Mateo County California.

Additional project support will be provided by Ms. Randi Frank. Ms. Randi Frank is a managing consultant with SMC based near Hartford, Connecticut. Her varied background includes more than twenty-five years of experience working with and for governments. Her career includes federal, county, and municipal government experience. While directly employed by governments, Ms. Frank held the positions of Assistant Town Manager, Assistant to the Manager, Budget Analyst and Research Associate. Since 2000, she has been a consultant to government. As such, she has recruited managers and department heads for many jurisdictions. Her practice has been primarily, but not exclusively focused in New England, the Mid Atlantic and the Southeast.

Ms. Frank holds a Master's degree in Public Administration from the University of Southern California and a Bachelor's degree in Urban Affairs from the University of Rhode Island. Ms. Frank is certified as a professional risk manager by the Insurance Institute of America.

From her diverse background, Ms. Frank's has gained first hand experience and in-depth knowledge in a wide-variety of fields and expertise in several areas. In addition to executive search, Ms. Frank's expertise includes the fields of Human Resources, Risk Management, Grantsmanship, Recycling, General Management and Purchasing.

Additional information about SMC staff assigned to this project is included in the Appendix.

SMC'S RESULTS-ORIENTED PROCESS

SMC uses a "critical path" search process which allows its clients to focus their attention on the selection process rather than on identifying, recruiting, screening and evaluating candidates. The best prospects are typically happily employed and do not respond to advertisements. These people need to be found and encouraged to become candidates. They are understandably reluctant to apply for positions when their application could become a matter of public information prior to being assured that the client is interested in their candidacy. SMC has a proven track record of aggressively pursuing these types of "happily employed" candidates to encourage them to submit their applications. SMC's approach to this assignment will reflect the unique qualities of Carrboro, and it will honor the confidentiality of candidates to the extent permitted by North Carolina law.

SMC would like the Town of Carrboro to consider SMC's unique qualities and approach identified below that help to distinguish it from other public sector recruiting firms.

- SMC is results-oriented. Once the recruitment profile is approved by the Town, SMC will "lock" into the profile's criteria and carefully identify, recruit and evaluate candidates who meet the **Town of Carrboro's**

criteria. SMC does not simply bring forward candidates that it may already know.

- SMC is committed to complete client satisfaction. SMC's successful placement-oriented approach will ensure that the project work is practical, realistic and timely and that it has the full commitment and support of the client so that a successful placement occurs.
- SMC makes use of resources that go beyond "Google" searches to conduct background checks of potential candidates. **In addition and fairly unique to this industry, SMC visits finalists' work sites prior to client interviews to learn first-hand about candidates' management style and work performance.**
- SMC are leaders in the executive search field with extensive experience in conducting public sector executive searches throughout the nation.
- SMC's methodologies are state-of-the-art and include advertising in traditional publications, websites and use of SMC's large resume data base to generate quality applicants.
- SMC's style is interactive in that it builds a partnership with its clients.
- SMC uses discount airfares and makes multi-client trips whenever possible to reduce expenses to its clients.
- SMC are experts in EEO/AA recruitment. Approximately 25 percent of its placements are females and/or minorities.
- Every search that SMC has conducted has resulted in a selection from among its recommended group of candidates. SMC's experience includes large and small organizations and chief executives and subordinate-level positions. **More than 95 percent of SMC's placements have remained in their clients' positions for more than five years.**

While SMC is proud of its results-oriented approach of focusing on the practical aspects of filling positions in a timely and cost-effective manner, SMC realizes that process is important as well. For example, Carrboro's Town Manager recruitment profile and advertisement will be viewed by thousands of local government professionals throughout the nation. This provides an excellent opportunity for Carrboro to market itself and increase its visibility within the local government management profession. SMC will produce a quality recruitment profile document that markets Carrboro in a positive light (see Appendix for example of SMC recruitment profile). In addition, the "customer service" approach that SMC employs in dealing with prospective candidates will also reflect positively on Carrboro. SMC is as proud of its responsiveness to candidates as it is to its clients.

CITY/COUNTY MANAGER SEARCHES CONDUCTED

The following are city and county manager searches that have been conducted by Slavin Management Consultants within the last four years.

CLIENT	POPULATION	YEAR	SEARCH
Alleghany County, VA	13,000	2007	County Administrator
Archuleta County, CA	13,000	2008	County Administrator
Asheville, NC	73,000	2005	City Manager
Auburn Hills, MI	24,000	2006	City Manager
Branson, MO	6,000	2008	City Administrator
Cass County, MI	50,000	2011	County Administrator
Cary, NC	95,000	2009	Town Manager
Corpus Christi TX	280,000	2011	City Manager
Davie, FL	76,000	2007	Town Manager
Dunedin, FL	36,000	2007	City Manager
Dunwoody, GA	40,000	2008	City Manager
East Point, GA	40,000	2009	City Manager
Escambia County, FL	300,000	2008	County Administrator
Fort Myers, FL	48,000	2007	City Manager
Franklin, TN	59,000	2008	City Administrator
Glynn County, GA	65,000	2009	County Administrator
Greensboro, NC	224,000	2006	City Manager
Greenwood Village, CA	11,000	2006	City Manager
Gulf Shores, AL	9,000	2008	City Administrator
Guymon, OK	14,000	2008	City Manager
Hardeeville, SC	3,000	2011	City Manager
Independence, KS	9,800	2010	City Manager
Iowa City, IA	65,000	2010	City Manager
La Plata, MD	7,000	2007	Town Manager
Mansfield, MA	23,500	2009	Town Manager

CLIENT	POPULATION	YEAR	SEARCH
Newark, DE	29,000	2008	City Manager
Northglenn, CO	32,000	2006	City Manager
North Port, FL	44,000	2005	City Manager
Norwich, CT	36,000	2008	City Manager
Novi, MI	53,000	2006	City Manager
Rock Hill, NC	68,000	2010	City Manager
Peoria County, IL	186,500	2011	County Administrator
Seminole County, FL	390,000	2011	County Administrator
Statesboro, GA	26,000	2008	City Manager
St. Joseph, MO	76,000	2011	City Manager
Storm Lake, IA	10,000	2009	City Manager
Suwanee, GA	15,000	2008	City Manager
Topeka, KS	124,000	2006	City Manager
Urbandale, IA	38,000	2009	City Manager
Venice, FL	21,500	2009	City Manager
Volusia County, FL	443,000	2006	County Manager
Whitfield County, GA	92,000	2007	County Administrator
Wichita, KS	360,000	2008	City Manager
Windham, CT	24,000	2009	Town Manager
Winston-Salem, NC	186,000	2006	City Manager

FIRM CONTACT INFORMATION

The following individuals will serve as the primary contacts for this project:

Project Manager

Robert E. Slavin, President
Slavin Management Consultants
3040 Holcomb Bridge Road, Suite A-1
Norcross, Georgia 30071
Phone: (770) 449-4656 – work
Phone: (678) 296-0848 – cell
Fax: (770) 416-0848
Email: slavin@bellsouth.net

Other Professional Staff

Paul Wenbert, Western Regional Manager
Slavin Management Consultants
7828 E. Red Hawk Circle
Mesa, Arizona 85207
Phone: (480) 664-2676 – work
Phone: (480) 444-9512 – cell
Email: pwconsulting@cox.net

Randi Frank, Managing Consultant
Slavin Management Consultants
7 Promontory Drive
Wallingford, CT 06492
Phone: (203) 284-3707
Email: rfrank05@snet.net

SECTION III—WORK PLAN

SMC will use a proven and comprehensive seven-step work plan to complete this project as follows:

- Develop recruitment profile;
- Recruit qualified candidates;
- Submit written progress report on semi-finalists to client;
- Conduct background investigations/site visits on finalists;
- Assist client in interview and selection process;
- Facilitate employment of selected candidate; and
- Conduct follow-up with client after candidate has been employed.

Each step of this work plan is described below.

1. Develop Recruitment Profile

SMC will meet with the Board of Aldermer and Department Directors to learn about the Town's needs and culture. Also, SMC will be happy to meet with additional community leaders and Town staff if desired. Finally, SMC would appreciate receiving a guided tour of the community. These meetings and tour will help SMC determine the unique challenges to be managed by Carrboro's next Town Manager. This will allow SMC to accurately describe the desired professional and personal attributes that top candidates should possess.

Once SMC has gained sufficient information, it will prepare a draft recruitment profile and review it with the Board of Aldermer to obtain its approval. The profile will include information about the Carrboro community, Town government, issues and opportunities to be managed by the next Town Manager and the job requirements and selection criteria.

2. Recruit Qualified Candidates

SMC will review its database to find those candidates whom it may already know who meet the job specifications and selection criteria. SMC will also utilize its professional local government management network to identify outstanding candidates and invite them to apply for the position. SMC will prepare and place advertisements in national professional publications and websites.

3. Submit written progress report on semi-finalists

SMC will submit a written progress report on semi-finalists and meet with the client to discuss the report. Typically 10-15 semi-finalists are included in the progress report.

The progress report will summarize each semi-finalists' experience and education and how it relates to the

selection criteria contained in the recruitment profile. Screening of semi-finalists against these criteria will be based on resumes and cover letters, phone interviews and SMC's knowledge of semi-finalists' work performance and the quality of the organizations and communities in which they have worked. The progress report will also include the semi-finalists' current salary. At SMC's meeting with the client, the client will select the finalists to interview using SMC's candidate ranking forms if desired. Typically five finalists are interviewed.

4. Conduct background investigations/site visits on finalists

SMC will conduct background investigations and site visits on the finalists. In order to better assess the finalists' management style and interpersonal characteristics, SMC will personally interview each in his or her present work environment. SMC will closely examine each finalist's experience, achievements, management style and interpersonal skills in relation to the recruitment profile's selection criteria. At the Town's option, finalists may be asked to respond to a supplemental questionnaire to learn more about their management style and writing skills.

SMC's background investigations include detailed and extensive reference checks which cover a minimum period of ten years. SMC will interview the references provided by the finalists as well as others who can evaluate the candidate's job performance. The background work also includes investigation of finalists':

- criminal and civil court records;
- credit history;
- driving records; and
- college degrees.

At the client's option, SMC can arrange for assessment centers and/or psychological (or similar) testing of the candidates. These optional items will result in additional cost to the client.

SMC will provide a report to the client about these background checks and site visits.

5. Assist client in interview and selection process

SMC will be present during the Town's interview process that will include at least the Board of Aldermer and Department Directors. If desired, SMC will also assist the client in designing the interview process and can provide interview tips and questions. SMC will contact finalists to inform them of interview schedules and other logistical details. Finally, SMC will notify all unsuccessful candidates of the final decision reached and will continue to work for the client until a suitable candidate is hired by the client.

6. Facilitate employment of selected candidate

SMC will provide information about trends in employment, compensation and benefits, employment agreements and relocation expenses to client. SMC will also facilitate negotiation of the selected candidate's compensation package.

7. Conduct followup with client after candidate has been employed

SMC will followup with the Board of Aldermer and the new Town Manager six and twelve months after the candidate has been employed to evaluate the success of the placement. SMC will assist in any adjustments that may be necessary.

SECTION IV—GUARANTEES

SMC provides a comprehensive set of assurances and guarantees to clients that include:

- A commitment to excellence. SMC guarantees that the selection process and placement will be of high quality and successful. To accomplish this, SMC will continue to work with the client until a satisfactory candidate is selected and accepts employment;
- SMC guarantees its work and will redo the search if the position is vacated, for any reason, within two years of the employment date of a candidate selected by the client through SMC's efforts. SMC will charge the client only for its out-of-pocket expenses to redo the search (no professional fees will be charged);
- SMC will never actively recruit any candidate who SMC has placed nor will SMC actively recruit any employee from a client organization for at least two years from the completion date of an assignment;
- SMC will properly handle any and all media relations. Unless otherwise directed, it is SMC's standard practice to tell all media that SMC is working on behalf of the client and that any public statement should come from the client directly. Under no conditions will SMC release information to the media unless specifically directed by the client to do so; and
- SMC will keep the client informed and involved in the search process. SMC will provide frequent verbal and written progress reports to the client.

SECTION V—PROJECT SCHEDULE

The search process normally takes 90 days to complete from the date that the contract with SMC is approved and typically follows the schedule below.

STEPS	DAYS				
	1-30	30-45	45-60	60-90	90-360
1. Develop recruitment profile and advertising program for client approval	✓				
2. Identify qualified candidates, and receive and review resumes	✓	✓			
3. Screen & evaluate prospective candidates/prepare progress report and meet with client		✓	✓		
4. Background investigations and site visits to finalists				✓	
5. Interview and evaluate prospective candidates				✓	
6. Assist in selection and facilitate employment				✓	
7. Establish performance evaluation criteria and follow-up					✓

SECTION VI—PROJECT COST

PROFESSIONAL FEES

SMC's fees are based on a rate schedule that reflects the experience of the individual assigned. We use a flat fee rate schedule. Therefore, there are no project limitations based on annual salary. Our employees are paid on a monthly salary basis. Our clients are based on the basis of contract established flat fees and not determined by employee billable rates. We do not determine overhead rates. The following tables show the level of involvement by project step and cost.

PROJECT COSTS					
STEPS	ASSIGNED HOURS (Approximate)			RATE (Hours)	FEES
	Project Manager	Consultant	Total		
1. Project planning/develop position profile/place advertising	34		34	75	\$2,550
		4	4	40	\$160
2. Identify and Recruit Candidate/Acknowledge Resumes	38		38	75	\$2,850
		35	35	40	\$1,400
3. Screen candidates/phone interview potential semi-finalist candidates/prepare progress report	12		12	75	\$900
		12	12	40	\$480
4. Meet with client to present progress report and select finalist candidates	4		4	75	\$300
5. Schedule finalist interviews/assist client to design final interview process	8		8	75	\$600
6. Finalist background investigation including on-site interviews with finalist candidates	38		38	75	\$2,850
		32	32	40	\$1,280
7. Finalist interviews/assist with employee selection	14		14	75	\$1,050
8. Negotiate Employment Agreement	4		4	75	\$300
9. Follow-up	4		4	No Charge	\$0
TOTAL HOURS	156	83	239		
TOTAL COSTS					\$14,720

EXPENSES

Consultant Travel: The client pays direct costs for all necessary consultant travel using lowest available air rates, corporate hotel rates at moderately priced properties (Holiday Inn or equivalent), rental cars using the corporate discount and normal meals. The client controls these costs in the following ways: 1) the client pre-approves all work plans including all consultant and candidate travel and 2) when appropriate, the consultant will accomplish multiple purposes when traveling and will allocate costs to multiple clients.

Office Costs: Telephone (\$350 flat fee, billed in two installments), fax, postage, messenger, copier, and clerical costs.

Advertising: Typically approximately \$2,500. Client controls these costs because the advertising program will be approved by the client prior to implementation.

Expenses for the executive search project described in this proposal **will not exceed 55 percent** of the professional fee (**\$8,096**). Therefore, the total cost for this project **will not exceed \$22,816**. The cost for finalists to travel to the client's locale for interviews is not included in the cost of this proposal. Such costs are typically paid by the client on a reimbursement basis directly to the candidates and controlled through the client's prior approval of the finalists. These costs vary depending on candidate location, spousal involvement and the length of the interview process. For budgeting purposes, an average cost of between \$450-650 per candidate would be appropriate. Typically five candidates are interviewed.

Should the client's needs result in an increased project scope that significantly increases consultant travel and/or advertising costs, it may be necessary to increase the expense budget for the project. The client's liability to Slavin Management Consultants for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized by the client in writing.

SMC will submit monthly invoices for fees and expenses. It is SMC's practice to bill 30 percent at the start of the search, 30 percent at the end of thirty days, 30 percent at the end of sixty days and the remaining 10 percent shortly after the time that the candidate accepts the position. Expenses will be billed in addition and shown as a separate figure. Each invoice will be payable upon receipt.

SMC will comply with all applicable laws, rules, and regulations of federal, state, and local government entities. SMC's liability, if any, will not be greater than the amount paid to SMC for the services rendered.

SECTION VII—REFERENCES

Ms. Misty Bruckner
Public Affairs Associate
Hugo Wall School of Urban and Public Affairs
Wichita State University
1845 Fairmount Street
Wichita, KS 67260
316-978-6527 (work)
316-651-7247 (cell)
misty.bruckner@wichita.edu
Chair, City Manager Search Committee (2008)

Mayor Bob Andeweg
City of Urbandale
3600 86th Street
Urbandale, Iowa 50322-4057
515-283-3106 (work)
rdandeweg@nyemaster.com
City Manager Search (2009)

Mr. Jose Moreno
Human Resources Manager
City of Fort Worth
1000 Throckmorton Street
Fort Worth, TX 76102
817-392-7772 (work)
817-392-8869 (fax)
jose.moreno@fortworthgov.org
Transportation and Public Works Director and
Police Chief Searches (2008)

Mayor Doug Echols
City of Rock Hill
155 Johnston Street
Rock Hill, SC 29731-1706
(803) 329-7011
dechols@ci.rock-hill.sc.us
City Manager Search (2009)

Mayor Joe Adame
City of Corpus Christi
P.O. Box 9277
Corpus Christi, TX 78469-9277
(361) 826-3100
joea@cctexas.com
City Manager Search (2011)

Ms. Valiria Willis
Human Resources Director
Town of Cary
316 N. Academy Street
Cary, NC 27513
(919) 469-4072 (work)
(919) 319-4567 (fax)
Valiria.Willis@townofcary.org
Town Manager Search (2009)

Jennifer Lawson
Human Resources Director
Wake County
336 Fayetteville Street Mall
Raleigh, NC 27601
(919) 856-6104 (work)
(919) 856-7506 (fax)
jennifer.lawson@co.wake.nc.us
Human Services Director Search (2006)

SECTION VIII—ACCEPTANCE/SIGNATURE

This proposal is presented for Slavin Management Consultants by:

SIGNATURE:



NAME:

Robert E. Slavin

TITLE:

President

DATE:

June 13, 2011

This proposal is accepted for the Town of Carrboro, North Carolina by:

SIGNATURE:

NAME:

TITLE:

DATE:

APPENDIX

A — ABOUT PROJECT STAFF

Robert E. Slavin, SMC President and Director of Executive Recruitment

Mr. Slavin is one of the pioneers in public sector and nonprofit executive search. He is among the best known and respected professional recruiters in the business. He has completed more than 650 searches for governmental and not-for-profit executives in all regions of the United States. Mr. Slavin is a frequent speaker before professional groups and he has written many articles for professional journals concerning governmental management. By special invitation, Mr. Slavin assisted the United States Office of Personnel Management to define and set up the Senior Executive Service for the Federal Government.

Mr. Slavin began his local government career in 1967. His experience includes twelve years working directly for local governments and it includes seven years as a principal consultant with the government search practice of Korn/Ferry International, the largest private sector search firm in the world. He headed the local government search practices for Mercer/Slavin, Incorporated, Mercer, Slavin & Nevins and Slavin, Nevins and Associates, Inc. Mr. Slavin now heads the executive search practice for Slavin Management Consultants, Incorporated. Clients include state and local governments, nonprofit and private sector businesses all over the United States. His experience includes search assignments for the 1984 Los Angeles Olympic's Organizing Committee.

Mr. Slavin's experience and qualifications include organizational analysis, classification and compensation studies and assessment centers and human resource's systems studies.

Before being invited to join Korn/Ferry International, Mr. Slavin served as Assistant City Manager/Director of Human Resources for the City of Beverly Hills, California.

While at Beverly Hills, Mr. Slavin conducted many executive level recruitment assignments involving nationwide search and placement. Before joining the City of Beverly Hills, Mr. Slavin was the Assistant Personnel Director for the City of San Leandro, California.

Before San Leandro, Mr. Slavin was on the personnel staff of Santa Clara County, California. His assignments included recruitment, classification and selection for the County's Health Department, Medical Center, Transportation Agency, Sheriff's Office, Superintendent of Schools, Fire Marshall, Assessor's Office, Library System and County Recorder's Office.

Mr. Slavin received his Bachelor of Science degree in Political Science from the University of Santa Clara, and has completed the graduate course work for a Master's degree in Public Administration at California State

University at Hayward.

Organizations (Current and Past)

- American Society for Public Administration
- Bay Area Salary Survey Committee
- Certified Professional Consultant to Management
- Government Finance Officer's Association
- International City/County Management Association
- International Personnel Management Association (IPMA)
- IPMA - Human Relations Commission
- IPMA - Professional Publications Committee
- National Forum for Black Public Administrators
- Society for Human Resources Management
- Southern California Public Labor Relations Council
- Southern California Municipal Assistant's

Paul Wenbert, SMC Western Regional Manager

Mr. Wenbert has more than thirty years of professional local government experience including twenty-four years of executive level experience with thirteen of those years as a city manager. Mr. Wenbert joined Slavin Management Consultants in 2007 as Western Regional Manager. He is headquartered in Mesa, Arizona. Most recently, Mr. Wenbert completed seven years of service as Deputy City Manager of Mesa. His career highlights include nine years as City Administrator for Newton, Iowa; four years as Village Manager for Villa Park, Illinois and four years as Assistant City Manager for Ames, Iowa. Early in his career Mr. Wenbert served as an administrative intern for Fort Wayne, Indiana and as an administrative assistant for Mesa, Arizona and Marion, Indiana.

Mr. Wenbert earned his Masters in Public Administration degree from Arizona State University and his Bachelor of Science degree From Indiana University. He is also an ICMA Credentialed Manager.

His career highlights include:

- Chaired **Keep Maytag In Newton Task Force** which facilitated retention of more than 2,000 jobs and addition of 440 jobs and \$41 million of investment
- Instituted Productivity Improvement Programs in Newton, Iowa and Villa Park, Illinois resulting in more

than \$3 million of savings

- Negotiated revised 28E agreement with twelve local governments for regional landfill operated by City of Newton and involved in many other intergovernmental relations activities in Newton, Villa Park and Mesa, Arizona
- Supervised city departments with \$470 million budget and 1,100 employees in Mesa, Arizona.
- Directed \$80 million five-year Capital Improvements Program budget in Ames
- Served as chief negotiator on collective bargaining team for police, fire and blue collar union negotiations in Ames
- Worked for the City of Mesa during the time period when it was the fastest growing community in the United States and was involved with many growth issues such as infrastructure planning and financing, freeway interchange decisions and allocating resources equitably to newly developed and existing areas of the community
- Designed and administered first personnel and wage classification system for City of Marion, Indiana
- In all positions enhanced citizen connection to city government through various methods including citizen-based strategic planning, citizen focus groups, regular community attitude surveys, citizen academies and providing highlights of items on Council agenda
- In all positions improved staff team-building through city-wide staff development and training and city-wide committee work assignments
- Served as Vice-President of International City/County Management Association
- Served as President of Iowa City/County Management Association
- Received ICMA Program Excellence Award for Collaborative Children and Youth Initiatives
- Received Greater Newton Area Chamber of Commerce Key Award for Chairing ***Keep Maytag In Newton Task Force***

Organizations

- ▶ ICMA (Past Executive Board Member and Chair of the three ICMA Committees)
- ▶ Iowa City/County Management Association (Past President)

Randi Frank, SMC Managing Consultant

Ms. Randi Frank is a managing consultant with SMC based near Hartford, Connecticut. Her varied background includes more than twenty-five years of experience working with and for governments. Her career includes federal, county, and municipal government experience. While directly employed by governments, Ms. Frank held the positions of Assistant Town Manager, Assistant to the Manager, Budget Analyst and Research Associate. Since 2000, she has been a consultant to government. As such, she has recruited managers and department heads for many jurisdictions. Her practice has been primarily, but not exclusively focused in New England, the Mid Atlantic and the Southeast.

Ms. Frank holds a Master's degree in Public Administration from the University of Southern California and a Bachelor's degree in Urban Affairs from the University of Rhode Island. Ms. Frank is certified as a professional risk manager by the Insurance Institute of America.

From her diverse background, Ms. Frank's has gained first hand experience and in-depth knowledge in a wide-variety of fields and expertise in several areas. In addition to executive search, Ms. Frank's expertise includes the fields of Human Resources, Risk Management, Grantsmanship, Recycling, General Management and Purchasing.

Organizations

- International City Management Association - Conference Fellow
- Connecticut Town & City Manager's Association - Board Member
- International Personnel Management Association
- CONPELRA
- PRIMA - President, Past-President, Secretary-Treasurer

B — PARTIAL CLIENT LIST

The following list of clients represent organizations for which our principal Consultants performed significant project work. This client list spans thirty years of experience of SMC consultants. Please contact SMC if you desire to speak with the individuals who were project contacts.

MUNICIPALITIES

Aiken, South Carolina	Bryan, Texas
Albany, Georgia	Burbank, California
Alpharetta, Georgia	Camarillo, California
Anaheim, California	Cary, North Carolina
Ann Arbor, Michigan	Carson, California
Arlington, Texas	Casper, Wyoming
Arlington Heights, Illinois	Chapel Hill, North Carolina
Atlanta, Georgia	Charlotte, North Carolina
Atlantic Beach, Florida	Chesapeake, Virginia
Asheville, North Carolina	Clearwater, Florida
Auburn, Maine	Columbia, Missouri
Aurora, Colorado	Columbus, Georgia
Austin, Texas	Concord, New Hampshire
Bartlesville, Oklahoma	Corpus Christi, Texas
Bentonville, Arkansas	Corta Madera, California
Bergenfield, New Jersey	Creedmoor, North Carolina
Berkeley, California	Culver City, California
Beverly Hills, California	Dallas, Texas
Birmingham, Alabama	Davenport, Iowa
Bisbee, Arizona	Davie, Florida
Blacksburg, Virginia	Decatur, Georgia
Bloomington, Illinois	Decatur, Illinois
Boca Raton, Florida	Delray Beach, Florida
Boynton Beach, Florida	Del Rio, Texas
Branson, Missouri	Denton, Texas
Brea, California	Destin, Florida
Broken Arrow, Oklahoma	Dothan, Alabama
Brownsville, Texas	Dubuque, Iowa

Duluth, Georgia
Dunedin, Florida
Durham, North Carolina
Eagle Pass, Texas
East Brunswick Township, New Jersey
Edmond, Oklahoma
Elgin, Illinois
Enfield, Connecticut
Escondido, California
Evanston, Illinois
Fort Collins, Colorado
Fort Lauderdale, Florida
Fort Myers, Florida
Fort Worth, Texas
Franklin, Tennessee
Frisco, Colorado
Gainesville, Florida
Gainesville, Georgia
Galesburg, Illinois
Garden City, New York
Glastonbury, Connecticut
Glendale, Arizona
Glen Ellyn, Illinois
Grand Rapids, Michigan
Greensboro, North Carolina
- Gulfport, Florida
Gulf Shores, Alabama
Hemet, California
Hercules, California
Highland Park, Illinois
Hollywood, Florida
Homestead, Florida
Huntington Beach, California
Independence, Missouri
Iowa League of Cities
Jacksonville Beach, Florida
Jupiter, Florida

Kalamazoo, Michigan
Kansas City, Missouri
Lakewood, Colorado
Lapeer, Michigan
Laramie, Wyoming
Laredo, Texas
Lenexa, Kansas
Liberty, Missouri
Lillburn, Georgia
Little Rock, Arkansas
Long Beach, California
Manassas, Virginia
Mansfield, Massachusetts
Miami Beach, Florida
Milwaukie, Oregon
Minneapolis, Minnesota
Miramar, Florida
Modesto, California
Muscatine, Iowa
Neptune Beach, Florida
New Smyrna Beach, Florida
Newark, Delaware
Norfolk, Virginia
Norman, Oklahoma
North Las Vegas, Nevada
North Miami Beach, Florida
Northglenn, Colorado
North Port, Florida
Norwich, Connecticut
Oberlin, Ohio
Ocean City, Maryland
Oceanside, California
Olathe, Kansas
Oklahoma City, Oklahoma
Oxnard, California
Palm Bay, Florida
Palm Beach Gardens, Florida

Palo Alto, California
Panama City, Florida
Park Ridge, Illinois
Pasadena, California
Peoria, Illinois
Phoenix, Arizona
Pittsburg, Kansas
Pompano Beach, Florida
Portage, Michigan
Pueblo, Colorado
Richmond, California
Richmond, Virginia
Riverside, California
Riverview, Michigan
Roanoke, Virginia
Rockville, Maryland
Sacramento, California
St. Louis Park, Minnesota
Salem, Oregon
San Diego, California
San Fernando, California
San Francisco, California
San Jose, California
San Juan Capistrano, California
Sandersville, Georgia
Santa Ana, California
Santa Monica, California
Sarasota, Florida
Selma, Alabama
Shaker Heights, Ohio
Simi Valley, California
Sioux City, Iowa

South Brunswick Township, New Jersey
Springfield, Missouri
Stratford, Connecticut
Sunnyvale, California
Sunrise, Florida
Takoma Park, Maryland
Topeka, Kansas
Titusville, Florida
Thornton, Colorado
Traverse City, Michigan
Topeka, Kansas
Turlock, California
Upper Arlington, Ohio
Urbandale, Iowa
Valdez, Alaska
Venice, Florida
Virginia Beach, Virginia
Waco, Texas
Warrensburg, Missouri
Washington, Illinois
West Des Moines, Iowa
West Hartford, Connecticut
West Hollywood, California
West Palm Beach, Florida
Wichita, Kansas
Windham, Connecticut
Winston-Salem, North Carolina
Winter Park, Florida
Worthington, Minnesota
Ypsilanti, Michigan

COUNTIES

Alameda County, California
Albemarle County, Virginia

Arapahoe County, Colorado
Beaufort County, South Carolina

Broward County, Florida
Brown County, Wisconsin
Buffalo County, Nebraska
Chaffee County, Colorado
Chesterfield County, Virginia
Clark County, Nevada
Cobb County, Georgia
Dade County, Florida
Eagle County, Colorado
Escambia County, Florida
Fairfax County, Virginia
Forsyth County, Georgia
Fremont County, Colorado
Fresno County, California
Fulton County, Georgia
Glynn County, Georgia
Gunnison County, Colorado
Gwinnett County, Georgia
Hall County, Georgia
Hamilton County, Ohio
Ketchikan-Gateway Borough, Alaska
Lake County, Florida
Lake County, Illinois
La Plata County, Colorado
Leon County, Florida
Lincoln County, North Carolina
Livingston County, Illinois
Los Angeles County, California
Martin County, Florida
McHenry County, Illinois
Mecklenburg County, North Carolina
Mendocino County, California

Mesa County, Colorado
Moffat County, Colorado
Monterey County, California
Muscatine County, Iowa
New Kent County, Virginia
Orange County, New York
Orange County, North Carolina
Oklahoma
Palm Beach County, Florida
Peoria County, Illinois
Pinellas County, Florida
Polk County, Florida
Prince William County, Virginia
Ramsey County, Minnesota
St. Louis County, Minnesota
Saline County, Kansas
San Diego County, California
San Luis Obispo County, California
San Mateo County, California
Sarasota County, Florida
Sedgwick County, Kansas
Seminole County, Florida
Sonoma County, California
Springettsbury Township, Pennsylvania
Spotsylvania County, Virginia
Volusia County, Florida
Wake County, North Carolina
Washtenaw County, Michigan
Whiteside County, Illinois
Whitfield County, Georgia
Yolo County, California

OTHER ORGANIZATIONS

Development Groups

Arrowhead Regional Development, Duluth,
Minnesota
Columbia Development Corporation, South
Carolina
Fresno Economic Development Commission,
California
Fresno Redevelopment Authority, California
GoTopeka, Inc., Kansas
Lincoln Road Development Corporation, Miami
Beach, FL
Los Angeles, California, Community
Redevelopment Agency
Mid-American Regional Council, Kansas City,
Missouri
West Palm Beach Downtown Development
Authority, Florida

Housing Authorities

California Housing Finance Agency
Jefferson County Housing Authority, Alabama
Las Vegas Housing Authority
Memphis Housing Authority, Tennessee
Ocala Housing Authority, Florida
Peoria Housing Authority, Illinois

Libraries

Birmingham, Alabama Public Library
Central Arkansas Library System
Lexington, Kentucky Library System
Metropolitan Library System of Oklahoma
Moline (IL) Public Library

Non-Profits and Other Governmental Jurisdictions

California State Government
CDC Federal Credit Union, Atlanta, Georgia
District of Columbia
Fresno Employment and Training Commission,
California
Jefferson County Personnel Board, Alabama
Local Government Insurance Trust, Maryland
Los Angeles, California Department of
Community Public HealthLos Angeles,
California Music Center Operating Company
Los Angeles Olympics Organizing Committee
Metropolitan Nashville, Tennessee Arts
Commission
Parkland Hospital, Texas
Southwest Florida Regional Planning Council

Professional Associations

American Public Works Association
Association of County Commissioners, Georgia
Georgia Municipal Association
International City/County Management
Association
Iowa League of Cities

School Districts

Adams County School District #14, Commerce
City, Colorado
Lake Sumpter Community College, Florida
Dallas Independent School District, Texas

Transportation Agencies

Alameda-Contra Costa Transit District,
Oakland, California
Bay Area Rapid Transit District, Oakland,
California
Dallas Area Rapid Transit District, Dallas, Texas
Lee County Port Authority, Florida
Port Everglades Authority, Fort Lauderdale,
Florida
Port of Sacramento, California
Riverside Transit Agency, California
San Francisco Bay Area Rapid Transit District,
California

Sarasota/Manatee Airport Authority, Florida
Southern California Rapid Transit District

Utility Districts

Columbus Water Works, Georgia
Metropolitan Sewer District of Greater
Cincinnati, Ohio
Public Works Commission of Fayetteville,
North Carolina
Rivanna Solid Waste Authority, Virginia
Rivanna Water and Sewer Authority, Virginia
Sacramento Municipal Utility District, California
Spartanburg Utility District, South Carolina

C — MINORITY AND FEMALE PLACEMENTS

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
ALACHUA COUNTY, FL	County Administrator			X
ALBANY, GA	City Manager	X		
	Police Chief	X		
	Assistant City Manager	X		
	Human Resources Director	X		
ASPEN, CO	City Manager		X	
AUSTIN, TX	City Manager		X	
	Police Chief			X
BERKELEY, CA	City Manager	X		
	Public Works Director			X
BEVERLY HILLS, CA	Sanitation Director	X		
	Library Director		X	
BOCA RATON, FL	City Manager		X	
	Asst. City Manager		X	
Branson, MO	Finance Director		X	
BROWARD COUNTY, FL	Assistant Director of Equal Employment	X	X	
BRYAN, TX	Municipal Court Judge		X	
	City Manager		X	
CAMARILLO, CA	City Clerk		X	
CARSON, CA	Planning Director		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
CHAPEL HILL, NC	Transportation Director		X	
	Human Resources		X	
	Director			
CHARLOTTE COUNTY, FL	County Attorney		X	
CENTRAL CITY ASSN. OF THE CITY OF LOS ANGELES (CA)	Director of Security	X		
CHARLOTTE, NC	Neighborhood Services Director	X		
COLUMBIA, MO	Police Chief	X		
CULVER CITY, CA	Finance Director			X
DALLAS INDEPENDENT SCHOOL DISTRICT (TX)	Chief Financial Officer	X	X	
DALLAS, TX	City Attorney		X	
DECATUR, GA	Chief of Police	X		
DISTRICT OF COLUMBIA	Executive Director			
	Alcoholic Beverage Regulations Commission		X	
DURHAM, NC	City Manager	X		
	City Manager	X	X	
	Police Chief		X	
	Public Works Director	X	X	
EAST POINT, GA	City Manager	X		
ESCAMBIA COUNTY, FL	Assistant County Administrator	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
ESCONDIDO, CA	Civic Center Construction Mgr		X	
EVANSTON, IL	City Manager		X	
FRESNO, CA (PIC)	Executive Director	X		
FORT LAUDERDALE, FL	Fire Chief	X		
FORT MYERS, FL	City Manager	X		
FRESNO, CA (PIC)	Executive Director	X		
GAINESVILLE, FL	Equal Employment Director	X		
GLASTONBURY, CT	Human Resources Director	X	X	
GREENBELT HOMES, INC. (MARYLAND)	Executive Director		X	
GREENSBORO, NC	Assistant City Manager	X		
HAMILTON COUNTY, OH	Jobs and Family Services Director		X	
HILLSBOROUGH COUNTY (FL) CHILDREN'S BOARD	Executive Director		X	
HOLLYWOOD, FL	City Manager	X		
JUPITER, FL	Assistant to the City Manager		X	
	Public Works Director			X
KALAMAZOO, MI	City Manager		X	
	Assistant City Manager		X	
LAKE COUNTY, FL	County Attorney		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
LAKE COUNTY, IL	Purchasing Director		X	
	Human Resources Director	X		
	Assistant County Administrator		X	
LA PLATA COUNTY, CO	Human Services Director		X	
LEE COUNTY, FL	County Administrator		X	
	Human Resources Director	X	X	
	Dir, Visitors & Convention Bureau			
LINCOLN ROAD DEVELOPMENT CORP.	Executive Director		X	
LONG BEACH, CA	Police Chief	X		
LONG BEACH, CA	Executive Director, Civil Service Commission		X	
LOS ANGELES, COMMUNITY REDEVELOPMENT AGENCY	Sr. Project Manager	X	X	
	Project Manager	X		
	Project Manager			X
LOS ANGELES COUNTY (CA)	Executive Director	X	X	
HEALTH SYSTEMS AGENCY	Deputy Exec. Dir.			X
LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH	Public Health Director	X		

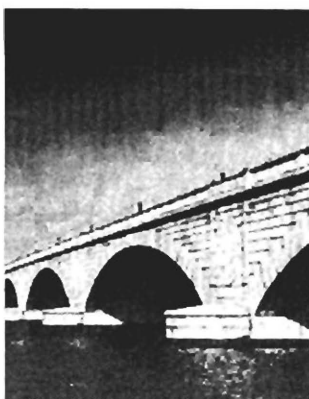
CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
LOS ANGELES OLYMPICS ORGANIZING COMMITTEE	Human Resources Director Director of Venues	X	X X	
METROZOO (MIAMI FL)	Director of Marketing		X	
MEMPHIS (TN) HOUSING AUTHORITY	Executive Director	X		
MIAMI (FL) OFF- STREET PARKING SYSTEM	Finance Director			X
MIAMI VALLEY REGIONAL TRANSIT AUTH. (DAYTON, OH)	Executive Director	X	X	
MIRAMAR, FL	City Manager		X	
MONTEREY COUNTY, CA	Hospital Administrator	X		
NOAH DEVELOPMENT CORPORATION	Executive Director	X		
NORFOLK, VA	Human Resources Director Senior Engineer	X	 X	
NORFOLK, VA	Social Services Director	X		
OCALA (FL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
OBERLIN, OH	City Manager		X	
ORMOND BEACH, FL	City Manager	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
OKLAHOMA CITY, OK	City Manager	X		
PALM BAY, FL	Human Resources Director		X	
PALM BEACH COUNTY, FL	Assistant County Administrator		X	
PALM BEACH COUNTY (FL) CHILDREN'S SERVICES BOARD	Executive Director		X	
PALM BEACH COUNTY (FL) HEALTH CARE DISTRICT	Executive Director		X	
PALM BEACH GARDENS, FL	City Manager (1992) City Manager (1999)		X	X
PALO ALTO, CA	City Attorney		X	
PEORIA (IL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
PRINCE WILLIAM COUNTY, VA	Fire Chief		X	
RICHMOND, CA	City Manager	X		
RICHMOND, VA	Director of Public Health	X		
ROANOKE, VA	Police Chief	X		
	Economic Development Director	X	X	
	Assistant City Manager			
	Director of Human Services		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
ROCKVILLE, MD	Assistant City Manager		X	
SACRAMENTO, CA	Human Resources Director	X	X	
SAGINAW, MI	Police Chief			X
SAN DIEGO, CA	City Manager	X		
SAN FRANCISCO, CA	Assistant City Administrator		X	
SAN JOSE, CA	Police Chief	X		
SANTA MONICA, CA	Deputy City Manager		X	
SARASOTA, FL	Human Resources Director	X		
SARASOTA COUNTY, FL	Deputy County Administrator	X		
SELMA, AL	Police Chief	X		
SHAKER HEIGHTS, OH	City Administrator		X	
SUNNYVALE, CA	Public Information Officer City Clerk		X X	
STRATFORD, CT	Human Resources Director		X	
TAKOMA PARK, MD	City Manager		X	
	Recreation Director	X	X	
	Housing and Community Development Director		X	
	Public Works Director	X		
THORNTON, CO	Public Information Officer		X	
TOPEKA, KS	City Manager	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
VALDOSTA, GA	Assistant Public Works Director		X	
VENICE, FL	Police Chief		X	
VIRGINIA BEACH, VA	Human Resources Director	X		
VIRGINIA BEACH PARK TRUST (FL)	Executive Director	X		
VOLUSIA COUNTY, FL	County Manager		X	
WACO, TX	Deputy City Manager		X	
	Exec. Dir. - Support Services			X
	Assistant City Manager	X		
	Director of Facilities			X
WAKE COUNTY, NC	Human Services Director			X
THE WEINGART CENTER (LOS ANGELES)	Executive Director		X	
WEST COVINA, CA	Planning Director	X	X	
WEST MIFFLIN, PA	Town Administrator		X	
WEST PALM BEACH, FL	Assistant City Administrator	X	X	
WICHITA, KS	Human Resources Dir	X	X	
	Community Services Dir	X	X	
	Communications Director		X	
	Director of Libraries		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
YPSILANTI, MI	Housing and Development Director	X	X	
	City Manager	X		
	City Manager	X		
ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)	Executive Director			X



Proposal

Town of Carrboro, North Carolina

Proposal to Provide Town Manager Executive Search/Recruitment Services

June 15, 2011

ORIGINAL

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Mission Statement

Springsted provides high quality, independent financial
and management advisory services to public
and non-profit organizations, and works with them
in the long-term process of building their communities
on a fiscally sound and well-managed basis.



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Fax: 804-726-9752
www.springsted.com

LETTER OF TRANSMITTAL

June 15, 2011

Ms. Desiree S. White, Human Resources Director
Town of Carrboro
301 W. Main Street
Carrboro, North Carolina 27510

Re: Request for Proposal to Provide Town Manager Executive Search/Recruitment Services

Dear Ms. White:

The following information has been prepared in response to the Town of Carrboro's May 26, 2011 request for proposals seeking professional executive search services. Springsted has extensive experience conducting executive searches for local governments in North Carolina, the Mid-Atlantic and nationally. Our firm has helped a wide variety of cities, towns and counties find and hire new managers and department heads whose skills and management styles are compatible with community needs. We are especially proud of our record in the Mid-Atlantic, particularly in helping communities of similar size and demographic features to the Town of Carrboro.

We have concluded or are working on executive searches in the for the cities of Greensboro, Greenville, Fayetteville and Kannapolis, the Towns of Bald Head Island, Nags Head and Montgomery County, North Carolina. and the cities of Bristol, Bedford, Charlottesville, Winchester, Danville, Hopewell, Petersburg, Fredericksburg, Staunton, Chesapeake and Portsmouth; for the towns of Warrenton, Front Royal and Blacksburg; for the counties of Chesterfield, Spotsylvania, Roanoke, Russell, Arlington and Stafford in Virginia; and In addition, we have recruited managers in Winnetka, Illinois; Brownsburg, Indiana; Lake Elmo, Shorewood, Brooklyn Park, Coon Rapids, Minneapolis and St. Paul, Minnesota; Racine, Wisconsin; Ogle County, Virginia; Ramsey and Winona counties, Minnesota; and Dodge County, Wisconsin in recent years. A list of searches conducted since 2004 is included in Appendix II of the proposal for your review.

The search team assigned to the Town of Carrboro has experience conducting successful searches and other related local government projects with the Town of Carrboro, in North Carolina and nationally. Through this experience, we have gained significant insight into the inner workings of the Town, municipal government and the issues they faces in today's challenging environment.

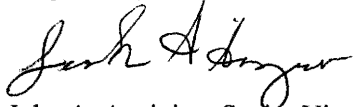
We have worked with numerous communities that are similarly facing the replacement of a long term and successful manager who entering a new phase of their life. We understand how important it is for the Town to find a candidate who possesses the needed competencies and requisite "fit" to provide leadership

from within the organization and reaching beyond it to engage members of the community in the manner which Carrboro currently enjoys.

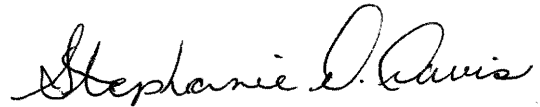
In regard to the Town of Carrboro, we are familiar with the issues the Town faces in maintaining the high quality of services it provides to its citizens, as well as the effort the Town has placed on improving and preserving its quality of life, while developing highly professional and competent staff. We are also aware that the Town continues to wrestle with several issues of importance, such as its budget challenges, growth and change and providing adequate infrastructure. Specifically, we understand and seek to support through this recruitment effort, the Board of Alderman's Strategic Priorities including maintaining ethnic and economic diversity through diversified revenue streams, protecting historic neighborhoods and maintaining the Town's unique identity, focusing on walkability and public transportation, encouraging development that is compact, dense and appeals to diverse lifestyles and incomes and finally enhancing and sustaining a quality of life for every Carrboro citizen. Springsted understands that the person selected to fill this position will be a key player in sustaining the Town of Carrboro as a desirable place to live and work.

Our proposal outlines the process we will use to assist you in initiating and completing the search for a new Town Manager, the cost for our services, our timetable for completing the work, the primary staff involved in assisting the Town and other information as requested in the Town's request for proposals. We are prepared to begin working with the Mayor and the Board of Aldermen almost immediately upon receiving your notification to proceed and would welcome the opportunity to visit with you and answer any questions you may have relative to our proposal.

Respectfully submitted,



John A. Anzivino, Senior Vice President
Client Representative



Stephanie D. Davis
Consultant

ldr

1. Plan for Providing Services

a. Work Plan and Schedule of Task with Timelines

Springsted Incorporated is imminently qualified to meet or exceed the Town's expectations as outlined in Section 3.0 (Statement of Needs) of the Town's request for proposals. Springsted staff assigned to the Town take each search performed and customize the recruitment and selection process to the community's needs. They listen carefully to the governing body that they work for, study the community, interact with the governing body on a frequent basis and aggressively identify and reach out to prospective candidates to ensure a wide, deep and diverse pool of candidates, which meets the Town's identified criteria. The following project approach and methodology is recommended for recruiting and selecting a Town Manager for the Town of Carrboro. We would be willing to modify our approach and time schedule as requested by the Town.

Springsted will meet with the contact persons and/or staff members designated by the Mayor and the Board of Aldermen to establish working relationships, define and refine the project's scope, procedures and timetable and to develop and review the materials and details required to successfully complete the project on behalf of the Town.

As part of the position profile development process and as we have in other communities, Springsted staff will work to obtain as broad a view as possible concerning the skills, knowledge and abilities that the ideal candidates will need to possess to best reflect and carry out the current and future philosophies of a changing, dynamic Town.

Individual interviews will be conducted with the Mayor and each member of the Board of Aldermen to better outline the specific duties and responsibilities of the position, as well as individual expectations concerning desirable training, experience, professional and personal characteristics of the prospective candidates. As part of the interview process, the Mayor and each member of Board of Aldermen will be asked to complete a Personnel Selection Profile questionnaire that will provide specific information about their expectations of the successful candidate.

Since the Town has developed a strong and highly professional management team, we would also include Advisory Board Chairmen and key department heads be involved in the profile development process to gain insight into their needs and expectations concerning the Town's new Manager. Springsted team members will meet with the Town's current department heads and identified key staff to obtain information from them concerning key issues that the Town will be facing in the next several years and the management skills and abilities necessary to best fit the Town's needs from an internal and administrative perspective. In addition, upon discussion with and final determination by the Mayor and Board of Aldermen, or their designee, Springsted staff will conduct two

community meetings representing various segments of the community (i.e. citizens, business community, homeowners' associations, non-profits, etc.) to obtain a wider range of views from those deeply invested in the community. Springsted will work with the attendees to obtain their views in regard to the personal philosophies, qualities, knowledge, skills and abilities the successful candidate must possess to succeed in the Town of Carrboro. In addition, Springsted has the ability, and with the Town's direction, to undertake an online community survey allowing a broader range of community input. The surveys typically identify the community's preferences in a wide range of personal attributes and skills and also identify issues and concerns that the new Manager may need to face upon their arrival in the community. We have found surveys of this type to be valuable not only to the governing body as it considers the skills and qualities needed in their new Manager, but the new Manager, as well, as they begin their tenure and begin to learn about the community and its desires.

After the results of the interviews, public meetings and questionnaires are analyzed and summarized, the consultants will prepare and submit a position profile to the Mayor and the Board of Aldermen for review and comment and facilitate discussion in regard to the final document. As a component of the position profile development process, Springsted will conduct a compensation and benefits analysis of similar communities to ensure that the Mayor and Board of Aldermen have a clear understanding of the levels of compensation and benefits for the position as they exist in comparable communities. The Board of Aldermen will find this to be useful in recruiting the new Town Manager and also in employment negotiations with the Town's top candidate. The position profile will include the Town's identified job criteria and employment conditions and parameters as provided by the Mayor and Board of Aldermen, Advisory Board Chairmen, department heads and citizens.

Springsted staff will also develop a community profile tailored to Town of Carrboro, describing the community, its resources and assets to be used in recruiting prospective candidates. Examples of community and position profiles are included as work samples in Appendix I.

Proposed Work Schedule

Springsted takes pride in meeting its time commitments and has done so in all of its executive search processes. The schedule to commence this project coincides with Springsted's completion of other recruitment efforts. This will ensure that the proposed staff members will be available to concentrate on this recruiting process for the Town of Carrboro. Springsted is prepared to initiate the search within seven days after receiving the official notice to proceed. A detailed project schedule, which is typical for such a process, is shown below. The schedule assumes approval to proceed by July 1, with a target date of late September or early October 2011 for the Town Manager's

hire and approximately November 1, 2011 for the new Manager's first day of work. The actual start date of the new Town Manager will be dependent upon employment negotiations and separation arrangements with the top candidate's current employer. The schedule can be adjusted if the Mayor and Board of Aldermen chooses to do so based upon the needs of the Town.

We are submitting a schedule for consideration based upon the typical search process we conduct. Given the importance of the position, we feel that the schedule below can be adhered to, pending Board of Aldermen availability for review of documents and interviews and would result in the best pool of candidates for the Board of Aldermen's consideration. The Town should also note that there are factors beyond the consulting team's control that impact meeting the schedule. Publication deadlines and interview schedules, as well as appropriate resignation notices to present employers also impact the schedule. Springsted will make every effort to meet the Town's goal of completing the search as quickly as possible, without compromising the quality of the search.

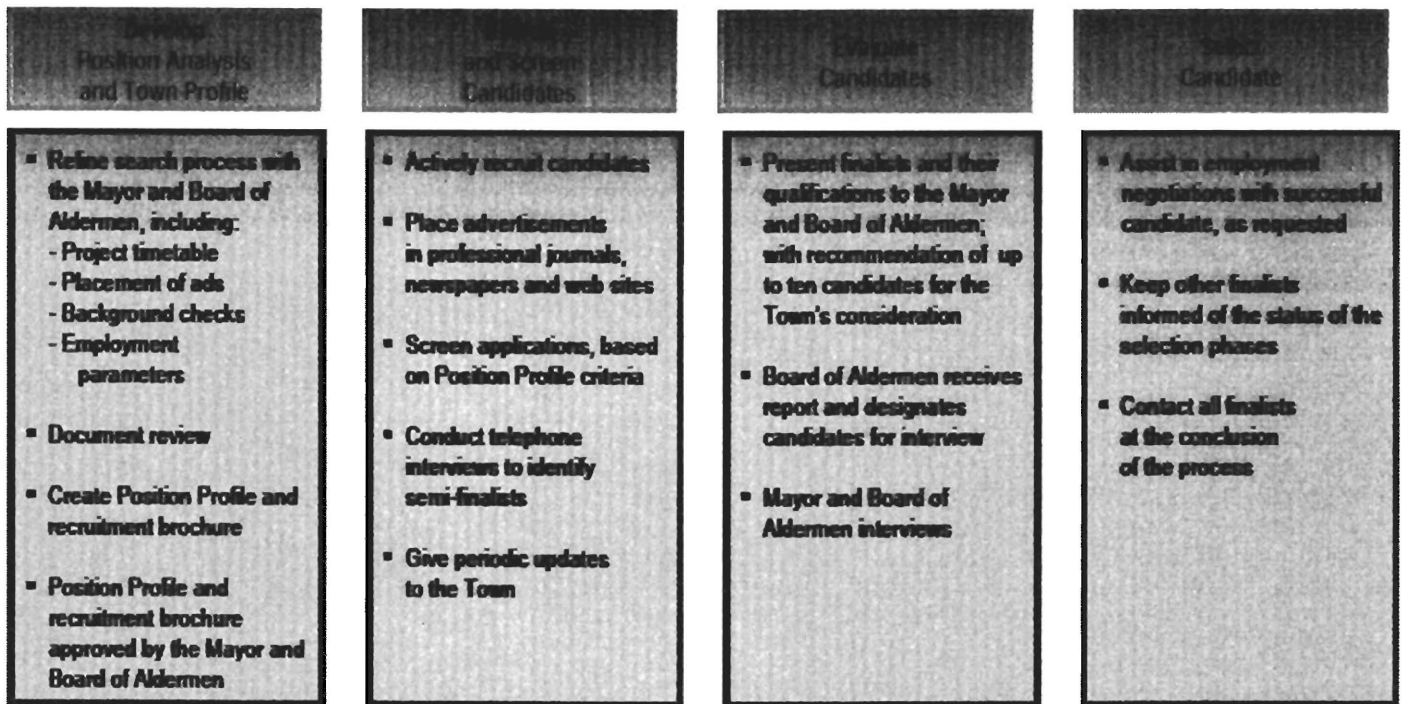
Project Initiation/Position Analysis				
Recruitment and Preliminary Screening				
Identification of Semi-Finalists				
Selection of Finalists/Candidate Presentation				
Interview Coordinating/Employment Negotiation				

Ongoing Services

Springsted has a continuing interest in the success of this selection process. For that reason, we will return to the Town, if requested, approximately 180-days after the selected candidate for Town Manager begins working to assist in the resolution of any issues that may have surfaced between the Board of Aldermen and the new Town Manager.

Overview of the Town Manager Search Process

Town of Carrboro, North Carolina



b. Team Member Roles

Springsted will make the Carrboro Town Manager search a high priority; it occurs as we are completing several searches, enabling us to devote our full attention to this project and ensure a smoothly administered search process.

All Springsted staff assigned to this project are former local government managers and have an intimate knowledge of city and county government.

John A. Anzivino, Senior Vice President and Client Representative

Mr. Anzivino will be the Town's primary contact and project director, responsible for all facets of the project and devoting forty percent (40%) of his time to serving the Town. Mr. Anzivino joined the Springsted team in December 2001, after serving over 25 years in state and local government. Mr. Anzivino has considerable knowledge of the local governments in Virginia and has been directly responsible for, or involved with, numerous searches throughout the Eastern United States. He has been responsible for successful city and town manager searches in Winnetka, Illinois, Brownsburg, Indiana; Greensboro and Greenville, North Carolina; Blacksburg, Front Royal, Bristol, Charlottesville, Portsmouth, Bristol, Bedford, Staunton, Hopewell and Fredericksburg as well as Chesterfield, Stafford, Russell, Spotsylvania, Roanoke, Prince George counties, Virginia in recent years.

Stephanie Davis, Vice President and Consultant

Ms. Davis joined Springsted's Richmond Office on February 15, 2011. She most recently served as the Director of Finance, Human Resources and Information Technology for Powhatan County, VA. Stephanie holds a master's degree in public administration and a bachelor's degree in economics and is she is a certified government financial manager by the Association of Government Accountants.

Annette Martell, Project Manager

Ms. Martell will assist in determining candidate qualifications, advertising and report preparation. Ms. Martell has over 15 years experience in consulting work. She has assisted and advised clients on employee classification, compensation and benefit issues and job evaluations. Ms. Martell will be deeply involved in all aspects of the project assisting the lead consultants. The remainder of the time devoted to the project will be spent by administrative support staff in performing various tasks related to scheduling of interviews, preparation of reports and correspondence, etc.

c. Strategies

I. Identification of Semi-Finalists

It is anticipated that the search for Carrboro's new Town Manager will attract a large pool of candidates. Springsted will identify up to ten (10) to fifteen (15) candidates whose qualifications most closely match the criteria established by the Town, and analyze and assess the professional and personal qualifications and achievements of each, carefully matching their credentials with the selection guidelines and the position specifications. The consultants will interview each of these candidates by telephone which will be recorded as requested in the Town's request for proposals and, in some cases, in person to verify and expand on the written data submitted to determine why they wish to move to and serve the Town of Carrboro and to ensure the candidates' real and continuing interest in the position.

Personal and professional reference checks from professional associates and others, as appropriate, will be performed. The semi-finalists will also be requested to submit references and salary histories. These references will be contacted but Springsted will also solicit inquiries from independent sources who may be familiar with the candidate and will conduct a thorough internet search and search of Board and Council minutes at this stage. Salary histories will be presented to the Mayor and Board of Aldermen, but compensation parameters will not be discussed with candidates other than in general terms at this stage of the process.

The consulting team will carefully check the background of each finalist. To date, no candidate recommended by Springsted has been the subject of a criminal or ethics violation investigation.

II. Selection of Finalists

As requested in the proposal, Springsted will meet with the Personnel Committee of the Board of Alderman and provide the recorded telephone interviews and assist the Committee in developing criteria for selecting 4-5 candidates.

III. Candidate Presentation

A report covering all applicants will be prepared and Springsted will provide a written summary of the results of our interviews and background investigation for each candidate selected by the committee of the Board of Aldermen. Should the Mayor and Board of Aldermen wish to review all applicants, Springsted will gladly provide their resumes and discuss our rationale for not advancing them to the final pool of applicants.

The report submitted to the Mayor and Board of Aldermen will include a summary of the results of the search process, suggested interview schedule formats, draft interview questions for the Board of Aldermen's consideration and a professional profile of each candidate's qualifications with an assessment of his/her background, the candidate biographies and reference summaries. Reference checks will include current and recent employers, peers and selected staff within the organization. The consultants will meet with the Mayor and Board of Aldermen to present and discuss the recommendations, provide background information and assist in determining those candidates who are best qualified for consideration for appointment to the position of Town Manager. Springsted will also work with the Mayor and Board of Aldermen to narrow the list of candidates to a manageable number for interviews should the Board wish to narrow the candidate pool. When final candidates are identified for interview Springsted will also prepare for the Mayor and Board of Aldermen's review, a list of questions that relate to current Town issues and submit them to the identified finalists for written response. These responses will be included with materials related to the interview process and will provide the Board of Aldermen with an opportunity to evaluate the candidates writing abilities, analytical skills, problem solving and research abilities.

IV. Interview Coordination/Employment Negotiation

Springsted will assist the Town in designing the interview and selection process. While we would recommend that the Mayor and Board of Aldermen meet with candidates personally, we recognize that local governments are facing budget constraints. In an effort to conserve funds,

should the Mayor and Board of Aldermen wish to conduct some preliminary interviews with candidates by telephone, through videotaped interviews or through webcam or video conferencing methods, Springsted will work with Town staff and the candidates to arrange for the use of appropriate media. At the final stages of the interview process Springsted would recommend that the Mayor and Board of Aldermen meet on a personal basis with candidates. In numerous searches, we have used a multi-tiered interview approach to provide the Board with input from the business community, community at large and governmental staff. We would be pleased to assist the Mayor and Board of Aldermen in discussing and determining what level of citizen and community involvement, if any, best fits the needs of the Town of Carrboro as part of our basic proposal and facilitating a broader interview process, if this is the chosen course of action by the Board.

When the Board determines the most appropriate process, interview procedures will be recommended and interview questions (utilizing the draft list of questions provided in our report and other questions identified by the Mayor and Board) will be finalized for use by the Mayor and Board of Aldermen and any associated interview panels or groups identified by it. The consultant will coordinate the scheduling of finalists for interviews and will attend and participate in the interviews, if requested.

Upon conclusion of the interviews, Springsted will conduct a debriefing with each of the candidates and determine their continuing interest in the position and report the outcome of the discussions with the Mayor and Board of Aldermen. When the Mayor and Board has identified the most desirable candidate, Springsted will assist in the negotiation of final employment parameters, benefits and salary within the range of options outlined by the Town and competitive within the region.

When a final offer has been made and accepted by the successful candidate, Springsted will notify all other applicants by personal letter of the Town's action.

**d. Plan for Screening
Candidates on
Salary Expectations**

Springsted will initiate a comprehensive search and recruitment process, on based upon the Town's direction. The stature of the Town indicates that the search for a new Manager will command national attention and, because of this, an extensive advertisement and personal contact program will be required to identify and recruit candidates who will meet the Town's needs.

Announcements detailing the position will be placed in appropriate professional and news Web sites and publications, on the Town's and Springsted's Web sites and in professional journals, as selected by the

Town. At a minimum, Springsted would recommend that advertisements be placed in newsletters and on Web sites of the International City/County Management Association (ICMA), ICMA JOBS, American Society for Public Administration (ASPA), GovJobs, North Carolina League of Cities, North Carolina Association of County Commissioners and other appropriate professional publications. Our relationships with municipal leagues throughout the country will also allow us to target specific states with communities similar to the Town of Carrboro as part of our recruiting effort and contacts will be made through those associations to identify potential candidates. Similarly, our outreach includes contacts with major schools of public administration that often provide outreach on job openings to alumni.

Because the most qualified candidates may not be actively searching for a new position, our search teams actively reach out to candidates to make them aware of the availability of positions which they may have interest in. Springsted will distribute the Town's community and position profile to potential candidates identified earlier by personal contact, direct mail and/or e-mail. We will invite them to apply and work to actively recruit them to the candidate pool. As a professional search firm, our professionals have the latitude to make direct contacts with qualified professionals that may otherwise disturb local or regional relationships should they be carried out by Town officials. Although the position will be publicly advertised, many of the most qualified applicants will not respond to a public announcement unless invited.

Our knowledge of, and volume of work in, localities throughout the United States and our contacts through six geographically dispersed offices gives us significant insight into those individuals who may have an interest in the Town and who may best meet the Town's desired qualifications, personality and established organizational culture.

Among local government professionals, Springsted has established a reputation for handling searches discreetly and confidentially, so as not to jeopardize a potential candidate's current employment arrangements. This reputation removes a possible barrier for prospective candidates with good employment situations. This is important because the Town will want to attract those individuals to the process.

The consultants will receive, acknowledge, review and screen each application we receive based on the criteria developed with the Mayor and Board of Aldermen. The information contained in the applications and resumes and our knowledge and research of the organizations for which the applicant works will also be evaluated.

Springsted will provide timely acknowledgement and periodic status reports by personal letter to all applicants on behalf of the Town.

e. Resources Available

To provide quality and responsive service, Springsted must have the in-house resources to support all of our service areas. From information to analysis to communicating our services, Springsted continues to invest in the internal resources, both people and systems, to maintain our high standards of service. Our investment in in-house support staff is extensive with *a ratio of two internal support staff for each external client service professional*.

Springsted brings the benefits of technology to our human resources and organizational management clients in two areas: information resources and communication capabilities. In each area, our resources and capabilities are extensive, yet can be tailored to meet the individual needs of each client.

- **Information Resources**
 - Information Resources Services
 - o Professional staff dedicated solely to projects that might be of interest to our clients
- **Communication Capabilities through www.springsted.com, Springsted's Web site provides a complete listing of:**
 - Notice of active executive searches
 - Descriptions of recent projects
 - News, events calendar and market commentary
 - Springsted services
- **Customized Applications**
 - Internally developed applications and documents for specific client needs
 - Copyrighted applications for global client needs
 - Range of internally developed applications for capital, operational and organizational client needs

Technology Systems

The backbone of these service areas is our hardware and software resources that are managed by Springsted's dedicated professional personnel staffing in our Information Technology (IT) division. This division maintains the technology infrastructure and multi-media personal computer (PC) environment that keeps every desktop and field professional connected to our clients and our systems. Our IT staff provides in-house expertise from system design and evaluation to "nuts-and bolts" maintenance.

Our PC environment is standardized on the Microsoft® Office suite of desktop applications. Although we use Microsoft file formats, we maintain compatibility with a wide variety of previous-version and non-Microsoft file formats to allow file sharing with clients.

Communication Capabilities

With the timeliness of information being critical, communication becomes central to our working partnership with our clients. Our electronic communication capabilities provide our clients with a multiplicity of access points. All Springsted employees have Internet access and corporate e-mail addresses. Each employee's e-mail address is simple to access by using:

his/her first initial+last name@springsted.com
(ex. jdoe@springsted.com).

Our perspective of a working partnership with our clients causes us to interact often in the preparation and updating of documents. Our electronic communication capabilities permit us to run tandem systems in these areas for the efficient and timely exchange of information.

We encourage you to review our Web site at www.springsted.com. The site offers a wealth of features.

Quality Control

Springsted strives to provide high quality services and products in all of our client engagements. To achieve that goal, we have instituted measures in each of our departments that will ensure quality. The key to maintaining quality is the process of check and double-check. Each computer run, each report and each piece of work completed by the firm is reviewed by a second and often a third set of eyes. In this manner, we hope to complete the job properly for the client the first time.

The quality process for Springsted begins prior to actual work being completed and sent to a client. Extensive internal and external training sessions prepare our staff to be alert to issues of quality. In addition, the physical proximity of our analytical staff to each other in the layout of our offices fosters a continuing process of discussion and evaluation of everyone's work product. Through all of these measures, we attempt to attain an exceptionally high standard of quality.

Commitment

Springsted commits to performing another executive search if the new Town Manager voluntarily resigns, or is dismissed for cause, during the first two years of employment. Each of these services will be provided at no additional cost to the Town, other than reimbursement for direct expenses incurred by Springsted.

No Solicitation Policy

Springsted feels very strongly that, once a candidate has accepted a position, that person has an obligation to be on the job for a good period of time.

Springsted will not actively recruit anyone whom we have placed with a client during their employment with that client.

Conflicts of Interest

As an independent municipal advisor providing a host of operational finance and management and human resources consulting services, Springsted was founded on the belief of avoidance of conflicts of interest in representing our clients. Our independence covers all service lines from Public Finance to Economic Development and Housing to Investment Services and Management Consulting and Human Resources. Our only clients are exclusively public entities and non-profit corporations.

None of Springsted's owners, officers, employees, or agents, or their immediate family members, is currently, or has been in the past year, an employee of the Town of Carrboro or has any responsibility or authority with the Town that might affect the procurement transaction of any claim resulting the reform.

Since Springsted's founding, clients have relied upon and valued our independent approach on their behalf.

Sample Work

Sample products for Staunton, VA; Prince George County, VA; and Brownsburg, IN are included in Appendix I, as well as sample written communications document- a sample community survey done through Survey Monkey, for the town of Christiansburg, VA.

2. Experience and Qualifications

History and Leadership

Springsted is one of the largest and most established independent public sector advisory firms in the United States. For close to 60 years, we have continually grown in the range of our client relationships, the comprehensiveness of our services and our prominence within the industry. Our managed growth is focused on providing clients with a balance of national perspective and local expertise.

Springsted is a certified Women Business Enterprise (WBE) with the City of Saint Paul, Minnesota. Three employee-owners lead Springsted. Our headquarters are located in Saint Paul, Minnesota, with additional offices located close to our clients throughout the Midwest and Mid-Atlantic states.

Qualifications

As management consultants, and because we understand the financial, operational and administrative aspects of local governments, Springsted plays an important role in helping clients derive the greatest benefit from their resources while increasing their efficiency and effectiveness. In response to the growing requirements facing our clients, we broadened our range of advisory services to include our Management Consulting Services Group, services that were enhanced through our merger with Municipal Advisors Incorporated.

Extensive knowledge and experience in the fields of municipal management, municipal finance, personnel and local government operations are Springsted hallmarks. Each team member has several years of local government experience in a variety of areas of expertise. This experience helps us recognize the unique qualities of each local government client, thus improving the quality and relevance of our studies. The fact that the firm has provided management consulting services to numerous towns and cities in the Mid-Atlantic and throughout the country provides us with a good knowledge base for dealing with the current and future issues facing the Town of Carrboro.

a. Qualified Individuals

Our staff's breadth of experience and depth of expertise are two of our most important characteristics in providing high-quality service to clients. Many of our staff have backgrounds in municipal and county government, education or with development firms and non-profit organizations, so they share our clients' perspectives in developing solutions.

Each client draws on the talents of many members of our staff. We assign a specific client service team to ensure primary responsibility for each project. The teams are comprised of qualified individuals who are experienced in the specific challenges confronting you. The teams are free to draw upon the expertise of our entire staff of 60 professionals located in six regional offices throughout the country.

John A. Anzivino
Senior Vice President
Client Representative

Mr. Anzivino joined Springsted in December 2001 as Vice President and Client Representative. In July 2006, he was named Senior Vice President of the firm and, in December 2006, as Director of Springsted's Mid- Atlantic group. He assists Mid-Atlantic counties, cities, towns and other governmental clients in helping to resolve their management and human resource, financial, housing and economic development challenges in a variety of innovative ways. In addition, Mr. Anzivino oversees the bond issuance process for clients, ensuring that debt offerings are marketed and delivered in a timely and effective manner.

Mr. Anzivino has over 25 years of experience in state and local government. He served as Town Manager for Warrenton, Virginia for more than 12 years. Prior to Warrenton, he served as County Administrator for four years in Caroline County, Virginia, and for six years in Amelia County, Virginia. Each of these communities received state and national recognition for developing creative and innovative approaches to resolving complex financial and programmatic issues that they faced during his tenure. During this time, Mr. Anzivino authored chapters in the *VML Handbook for Mayors and Council Members* and the *Virginia Association of Counties Handbook for County Supervisors*. He has also held positions in West Virginia with the Governor's Office of Economic and Community Development, specializing in resolving complex utility and project financing issues and with a regional planning and development agency, as its Assistant Director.

Mr. Anzivino has been an active participant in professional associations, having served as Vice President of the Virginia Local Government Management Association and as President of the Virginia Association of County Administrators.

Education

University of Georgia, Athens, Georgia

Master of Public Administration

Concord College, Athens, West Virginia

Bachelor of Arts

University of Virginia, Charlottesville, Virginia

Senior Executive Institute

Affiliations

International City Management Association (ICMA)

Virginia Local Government Management Association (VLGMA)

International Public Management Association for Human Resources (IPMA)

Virginia Government Finance Offices Association (VGFOA)

North Carolina Government Finance Officers Association (NCGFOA)

Stephanie D. Davis
Vice President
Consultant

Stephanie Davis is an organizational management and human resources consultant, specializing in position analyses, classification and compensation studies, performance evaluation studies and in conducting executive search efforts for the public sector. She performs organizational studies, develops personnel policies and manuals and conducts organizational management training.

After 16 years of experience in state and local government, Ms. Davis chose to bring her wide-ranging skill sets to Springsted in 2011. With her strong background in organizational management and human resources, as well as her unique insight into state and local finance, she will assist governmental agencies in developing and growing meaningful legacies.

Most recently, Ms. Davis worked as the director of finance, human resources and information technology for the County of Powhatan, Virginia. In that role, she helped the county achieve a significant credit upgrade in its bond rating, as well as established the county's first debt service fund and increased its fund balance over her eight years there from 8 percent to 15 percent. In her human resources role, Ms. Davis implemented and trained department directors on an evaluation system for employees. With her guidance, the county also established its first compensation and classification system.

Ms. Davis has also worked as a budget and management analyst for the County of Chesterfield, Virginia. Ms. Davis has also worked as a management analyst for the State of Virginia Compensation Board.

Education

Virginia Commonwealth University, Richmond, Virginia
Master of Public Administration

Virginia Polytechnic Institute and State University, Blacksburg, Virginia
Bachelor of Science, Economics

Professional

Certified Government Financial Manager (CGFM), Association of
Government Accountants

Annette Martell, PHR
Project Manager

Ms. Martell joined Municipal Advisors Incorporated in April 1985 as an office assistant and was promoted to administrative assistant in July 1993. In January 1997, she was promoted to office manager.

Ms. Martell was named Management Services Analyst upon the merger of Municipal Advisors Incorporated and Springsted Incorporated in October 2000. In August 2006 Ms. Martell transferred to the Richmond, Virginia office as an Associate Project Manager. Upon graduation Ms. Martell was promoted to Project Manager.

As office manager, Ms. Martell coordinated and prepared project proposals and study documents. She assisted with the analysis of financial options and fiscal impacts. She assisted client representatives and clients with human resources, classification and compensation needs. Her knowledge and skills in information services and project production allowed her to provide insights necessary to work with company staff and clients on a wide range of projects.

Ms. Martell has worked on numerous finance and refunding issues, human resources and organization improvement projects.

Education

Virginia Commonwealth University, Richmond, Virginia
Bachelor of Science degree in Business Management with a
concentration

in Human Resource Management

Old Dominion University, Norfolk, Virginia

Coursework toward Bachelor of Science degree in Business Management

Tidewater Community College, Virginia

Associate of Science in General Studies

Specialization: Business Management

Magna cum laude

Affiliations

Phi Theta Kappa

Tau Sigma Honor Society

Golden Key International Honour Society

Richmond Society of Human Resource Managers

b. References with Recent Searches

Springsted has conducted recruitment services similar to those sought by Town within the past five years. The following is a list of recent executive searches we have recently conducted with contact information.

All contracts below have met the clients' expectations and have been completed within the project schedule approved by the governing body, which is typically four to five months

Town of Fishers, Indiana

Ms. CiCi Hendrix
Human Resources Director
Fishers Town Hall
One Government Drive
Fishers, Indiana 46038
317-595-3111
chendrix@fishers.in.us
Executive Search (2008)
Fire Chief

Town of Brownsburg, Indiana

Mr. Gary Hood, Mayor
Brownsburg Town Hall
61 North Green Street
Brownsburg, Indiana 46112
317-501-3277
gary@goibc.com
Executive Search (2009)
Town Manager

City of Greenville, North Carolina

The Honorable Patricia Dunn, Mayor
1103 Ragsdale Road
Greenville, North Carolina 27858
252-758-1692
pdunn2@suddenlink.net
Executive Search (2004)
City Manager

City of Bedford, Virginia

The Honorable Skip Tharpe, Mayor
215 East Main Street
Bedford, Virginia 24523
540-586-7101
Executive Search (1998)
City Manager

Town of Nags Head, North Carolina

The Honorable Renee Cahoon, Mayor
P.O. Box 99
Nags Head, North Carolina 27959
252-441-5508
cahoon@townofnagshead.net
Executive Search (2005)
Town Manager

Town of North Topsail Beach, North Carolina

The Honorable Rodney Knowles, Mayor
2008 Loggerhead Court
North Topsail Beach, North Carolina 28460
910-328-1349
wrknowles@hotmail.com
Executive Search (2006)
Town Manager

City of Greensboro, North Carolina

Ms. Alice Burkholder, Human Resources Consultant
Human Resources Department
P.O. Box 3136
Greensboro, North Carolina 27402
336-373-7947
alice.burkholder@greensboro-nc.gov
Executive Search (2008)
Assistant City Managers (2)

City of Rocky Mount, North Carolina

Mr. Charles Penny, City Manager
331 South Franklin Street
Rocky Mount, North Carolina
27802
252-972-1111
Charles.Penny@rockymountnc.gov
Executive Search (2003)
Downtown Executive Director

Town of Bald Head Island, North Carolina

The Honorable Larry Lammert,
Mayor
P.O. Box 3009
Bald Head Island, North Carolina
28461
910-457-9700
lammertl@bellsouth.net
Executive Search (2006)
Town Manager

County of Spotsylvania, Virginia

Mr. Henry Connors, Member of the
Board of Supervisors
P.O. Box 99
Spotsylvania, Virginia 22553
540-785-6766
hconnors@spotsylvania.va.us
Executive Searches (2004-2007)
County Administrator
County Attorney
Planning Director

Gloucester County, Virginia

The Honorable, Louise Theberge
Chairperson
P.O. Box 352
Wicomico, Virginia 23184
Home: 804-642-5444
ltheberge@gloucesterva.info
Executive Search (2008)
County Administrator
County Attorney

City of Hopewell, Virginia

Mr. Ed Daley, City Manager
300 North Main Street
Hopewell, Virginia 23866
804-541-2243
edaley@hopevella.gov
Executive Searches (1980-2007)
City Manager (3)
Finance Director
City Engineer
Environmental Manager
Police Chief (2)
Recreation and Parks Director
Assistant City Manager

Orange County, Virginia

Ms. Julie Jordan, County
Administrator
112 W. Main Street
Orange, Virginia 22960
540-672-3313
brolfe@organecova.com
Executive Searches (2007)
Finance Director
Public Works Director
Planning Director
Information Technology
Director
Assistant County
Administrator

City of Fredericksburg, Virginia

Mr. Bev Cameron, City Manager
P.O. Box 7447
Fredericksburg, Virginia 22404
540-372-1010
Executive Searches (2002-2007)
City Manager
Director of Tourism
City Attorney
Human Resources Director
Planning Director (Interim)

County of Prince George, Virginia

Mr. Percy Ashcraft
County Administrator
P.O. Box 68
Prince George, Virginia 23875
804-733-2600
pashcraft@princegeorgeva.org
Executive Searches (2002-2011)
County Administrator
Deputy County Administrator

Accomack County, Virginia

Mr. Donald L. Hart
Board of Supervisors
P.O. Box 388
Accomack, Virginia 23301
757-787-7166
Larcum55@verizon.net
Executive Search (2004)
County Administrator

Westmoreland County, Virginia

Mr. Norm Risavi, County
Administrator
P.O. Box 1000
Montross, Virginia 22520
804-493-0130
Executive Search (2004)
Director of Planning

Town of Cape Charles, Virginia

The Honorable Dora Sullivan,
Mayor
2 Plum Street
Cape Charles, Virginia 23310
757-331-3259
Executive Search (2003)
Town Manager

Eastern Shore 911 Center, Virginia

Mr. Donald Kellam, Chairman
23201 Front Street
Accomack, Virginia 23301
757-331-2686, ext. 115
Executive Search (2006)
Communications Director

Town of Blacksburg, Virginia

Mr. Marc A. Verneil, Town
Manager
P.O. Box 9003
Blacksburg, Virginia 24062
540-961-1130
mverniel@blacksburg.gov
Executive Searches (2004-2007)
Town Manager
Town Attorney
Planning Director

Town of Chincoteague, Virginia

The Honorable John H. Tarr,
Mayor
6150 Community Drive
Chincoteague, Virginia 23336
757-336-6519
chinco@shore.intercom.net
Executive Search (2006)
Town Manager

Town of Front Royal, Virginia

The Honorable Tim Darr, Mayor
P.O. Box 1560
Front Royal, Virginia 22630
540-635-8007
Executive Search (2006)
Town Manager

**George Washington Development
Commission, Virginia**

Mr. Dale W. Sisson, Jr.
First Vice Chairman
406 Princess Anne Street
Fredericksburg, Virginia 22401
540-373-2890
Sisson4kg@msn.com

Executive Search (2006)
Executive Director

City of Portsmouth, Virginia

Mr. Kenneth I. Wright, Mayor
801 Crawford Street
Portsmouth, Virginia 23704
757-393-8639

Executive Searches (2007)
City Manager

County of Chesterfield, Virginia

Ms. Mary Martin Selby, Director
of Human Resources Services
P.O. Box 40
Chesterfield, Virginia 23832
804-748-1551
selbym@chesterfield.gov

Executive Search (2007)
County Administrator

City of Chesapeake, Virginia

The Honorable Alan P. Krasnoff,
Mayor
1006 Cuervo Court
Chesapeake, Virginia 23322
747-547-9266
akrasnoff@cityofchesapeake.net

Executive Searches (2007)
City Manager
Director of Economic
Development

Executive Search (2007)
County Administrator

City of Fayetteville, North Carolina

The Honorable Anthony
Chavonne, Mayor
433 Hay Street
Fayetteville, North Carolina 28301
910-433-1992 or 910-433-2171
mayor@ci.fay.nc.us

Executive Search (2006)
City Manager

**Richmond Regional Planning
District Commission, Virginia**

Mr. James B. Donati, Jr., Chairman
9211 Forest Hill Avenue, Suite 200
Richmond, Virginia 23235
804-323-2330
varina@co.henrico.va.us

Executive Search (2008)
Executive Director

**Chesapeake Bay Bridge Tunnel
Commission, Virginia**

Mr. Lucius J. Kellam, Chairman
Mr. Mark C. Bundy, Secretary-
Treasurer
32386 Lankford Highway
Cape Charles, Virginia 23219
757-331-2960
757-331-4585

Executive Search (2006)
Executive Director

**Virginia Resources Authority,
Virginia**

Ms. Stephanie L. Hamlett,
Executive Director
1111 East Main Street
Richmond, Virginia 23219
804-644-3100
sbailey@virginiareources.org

Executive Searches (2008-2009)
Various Management Positions

County of Stafford, Virginia

Mr. Anthony Romanello, County
Administrator
P.O. Box 99
1300 Courthouse Road
Stafford, Virginia 22555
540-658-8600
540-658-7643 Fax

Executive Searches (2004-2007)
County Administrator
Deputy County Administrator
Utilities Director

City of Suffolk, Virginia

Ms. Selena Cuffee-Glenn, City
Manager
441 Market Street
Suffolk, Virginia 23439
757-514-4007
citymanager@city.suffolk.va.us

Executive Search (2007)
Finance Director

Greene County, Virginia

The Honorable Steve Catalano,
Chairman
P.O. Box 358
Stanardsville, Virginia 22973
434-985-8535
scatalano@hughes.net

Executive Search (2006)
County Administrator

**Thomas Jefferson Planning District
Commission, Virginia**

Mr. Carl Schmitt, Chairman
1307 Parker Mtn. Rd.
Stanardsville, Virginia 22973
434-985-9815
chschmitt@nexet.net

Executive Search (2009)
Executive Director

3. Price

Professional Base Fee

Springsted Incorporated will perform all the services delineated in this proposal for executive search services for a professional fee of \$15,700 plus direct out-of-pocket expenses. Dependent upon the level of services sought, Springsted would be willing to negotiate a fee for services required by the Town and has done so with many of its clients.

Springsted would charge the Town at cost for actual out-of-pocket expenses. Out-of-pocket expenses include, but is not limited to, travel and sustenance for Springsted staff, overnight or messenger deliveries, conference calling beyond our internal capabilities, photocopying and mailing, advertising costs, video and/or interview costs and reference and background check costs. Direct out-of-pocket expenses are not expected to exceed \$ 3,800 per recruitment.

The following chart shows an estimate of hours required to perform all services under the contract, by category:

Position Analysis	22	\$ 2,700	\$ 950 ⁽¹⁾
Recruitment	25	3,000	1,650 ⁽²⁾
Preliminary screening	24	2,800	
Identification of Semi-finalists	30	3,800	450 ⁽³⁾
Selection of Finalists/Candidate Presentation	28	3,400	750 ^{(4) (5) (6)}
TOTAL	129	\$ 15,700	\$ 3,800

⁽¹⁾ Includes travel costs for initial meetings for interviews with the Town and other groups

⁽²⁾ Includes advertising costs, printing of profiles, overnight delivery of materials to certain candidates

⁽³⁾ Includes printing of semi-finalist report and travel costs for presentation to the Town

⁽⁴⁾ Includes travel costs to coordinate interviews, printing of final report and background investigation by Springsted investigator of top candidate.

⁽⁵⁾ Should the Town decide to use webcam, video or other electronic media for interviewing candidates an estimated cost of \$350 per candidate should be added to out-of-pocket expenses

⁽⁶⁾ Out-of-pocket expenses do not include travel expenses for candidates which is traditionally borne by the community. Springsted will schedule all travel in accordance with the community's travel policy limits. Because we do not know the number of candidates being interviewed or their location, providing a refined estimate of cost to the community is difficult at this time.

⁽⁷⁾ Should the Town wish to conduct an 'on-line' survey, an additional cost of \$1,500 should be included in the contract for services.

Should the Board of Aldermen not select a candidate from the initial finalists, Springsted will continue to work with the Town to identify an additional group of finalists. The Town shall only be billed for additional out-of-pocket expenses required to develop the additional pool of candidates.

Position/Community Profile Fee Included as a component of Position Analysis noted above.

Ad Prep and Placement Fee Included as a component of Position Analysis noted above.

Optional or Additional Services Fees Additional or expanded work requested by the Town for future searches, as requested in the Town's Request for Proposal, will be billed at the following hourly rates. Springsted would prefer, however, to negotiate a fixed price for each future engagement. Springsted's 2011 hourly rates are:

Principal/Senior Officer	\$220
Officer/Project Manager	190
Senior Associate	155
Associate	145
Support Staff	65

Guarantees

Springsted feels very strongly that, once a candidate has accepted a position, that person has an obligation to be on the job for a good period of time.

Springsted will not actively recruit anyone whom we have placed with a client during their employment with that client.

Typical Advertising Expenses for Project Town Manager			
Ads			
Organization	Type	Payment Type	Amount
Springsted	Online	Free	\$0.00
ICMA	Online, Links, Twitter	Billed	\$500.00
NCACC	Online	Billed	\$82.50
NCLM	Online	Billed	\$55.50
Govtjobs	Online	Billed	\$125.00
NACO	Online	Billed	\$300.00
Job Target (Public Service Careers)		Billed	\$250.00
TOTAL			\$1,313.00

APPENDIX I
Sample Work Products

THE CITY OF STAUNTON, VIRGINIA



is Recruiting for the Position of

City Manager

Send resumes by November 17, 2006 to:

John A. Anzivino, Senior Vice President
Springsted Incorporated
8790 Park Central Drive, Suite B
Richmond, VA 23227

Telephone: 804.726.9750

Fax: 804.726.9752

E-Mail: richmond@springsted.com



SPRINGSTED INCORPORATED

CITY PROFILE

City of Staunton, Virginia

Location

The City of Staunton is located in the heart of the Shenandoah Valley nestled between the Blue Ridge and Allegheny mountains. The City encompasses an area of 19.98 square miles, is located approximately two hours southwest of Washington D.C., and has a population of approximately 23,000. Surrounded by Augusta County, the City of Staunton serves as the County seat and as such is the location for most regional services within the Augusta County area.

Local attractions include The Woodrow Wilson Presidential Library, Frontier Cultural Museum, Bank Museum, and Gypsy Hill Park. Staunton is also home to the Blackfriars Playhouse, the only existing replica of Shakespeare's Blackfriars Theater. For outdoor activities, visitors can take guided or self-guided tours through five Historic Districts that will take them through Staunton's rich 250-year heritage packed with extraordinary architecture from the 18th, 19th and 20th centuries which escaped the Civil War unscathed. The hilly landscape greatly adds to the visual feast of the City. The city also boasts a number of antique shops, boutiques, and restaurants.



History



Scottish-Irish immigrants settled in Staunton in 1732. John Lewis and his family were the first European settlers and built the area's first homestead. Staunton was chartered as a town by the Virginia General Assembly in 1761, and finally incorporated as a City in 1871; it is one of the oldest communities west of the Blue Ridge Mountains. The City was originally named Augusta Courthouse because, in 1747, the City built a Courthouse for Augusta County which was the westernmost courthouse in British North America prior to the American Revolution. Later the City would be named after Lady Rebecca Staunton, wife of Colonial Governor William Gooch. By 1747 lots

and streets were laid out and with the arrival of the railroad in 1854, the City would play a key role during the Civil War in becoming a transportation hub for all of western Virginia. Two years later, Staunton became well known for being the birthplace of the 28th U.S. President, Woodrow Wilson. In 1912, his homecoming as president-elect was the most elaborate celebration in Staunton history. Staunton is also known as the Queen City on the Great Wagon Road. Being strategically located at the crossroads of the Great Wagon Road and the early roads to the west, now known as the intersection of Routes 81 and 64, Staunton developed as a major center for trade which was greatly enhanced by the Virginia Central Railroad.

In 1908, the City of Staunton became the first city in the world to adopt a Council Manager form of government by appointing the world's first City Manager, an outgrowth of the Progressive movement, which has been repeated throughout the United States and the world. The City maintains a strong commitment to the form of government and has a history of strong cooperation and positive relationships between the Manager, staff and the Council.

Government

As noted, the City of Staunton operates under a Council-Manager form of government. Seven Council members are elected on an at-large basis for four-year terms. Council members elect the Mayor who serves a two year term. The City Council has the power to enact ordinances, control and manage the fiscal and municipal affairs of the city, acquire or sell property, prescribe traffic regulations, preserve public safety, provide safe construction of houses and buildings, and raise funds necessary to defray city expenses through taxes and assessments.

Council normally meets the second and fourth Thursday of each month with a work session being held prior to the regular meeting at 5:00 p.m. and the regular meeting beginning at 7:30 P.M.

The City staff consists of approximately 416 full and part-time employees with an annual operating budget of \$91.7 million for the 2007 fiscal year which is an increase of 9.4% over Fiscal Year 2006. The General Fund budget is \$43.4 million, with the remainder of the City's expenditures being devoted to funding the operations of the school system and a variety of enterprise and special funds. The City maintains a low tax rate and the assessed value of homes and businesses in the City over the past two years continues to increase which is a reflection of the greater value the market is placing on the community, its strong economy and quality of life. .

Staunton is an independent City with local government taxing power providing a full range of services to include public safety, recreation and culture, education, health and social services, public works and utilities, sanitation, planning and zoning, community development, judicial administration and general and financial administration services to its residents.

CITY MANAGER

The City Manager is appointed by the City Council and is responsible for the general operations of the City on a day to day basis and administering the policies and ordinances enacted by City Council. Under provisions of the City Charter and City Code, the City Manager appoints all department directors for the various operating departments.

MAJOR DEPARTMENTS

The City government is divided into a number of other departments and offices, including:

- Finance Department
- Planning & Inspection
- Economic Development
- Fire & Rescue
- Public Works
- City Engineer
- Police Department
- Human Resources
- Information Technology
- Assessor's Office
- Park & Recreation
- Library
- Social Services

Finance Department. The Finance Department is responsible for all City financial operations. Its responsibilities include development of the City budget, end-of-year audit statements, all financial reporting and reconciliation, financial grant administration, purchasing, utility billing and collections, accounts payables, inventory, payroll, accounts receivables, investment management, and debt issuance and management.

Planning & Inspection. The Department of Planning and Inspections maintains information on the future plans for the City. Copies of the City's Comprehensive Plan, Zoning Ordinance, and Map and Subdivision Ordinance are available at the office. Applications for rezoning, special use permits, zoning code amendments, variances, and home occupation permits are handled by Planning and Inspections. The department is also responsible for the regulation of all building in the City, including administration of the Uniform Statewide Building Code. Citizens may obtain building permits and renovation permits, as well

as plumbing, electrical and mechanical permits at this location. Fees are based on the overall cost of the project, including labor and materials.

Economic Development. The Economic Development Department, working with an active industrial development authority, serves as the City's primary agency for the City's efforts to attract new business and maintain existing business in the City. Staunton's strategic location at the intersection of I-81 and I-64 make the City an attractive location for new business and travelers. The City, which has made significant investment in infrastructure improvements, has undergone a remarkable transformation in its downtown area and has worked to actively preserve its historic homes and businesses by establishing five National Historic Districts. In recent years, the City has invested in several public private partnerships to expand the City's economic base and has made significant efforts to recruit a wide variety of new businesses to the area. Currently, the City is embarking on a creative redevelopment project, partnering with the Commonwealth of Virginia, in an effort to redevelop Western State Hospital. Tourism also plays a significant role in the City's economy and has been bolstered by the City's efforts to preserve its historic areas and promote existing facilities and museums. In addition, to the Department of Economic Development, agencies such as the Staunton Convention and Visitors Bureau, Staunton Downtown Development Association and others assist in promoting the community and the various economic development programs.

Fire & Rescue. The Fire and Rescue Department serves the City of Staunton with 27 on-shift paid firefighters, a Training Captain, an Administrative Captain, 10 reserve firefighters, and a Fire Chief. It handles over 2,600 calls per year and carries a fire insurance (ISO) rating of "5". The department offers public education for children and adults, free smoke detector program, home inspections upon request, school and business inspections. The department is a certified Emergency Medical Service agency and has Paramedics, Cardiac Technicians, and Shock Trauma Technicians on duty to provide Advanced Life Support to critically ill patients. They provide care to the injured and ill until a rescue squad arrives to transport the patient to the hospital and sometimes continue care of a patient until arriving at the hospital. The department is supplemented with numerous volunteers.

Public Works Department. The Public Works Department is responsible for street maintenance, drainage, snow removal, traffic signals/control, street signs, fleet maintenance, refuse & recycling, water treatment, municipal parking, water and sewer, and facility maintenance and custodial services for all municipal buildings.

City Engineer. The Staunton City Engineer's Office is responsible for maintaining the City's maps (tax, water, sewer, topography, street, etc.); the design, contract administration and inspection of public improvements; coordination with private development; site plan review, erosion and sediment control plan review and inspection. The department provides assistance with questions regarding City utilities, streets, property information and other general needs.

Police Department. The Staunton Police Department is an internationally accredited, full-service law enforcement agency dedicated to serving the citizens of the City of Staunton, Virginia. The department consists of fifty sworn officers and seventeen full-time civilian employees. In addition to providing twenty-four hour patrol coverage and criminal investigative functions, the Department is active in community policing. The Staunton Police Department sponsors CYCLE, PULSAR, and School Resource Officer programs for the area's youth, a Citizen's Police Academy, Neighborhood and Business Watch programs, as well as a number of other crime prevention initiatives. The department operates the City's state-of-the-art Enhanced-911 Center. The E-911 Center, which serves as the primary answering point for the City's 9-1-1 calls, dispatches calls for service for police, fire, and the Staunton-Augusta Rescue Squad.

Human Resources. The Staunton Human Resources Department oversees the administration of employee benefits, develops and administers personnel policies and assists the city's department directors in the recruitment of qualified workers. The department also provides training and other support to the city's workforce.

Information Technology. The Information Technology Department with a staff of six is responsible for meeting the information technology needs of the City of Staunton. The department maintains a metro area network supporting over 25 locations throughout the City connecting PC's, servers, AS/400 and telecommunication systems. IT establishes and maintains connectivity standards for the user community, monitors compliance with existing use policies, and advises the City Manager on issues related to technology. The department supports the city's web site, computing and telecommunications infrastructure, facilitates and conducts training for employees, and provides technical assistance in the purchase of hardware and software for individual users and departments. Internships are encouraged through area educational institutions.

Assessor's Office. The Assessor's Office is responsible for valuing the more than 10,000 real estate parcels in the City. General reassessments are completed every two years (January 1 of all odd-numbered years) on all properties. The value of new construction or renovation work is added every year. The purpose of this office is to insure that the burden of real estate taxation is distributed fairly among all the property owners in the City.

Parks & Recreation. The Recreation Department is an active department reflecting the City's values relative to leisure time. The department with sixteen full and six part-time staff, maintains two parks and pools, community centers, a skateboard park and a golf course. In addition, the department is responsible for a wide range of programming options for all age groups.

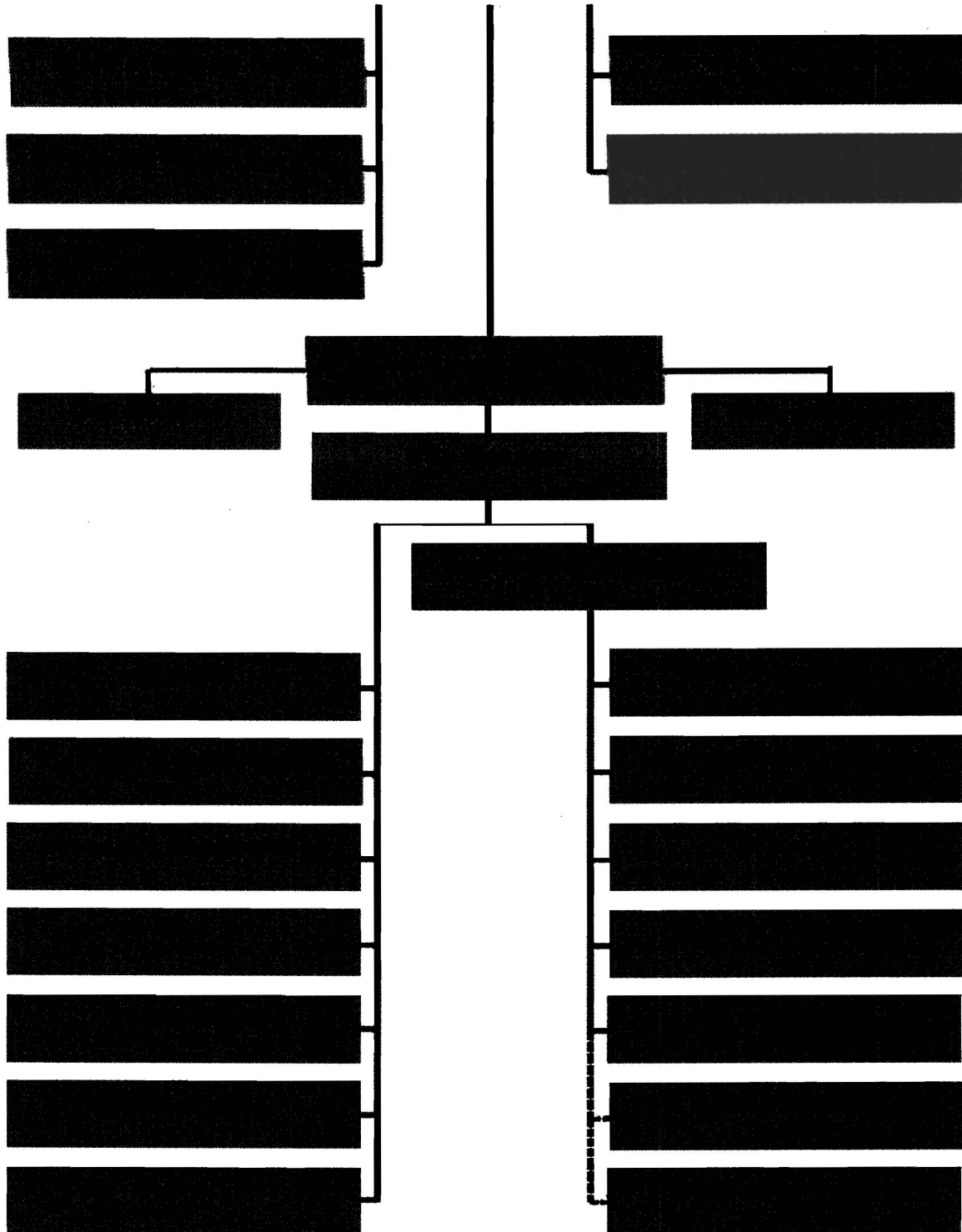
Library. The Staunton Public Library acquires, organizes, and provides access and guidance to a wide variety of information and materials which help to fulfill the intellectual, educational, social and recreational needs of all the people in the City.

Social Services. Shenandoah Valley Social Services (formerly the Department of Social Services) has been a joint Staunton and Augusta County operation since legislation, adopted in 1938, provided for the establishment of welfare agencies in each Virginia locality. Effective July 1, 2003, the jurisdictions of Staunton City, Augusta County and Waynesboro City consolidated their social services departments changing the name to Shenandoah Valley Social Services. The agency promotes self-reliance and protection of citizens through community-based services and is divided into two broad program areas. The Benefits Program provides medical, financial, fuel and food stamp assistance to the citizens of Augusta County, and the Cities of Staunton and Waynesboro with benefits being paid from Federal, State, and/or local funds. The Service Program provides the services directly, or via purchase of service: Adult Services, Adult Protective Services, Child Protective Services, Day Care Services, Employment Services, Foster Care and Adoption, Intake, and Volunteer Payee Services.

Constitutional Officers. Under the Virginia form of government, local governments also work with five Constitutional Officers, independently elected by the citizens to carry out certain governmental functions. In Staunton, the City retains a Sheriff who provides certain functions relative to courtroom security, prisoner transport, law enforcement assistance and process service; a Commissioner of the Revenue who assesses real, personal and business property taxes, assists taxpayers in completing state income tax forms and issues business licenses; a Treasurer who receives and collects revenues ensuring they are properly accounted for and disbursed; a Commonwealth's Attorney who prosecutes criminal violation of laws and serves as advisor to the Police Department; and a Clerk of the Circuit Court who is responsible for recordation of deeds, maps, and other documents related to real estate, the probate of wills and qualification of fiduciaries, the administration of criminal and civil cases, and a number of miscellaneous matters such as marriage licenses, notary public qualifications, and fictitious business name certificates.

City Of Staunton Organizational Chart

VOTERS



Business

Staunton continues to prove itself as a regional economic center with a diversified economic base. The City's economic condition continues to improve as a result of aggressive efforts by the City's Economic Development Department, Industrial Development Authority, Downtown Development Association and Convention and Visitor's Bureau to attract new business, visitors and to encourage new development. The City offers two industrial parks and numerous incentives for development through an enterprise zone and various local initiatives. Government remains an important resource to Staunton's economy as the region's governmental center and Augusta's county seat.

Increasing development of commercial and residential property continues to provide increased consumer taxes and property taxes. Over the most recent three years over 3,000 new residential building lots have been platted and will be built upon within the next decade. The City of Staunton had total taxable sales of more than \$323 million in the 2005 calendar year. The median household income is \$32,941. In 2003, the per capita income was \$25,847 and gross adjusted income for married persons was \$43,715, both of which showed steady increases from past years. The local unemployment rate for August 2006 was 3.6%, which is below the national average of 4.6%, and slightly above the statewide average of 3.4%.

Staunton has five federal historic districts with more than 1,000 buildings listed as contributing structures by the National Park Service. The community's dedicated efforts to preserve architecture and revitalize the downtown area, as well as to generally nurture an outstanding quality of life have received national attention.

- Staunton was chosen in 2001 as a "Distinctive Dozen" community by the National Trust for Historic Preservation, one of the 12 best communities in America to visit and in which to live and work.
- In 2002, Staunton was designated as one of five "Great American Main Street Communities" by the National Town Center. Staunton is the first community in Virginia, and one of only a handful of communities in America, to receive both these national quality of life recognitions.

Tourism contributes heavily to the local economy with travel expenditures growing by 10.9% over the 2003-2005 period and local revenues growing by 17.8% during the same period.

The City of Staunton also works closely with the surrounding areas of Augusta County and the City of Waynesboro to form a vibrant regional economy.

Educational Opportunities

The Shenandoah Valley is Virginia's Education and Technology Corridor; and Staunton has a highly strategic location within the corridor. With the University of Virginia and 8 colleges and universities within a 35-mile radius, and a "Blue Ribbon" public school system, Staunton has developed a sound program to address the workforce and training needs of any expanding business. In addition to Staunton's exemplary public school system, Blue Ridge Community College with 11,000 students, and several private schools offer an alternative learning experience for students in the area. Also, for the continuing student, several adult education programs are located in and around the City.

The Staunton Public School system believes in helping children achieve their greatest potential in a clean, safe, healthy environment, and offer programs to fit each student's individual needs including programs for disabled and gifted students. The school system works with the community and parents to achieve this goal. Currently, student enrollment is over 2,800 with a student to teacher ratio of 16.8 to 1. Technology is strongly emphasized as a component of the curriculum for all students. Staunton Schools have twice been named a "Blue Ribbon School System" by *Expansion Magazine*.

The elementary sector for students in grades kindergarten through 5th includes 4 schools Arthur R. Ware, Thomas W. Dixon, Thomas C. McSwain, and Bessie Weller. Basics skills development is emphasized, balanced by courses in visual and performing arts. The middle school sector includes grades 6th through the 8th at Shelburne Middle School. Continuing skills development and high school preparation are the main focus, with exploratory exposure to languages, fine arts, and industrial technology.

Robert E. Lee High School offers over 130 courses focusing on college and vocational preparation. The high school also has an extensive program of extra-curricular activities in clubs, sports, and special events. Over 70% of students that attend Staunton Public Schools go on to other educational opportunities. There are several regional programs offered to Staunton Public High School students to meet individual needs. Staunton schools are regional participants in the Genesis Alternative School catering to high school students with special circumstances by offering High School Diploma and GED programs. The Pulsar Program is a statewide program offered to middle and high school students that are considered "at risk youth," and serves to promote positive social bonds. Two regional schools are available for juniors and seniors in high school to attend ½ day each school day. Central Shenandoah Regional Governor's School is designed to meet the development needs of gifted students in the region. This school offers a unique environment in the areas of science, mathematics, and technology. Additionally, Valley Vocational Technical School offers vocational programs for juniors and seniors in high school. The school offers 16 programs of study in business, technical, and vocational training.

City Manager Profile

Education and Experience

Bachelor's degree in business, planning, public administration, finance, or related field is required. A master's degree in one of the areas noted is desirable. A minimum of ten years of progressively responsible local government experience working with redevelopment, growth management, administrative, economic development/ tourism and finance issues is highly desirable, a significant amount of which should be in a supervisory/managerial role. Experience beyond the minimum stated, in a variety of local government settings, is also desirable as is Virginia experience. The ideal candidate should possess significant experience and a highly successful record of accomplishment as a City or Town Manager, County Administrator/Manager, or assistant in a diverse, comparably sized, full service community with a wide range of duties in operations and management. Prior experience should include development and successful implementation of municipal budgets, work in redevelopment and development of large projects, growth management and economic development, team building and visioning for the community and/or organization.

Skills and Past Performance

Administrative ability. Must have demonstrated positive performance in human resources and the ability to retain and select well-qualified and motivated personnel. Superior communication skills are a must, including the ability to listen, communicate with, and develop and maintain excellent relations with all segments of the community, members of the Council, City staff and state and federal agencies. The successful candidate will be willing to devote whatever time is necessary to achieve the goals established by the City Council. Strong leadership qualities are highly desirable. Knowledge of redevelopment, land use and fiscal issues is a necessity.

Mayor/City Council/Interdepartmental relations. Ability to take time and interest in working with the Mayor and the Council to keep them informed and to explain technical processes related to City issues. Must be visible with and accessible to Council, community and staff. The ability to look beyond day to day issues, frame positive directions for the City in an understandable form and inform Council of future needs and directions in a proactive manner is a highly desirable quality. Must take time to adequately inform the Mayor and Council on a regular basis to avoid surprises. Both written and oral communications with the Mayor and Council are essential. The successful candidate must be able to accept constructive criticism and to implement needed changes where identified. Candidate must be open and honest with the Mayor and Council and able to present all sides of issues that affect the locality. The individual should be able to interpret and carry out the Council's goals and objectives for the City enthusiastically, and be willing and able to develop successful working relationships with the Mayor, Members of Council, other City staff and citizens.

Budget and Finance. Should have demonstrated significant experience in successfully preparing and managing a local government budget of a comparable size.

Human resource management. Must possess a personality that can communicate the City Council's goals and needs to the City's employees and the citizens of Staunton. Must be prepared to motivate employees and have demonstrated success in dealing with staff fairly and openly. The successful candidate should demonstrate strong team-building skills and a commitment to selecting and retaining well-qualified, creative and energetic staff. Must have demonstrated success in providing equal employment opportunity and training programs for staff. Must have demonstrated ability to manage and tactfully resolve employee-related conflicts.

Community relations. Candidate must have an interest in community activities. Experience working with and understanding the needs of the business and tourism community is highly desirable. Candidate should be able to present a confident image of the City to the community at large. Must be able to demonstrate a positive, productive attitude to citizens of the community. The candidate must be able to

demonstrate successful past performance in effectively communicating and developing successful working relationships with local businesses, industries, civic organizations and the media.

Intergovernmental relations. Must be able to relate to and work with adjoining regional jurisdictions and state agencies in an open, honest and cooperative manner. Must have demonstrated success in negotiating and implementing fair and mutually beneficial cooperative and regional service agreements with local governments and other agencies.

Professional Skills and Management Style

- Develops and maintains good public relations with citizens, community groups, City staff, City Council and the region's elected and appointed officials
- Embraces ideas from outside sources; ability to communicate with various constituencies without intimidation or condescension - an excellent communicator
- Self-starter, hard working, producer, creative; an idea person
- Ability to analyze complex issues, distill them to simpler terms and make sound recommendations
- Thorough knowledge of laws and regulations relating to local government administration
- Delegator
- Cognizant of dual role as a public servant and community leader
- Team-builder; people person
- Fair in approach to decision making, yet firm in application of policies, rules and laws
- Ability to manage with confidence; courage to do what's right, even in the face of adversity
- A "hands on" manager; willing and able to stay in touch with employees in the field
- Accessible to all employees and citizens on an equal basis
- Cognizant and supportive of the Manager's role under the Council-Manager form of government

Personal Traits

- Absolutely honest, open, candid and ethical; impeccable integrity and the highest degree of moral character
- Unbiased in all dealings, regardless of the individual
- Firm, yet tactful in dealing with all he or she comes in contact with
- Confident in abilities with good common sense
- Energetic, with a good sense of humor
- Motivated as an individual to get the job done; able to motivate staff to reach higher level of performance through example
- Apolitical, discreet, diplomatic and courteous
- Excellent listener and empathizer
- Creative, visionary; a critical thinker
- Self-assured as a leader with the ability to inspire, motivate, guide, direct and challenge all City staff to achieve organizational goals and City vision.
- True desire to work within a small City environment and understand the dynamics of the community

Pending/Upcoming Issues

- Discussions with Augusta County on a variety of regional issues such as sale of water, location /relocation of facilities
- Refinement and expansion of an economic development program that recognizes the City's historic base and provides for a diversified, well-balanced economy

- Preparing for and dealing with potential residential growth while maintaining the City's quality of life and historic character
- Continued work with the Commonwealth of Virginia and private sector on redevelopment of Western State Hospital and other redevelopment/development opportunities within the City
- Developing a system which identifies and prioritizes needs and equitably allocates resources for capital and service needs throughout the entire community
- Assessment of efficiency of all City operations and development for plan of improvement

Compensation and Benefits

The salary for the position is negotiable, based on qualifications and experience. Excellent benefits include participation in the Virginia Retirement System, vacation and sick leave, group life insurance, medical insurance, professional dues, deferred compensation and conference expenses. Relocation allowance provided. Residency within the City required within six months of hire.

To learn more, go to www.springsted.com

Application and Selection Process

The application deadline is November 17, 2006. To be considered, please submit a resume to:

John A. Anzivino
Springsted Incorporated
8790 Park Central Drive, Suite B
Richmond, VA 23227
Phone: (804) 726-9750
Fax: (804) 726-9752
E-Mail: richmond@springsted.com

Following the filing date, resumes will be screened by Springsted Incorporated based on the criteria established by the Staunton City Council. After a process which will include interviews and reference checks for those candidates who are determined to be best suited for the position, a group of finalists will be presented to the Mayor and City Council for their consideration. The finalists should be interviewed in Staunton in December 2006.

The City of Staunton is an Equal Opportunity Employer.



THE COUNTY OF PRINCE GEORGE, VIRGINIA



is Recruiting for the Position of *County Administrator*

Send Résumés by December 15, 2010 to:

John A. Anzivino, Senior Vice President
Springsted Incorporated
1564 East Parham Road
Richmond, VA 23228

Telephone: 804.726.9750

Fax: 804.726.9752

E-Mail: richmond@springsted.com



Springsted

COUNTY PROFILE

Prince George County, Virginia



Prince George County, Virginia is a suburban community of 38,393 residents located in southeastern Virginia. Prince George is part of the Richmond Metropolitan Statistical Area (MSA) and is located 25 miles from the state's capital. Although the County itself was formed in 1702 the area was settled in the early 1600's, making it one of the oldest developed areas in Virginia and the United States.

Over the years, Prince George has transitioned from an agricultural to an industrial and informational economy. Economic development activities in areas such as manufacturing, warehousing and distribution have been significant in recent years in the County. Recognized for its progressive, pro-business climate and customer-focused service, Prince George competes internationally to attract first class business and industry while nurturing small business development. Encouraging existing industry expansion and supporting the developing tourism industry are key components of the Prince George business development plan and have resulted in a decision by Rolls Royce to locate a jet engine plant in the County- one of the largest economic development projects in the history of the Commonwealth. As a companion location to Rolls Royce, the County has become home to the Commonwealth Center for Advanced Manufacturing (CCAM), which transforms applied research into business advantages. The Center brings together best-in-class manufacturers and Virginia's flagship research institutions (University of Virginia and Virginia Tech) to collaborate and deliver new "production-ready" solutions to factories. Industrial members lead the center, determining and guiding research priorities. In addition, unlike many collaborative research models, CCAM members have full usage rights to all intellectual property generated through the center's generic research program.

The military base at Fort Lee, located entirely in Prince George County, is the County's largest economic asset. Under the requirements of the federal Base Relocation and Closure Act (BRAC) Fort Lee is projected to double in the number of personnel assigned to the base over the next eight years. The County provides ideal access to all major East Coast and Sunbelt markets via Interstates 95 and 295. The Ports of Norfolk, Newport News, Portsmouth and Richmond are conveniently accessible via US Route 460 and railway, which runs parallel to US 460. This gives Prince George County a strategic location between ports, railways and roadways. The County is also near an international airport thereby creating one of the most accessible areas in Virginia.

Rural, yet suburban, Prince George County continues to experience a steady population increase and economic growth while maintaining an optimum quality of life for its citizens. While the County seeks a well-planned, managed level of growth, it promotes its quality of life as a strong asset.

History

Prince George County was established in 1702 and was named in honor of Prince George of Denmark, Husband of England's reigning monarch, Queen Anne. It was formed from Charles City County, one of the original eight shires, and its boundaries stretched from south of the James River to the North Carolina line.

In 1616, John Martin, one of the men who arrived in 1607, was among the first to receive a permanent land grant in the Prince George area. He was granted Brandon, a vast tract of land along the James River. Martin's Brandon was later sold to three men, one of whom was Richard Quiney whose son Thomas married Judith Shakespeare, daughter of William Shakespeare. The property later passed to Nathaniel Harrison in 1720. It was at this time that Thomas Jefferson, a good friend of Harrison's son, designed the main part of the house as it stands today. Brandon remained in the Harrison family until 1926 when it passed to Robert Williams Daniel. Brandon's Palladian-style mansion and renowned gardens are home to the Daniel family today, making this state and national landmark, which is still an active farming operation, the longest continuous agricultural enterprise in the U.S.

Another plantation in Prince George, which was established by the early settlers, is Flowerdew Hundred, a 1,000-acre tract of land acquired around 1619 by Sir George Yeardley. Since King James I had stressed the immediate need for mills and bake houses in the new land, Yeardley built at Flowerdew the first wind driven gristmill in English North America. In 1978 a post windmill overlooking the James River at Flowerdew Hundred was built to commemorate the original mill of 1621. Prince George is also the home of the oldest Episcopalian church still standing and still being used as a house of worship in America. Merchants Hope Church was completed in 1657 and was named after the Merchants Hope Plantation that was located west of Martin's Brandon.



During the Civil War, Prince George played a vital historical role. Since the county served as a field of operations for both the Union and Confederate Armies, many buildings suffered extensive damage. The Prince George Courthouse was ransacked and burned with many of its record books and documents destroyed or carried away by treasure-seekers. Private estates such as Brandon and many county churches were also seized, ransacked, and damaged.

In September of 1864, Confederate scouts had detected a three-thousand-head beef herd held in a Union cattle pen at Coggins Point on the James River. Confederate General Wade Hampton, acting on a suggestion by Confederate General Robert E. Lee, hatched a plan to pull off the Great Cattle Raid. He and his troops advanced to the area, engaged the enemy, surrounded the cattle herd, and drove them out of Union control southward behind Confederate lines. Thanks to Hampton's men and some real Virginia cowboys, hungry Confederate soldiers were able to enjoy their well-earned beefsteak feast.

Prince George's role and contribution to the military and defense of our nation did not end after 1865. During WWI in June 1917 the U.S. Army began building Camp Lee, which was to serve vital infantry training, ground for American soldiers on their way to Europe. Camp Lee was also a pivotal training ground during WWII where it became the center of both basic and advanced training of quartermaster personnel. In 1950 it was re-designated Fort Lee, and its primary mission today is focused on quartermaster and logistics training disciplines.

The Community

Population

The census of 2000, counted 33,047 people, 10,159 households, and 8,096 families residing in the County with a population density of 124 people per square mile. Estimates for 2009 obtained from the U.S. Census Bureau show that Prince George County has experienced a stable population increase of 12.1% from 2000 to 2009 increasing in population from 33,047 to 38,383.

[see table following page]

2009	38,393
2000	33,047
1990	27,394

There are no incorporated towns within Prince George County. Unincorporated towns or communities in the county include Burrowsville, Carson, Disputanta, the military base at Fort Lee, Garysville, Jordan Point, New Bohemia, Newville, and Prince George.

Per Capita and Median Household Income

According to the U. S. Census Bureau's website, the median income of households in Prince George County was \$49,877 in 2000. In 2008, this figure was estimated in the '2006-2008 American Community Survey 3-Year Estimates Report' to have grown to \$67,985. The per capita income for the County was \$29,986 in 2007. About 6.50% of families and 8.00% of the population were below the poverty line, including 11.40% of those under age 18 and 8.30% of those age 65 or over as of the 2000 U.S. Census Bureau.

Major Employers

Top Employer	Number of Employees
U.S. Department of Defense (Fort Lee)	1000+ employees
County of Prince George (including schools)	1000+ employees
Food Lion	500 to 999 employees
U.S. Department of Justice	500 to 999 employees
Standard Motor Products	250 to 499 employees
U.S. Army Non-Appropriated Funds Division	250 to 499 employees
Riverside Regional Jail	250 to 499 employees
Perdue Products	250 to 499 employees
U.S. Department of Army and Air Force	250 to 499 employees
Ace Hardware Corporation	100 to 249 employees

Source: www.virginia.gov

Healthcare Facilities

Southside Regional Medical Center in nearby Petersburg provides over 300 hospital beds and offers 24-hour emergency and trauma care in addition to quality inpatient and outpatient services. Currently the hospital employs over 1,400 staff, 340 of which are physicians representing more than 35 specialties. Also serving Prince George County is John Randolph Medical Center in Hopewell. With 147-beds, John Randolph Medical Center offers acute care inpatient and outpatient services including a 124-bed nursing care facility. There are also numerous nursing home care facilities located throughout the area.

The Prince George County Health Department provides extensive countywide medical services including immunizations, obstetrics, well baby clinics and home health care. With more than 150 physicians and 70 dentists in the local area and another 2,000 plus physicians and 500 dentists in the Richmond area, residents have access to some of the best health care services in the state. A non-profit health care center is also located in Prince George County and serves the region.

Education

The Prince George County Public School Division employs an estimated 1,000 staff, 495 of which are teachers. The school system anticipated over 6,200 students to fill five (5) elementary schools, two (2) middle schools and one (1) high school during the 2010 – 2011 school year. These schools are all fully accredited SACS CASI / AdvancED. The County also has one vocational/technical school. Fort Lee based troops receive education for their children through the public school system.



Several colleges and universities are located within a 60-mile radius of the County. Shared by both Prince George County and Dinwiddie County, Richard Bland is a two-year affiliate of the College of William and Mary and offers associate degrees in business, arts and science. Two community colleges nearby are John Tyler and J. Sargeant Reynolds both of which offer a range of one and two year programs. The University of Richmond, Virginia Commonwealth University, the College of William and Mary, Virginia Union University, Randolph-Macon College and Virginia State University offer a wide range of four-year programs as well as advanced degrees

Outdoor Recreation



James River National Wildlife Refuge (NWR) is one of four refuges that comprise the Eastern Virginia Rivers National Wildlife Refuge Complex. The Refuge encompasses 4,200 acres of forest and wetland habitats along the James River, bordered by Powells Creek to the west, and the historic Flowerdew Hundred Plantation to the east. Prince George is bordered by the Appomattox and James Rivers, which offer 22 miles of shoreline that invites fishing and boating.

Library

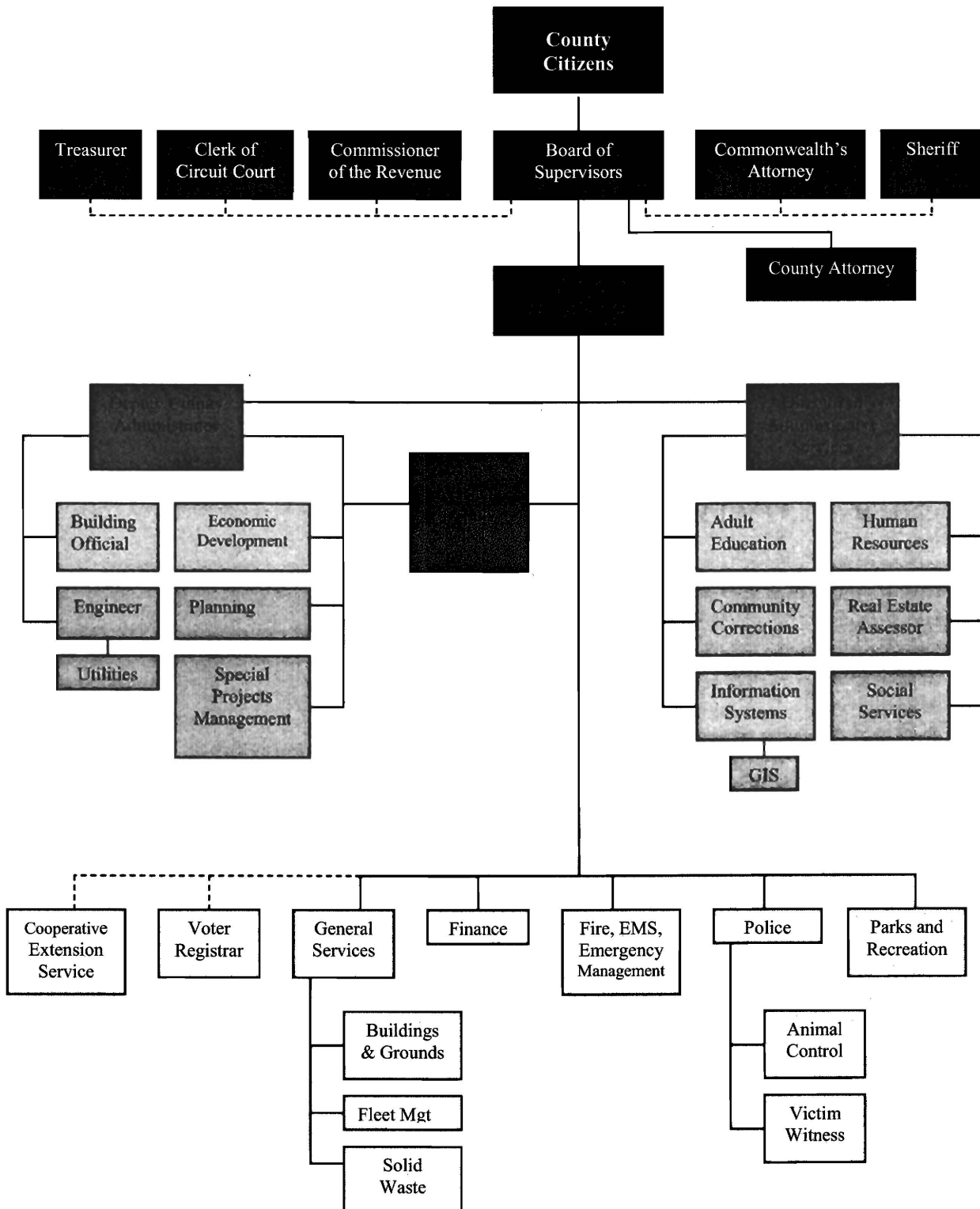
Prince George County is a member of the Appomattox Regional Library System, which circulates over 119,000 volumes. Two branches of the Regional Library are located in the County. The County is currently building a new state of the art library at the County Campus located at Prince George Courthouse to complement the facility in Disputanta and Burrowsville. In addition, Richard Bland College includes a 64,105 volume library; John Tyler Community College, a 75,472 volume collection; and Virginia State University with 768,818 volumes.

Prince George County Government

The Code of Virginia provides that each county be governed by a Board of Supervisors, which is elected by qualified voters of the county. The Prince George County Board of Supervisors is composed of five board members who serve concurrent four-year terms. The Board is the legislative policy making body for the County and considers and adopts policies regarding administration, budget, finance, economic development, health, planning, public safety, recreation, sanitation and waste removal. The Board appropriates funds for all functions, including schools and operation of courts. The County operates with a FY 2011 budget of \$93,271,000 with a General Government staff of approximately 300. In response to

annexation efforts by neighboring cities in the 1980's, Prince George County government became a leader in local government innovation for many years and is unusual in that the County has an independent Police Department and functions much like a city in many areas of its operations.

Prince George County, Virginia



County Administrator

The County Administrator, who is appointed by the Board of Supervisors and is a 'will and pleasure' employee serves as Chief Administrative Officer and leads the operations of the County government as the County works to meet the needs of the citizens of Prince George County. The office advises members of the Board of Supervisors, recommends policies, and sets priorities for consideration by the Board concerning the provision of programs and services that provide a high quality of life to County's citizens. The County Administrator also ensures compliance with federal, state and local laws and ordinances as well as maintains open communication with various sectors of the community such as the legislative delegation, business community, area governments, and County residents. The County Administrator is also responsible to the Board for execution of Board established policies, development of the annual budget for Board approval, budget administration, guiding the work of County employees, financial administration, human resources, building inspection, animal control, recreation, economic development and a wide range of other activities related to County services.

County Attorney

The Board of Supervisors appoints the County Attorney for an indefinite term of service. The County Attorney's Office provides legal services to the Board of Supervisors, County Administrator and County departments dealing with any and all legal issues that arise within the County. These services include rendering legal opinions; research; preparation of all legal documents for the County; and legal representation at the Board of Supervisors' meetings. In addition, the County Attorney handles all litigation involving the County, either as a plaintiff or a defendant and provides legal advice to the citizens of the County on County related issues.

Major County Services Include:

Engineering and Utilities Department

The Prince George County Engineering and Utilities Department is charged with providing water and wastewater services to the populated areas of the County. The Engineering and Utilities Department handles inquiries pertaining to water and wastewater lines, future industrial and residential development inquiries, inquiries for high water consumption, muddy water and low-pressure complaints, as well as billing problems, water leaks and new and terminated services. The County provides water from a variety of sources including the Appomattox River Water Authority. The department also manages review of site plans for new commercial projects, administration of capital improvement projects for utilities and administration for pumping stations, water systems and elevated storage tanks.

Economic Development

Prince George County, Virginia, has been open for business for almost 400 years and business development is thriving today. Known for its prime location in central Virginia and the mid-Atlantic region of the United States, Prince George is easily accessible to the global marketplace.

Recognized for its progressive, pro-business climate and customer-focused service, Prince George competes internationally to attract first class business and industry while nurturing small business development. Encouraging existing industry expansion and supporting the developing tourism industry are key components of the Prince George business development plan.

Planning and Zoning Department

In an effort to achieve community goals, the Prince George County Planning and Zoning Department is charged with providing professional planning leadership and facilitating the development policies of the Board of Supervisors.

The Planning and Zoning Department provides staff support for the Planning Commission and the Board of Zoning Appeals, evaluates zoning changes, performs site plan review, enforces County Ordinances related to land use, and facilitates the update and implementation of the Comprehensive Plan. The Planning and Zoning Department can assist with questions regarding new development, subdivision of land, and topics ranging from rezonings to variances.

Building Inspections Department

The Building Inspections Department is charged with the duty of issuing permits, and conducting inspections for all new construction, alterations, repairs, removal, demolition, or other building operations. The Office reviews building plans to confirm that the proposed construction will comply with the provisions of the Virginia Uniform Statewide Building Code 2006 Edition. The Virginia Uniform Statewide Building Code is a minimum standard that all local governments are required to enforce. The building code requires that the Building Inspections Department also inspect the structure at critical points during construction.

Finance Department

The Finance Department is committed to providing reliable information and quality service to customers, who include citizens, elected officials, County Administration, other County departments, vendors and employees. The functions of the Department include payroll, accounts payable, purchasing, budgeting, general accounting, grant administration and financial reporting.

Payroll

The Finance Department processes payroll for approximately 300 County employees. They are responsible for payroll taxes and employee benefit accounting.

Accounts Payable

The Finance Department is responsible for paying all County invoices and printing accounts payable checks for the School Board. The department is responsible for Form 1099 reporting.

Purchasing

The Finance Department issues Invitations to Bid and Requests for Proposals for County departments. They are also responsible for purchase orders and the County's bidders list.

Budget

The Finance Department works closely with County Administration and the Board of Supervisors in the development of the County's annual budget and capital improvement plan. The process normally begins in December, with the issuance of the County Administrator's budget letter to Department Heads, and concludes with final adoption of the budget by the Board of Supervisors in April.

General Accounting

The Finance Department is also responsible for ensuring accuracy and dependability in all financial transaction and reports. This includes the filing of reports with local, state, and Federal agencies, auditing accounts, and providing financial information to all departments.

Bonds and Debt

Prince George County currently holds an A1 rating on the County's General Obligation Debt from Moody's Investors Service. The County's rating was upgraded in June 2007, reflecting the positive direction of the County's economic base, financial indicators, debt management, and financial management.

As of June 30, 2009, the County had \$93.3 million in General Obligation debt outstanding. Prince George County is one of a handful of Virginia counties that have opted, under Article VII, Section 10 of the Constitution of Virginia, to be treated as a city for the purpose of issuing its bonds. In a special election held August 20, 1985, Prince George voters eliminated the need for voter referendums on future general obligation issuances, but also subjected the County to the statutory ten percent limit on outstanding general obligation debt as a percentage of real estate assessed values in the County.

The County's outstanding debt is also limited by debt ratios included in the County's Financial Policies, adopted by the Board of Supervisors in November 2006.

Procurement

The County of Prince George releases Requests for Proposals (RFP) and Invitations for Bids (IFB) to the public to competitively obtain pricing for goods and services. RFP's and IFB's are provided online in PDF format for viewing and/or downloading.

Public Safety

Police Department

The Prince George County Police Department, in partnership with the community strives to protect and improve the quality of life in Prince George by providing Leadership through Open Communication, Fair and Dignified Service, and Interactive Problem Solving.

The Community Policing Unit provides services that include Residential/Business Security Surveys, Bicycle Registration, Child Safety Seat Installations, Traffic Complaints, Inoperable Vehicles and Neighborhood/Business Watch. This department is heavily engaged in speaking with community groups and school aged children regarding topics such as Crime Prevention, Safety in the Workplace, Crime Prevention for Children, Identity Theft, Drugs, Child Safety Seats, Fraud, Computer Crimes, Bicycle Safety, Firearm Safety and Traffic Laws

The 2007 Virginia General Assembly and Governor have enacted comprehensive legislation related to those persons required to be registered with the Sex Offender and Crimes against Minors Registry. Since July 1, 2007, Prince George County additionally requires offenders to provide their palm prints, vehicle registration information for all vehicles owned by the registrant, the electronic mail address information, any instant message, chat or other Internet communication name or identity information that the offender uses or intends to use, whether within or outside of the Commonwealth. Offenders are required to register and re-register this information in person or electronically with the local law enforcement agency where his/her residence is located.

Fire and EMS

Prince George Fire, EMS and Emergency Management is composed of over 250 active and associate Volunteers and seven (7) Career Firefighter/Medics who take pride in helping those in need. There are five Volunteer Fire Companies with six stations, one Volunteer Emergency Crew and an Administrative Office. The men and women who make up the organization work hand-in-hand with each other and several other agencies to make Prince George a safe place to live, learn, work and raise a family.

Located next to the Cities of Hopewell, Petersburg, Colonial Heights, the Counties of Sussex and Surry, the military installation at Ft. Lee, and the Appomattox and James Rivers, responders experience a diverse range of emergency calls. Each year Prince George Fire, EMS and Emergency Management responders answer over 3,500 calls for service as they provide services that include Fire Suppression, Emergency Medical Services, Fire Safety and Public Education, Emergency Management, Hazardous Materials Response and Technical Rescue.

Social Services

Prince George County has a full service Social Services Department locally administered with the County Administrator serving as the local Social Services Board. Clients can include those receiving public assistance as well as other individuals and families in need of services in the community. The seven major services provided by the Social Services division are Intake Services, Adult Services, Prevention and Support Services, Adult Protective Services, Child Protective Services, Foster Care and Adoption Services and Employment Services. Additionally, services are available for short-term emergency assistance, energy assistance, a Medicaid Health Check-Up program, refugee programs, family services and family planning programs, administering the Food Stamp Program and providing child support enforcement referral.

Human Resources Department

Prince George County is an Equal Opportunity Employer with the mission to serve customers, employees and staff with integrity and accountability in a professional and courteous manner. The Human Resources Department is tasked to attract, motivate, develop and retain an efficient, productive and diversified workforce primarily responsible for providing services to its citizens.

Information Technology Department

The Information Technology Department provides technology support services for County departments, Constitutional Offices, and several multi-jurisdictional agencies. Support is provided in a wide variety of areas including:

- Providing hardware and software support for County technology assets including desktop computers, laptop computers, servers, telephones, printers, mobile devices, as well as audio-visual equipment.
- Planning and support for voice and data networks.
- Operational support for existing departmental and enterprise data systems and business processes.
- Project management and support for enterprise and departmental technology initiatives.
- Training end users for a variety of applications and systems that are part of the County technology infrastructure.
- Ensuring continuity of technology operations in the event of natural or man made disasters.
- Strategic planning for applying technology in a manner that will meet the current and future needs of Prince George County.

In addition, the Department researches and evaluates new technologies and methodologies in an effort to improve the effectiveness, efficiency, and reliability of County services and ensure the work performed by the Information Technology Department aligns with the business vision and goals set forth by the County Board of Supervisors and executive management.

Parks and Recreation

One of the amenities enjoyed by residents of Prince George County is a variety of choices for recreational activities. Many residents are attracted to the County because of its wealth of open space, which is unavailable in more densely populated areas.

Community recreational facilities are provided in conjunction with public school sites and residential subdivisions so that citizens in all parts of the County will have access to them. The Prince George County Parks and Recreation Department offers all-season youth and adult sports, programs in physical fitness, family trips and activities, special interest classes, and youth support day camp programs.

The County currently has three recreation parks. Scott Memorial Park offers 10 acres with a large pavilion and picnic tables, restrooms, a tot playground and a softball field. Temple Recreation Park has 32 acres with one large and one small pavilion with picnic tables, restrooms, a nature and jogging trail, tennis courts, a softball field and a basketball court. The County's newest park, the Appomattox River Regional Park, is located between I-295 and the Riverside Regional Jail on River Road. This park offers 48 acres of wooded trails with an observation pier, an education center/pavilion, restroom facilities and additional green space on the Appomattox River.

Constitutional Officers

The County is also served by five additional elected officials: the Clerk of the Circuit Court, Commissioner of the Revenue, Commonwealth's Attorney, Sheriff, and Treasurer. The Clerk of the Circuit Court serves an eight-year term of office and all other officers serve four-year terms. Roles of other elected officials are detailed as follows:

Clerk of the Circuit Court

Prince George Circuit Court (6th Judicial Circuit) serves the residents of Prince George County. The Circuit Court has authority to try a full range of cases, both civil and criminal, jury and non-jury. Civil cases include a wide variety of business disputes, personal injury and domestic relations cases. The Court hears felony criminal cases. The Court also hears appeals of misdemeanor and traffic cases from the General District Court and Juvenile Courts.

Court Services provided by the Circuit Court include criminal cases, law cases, criminal case information, administration of estates, divorce information, land records, marriage licenses, name change information, concealed weapon permit information, notary public information and trade name information

Commissioner of the Revenue

The Commissioner of the Revenue is the chief assessing officer for the County. The Commissioner of the Revenue's Office is regulated by the State Code of Virginia and the County Code of Prince George. Responsibilities include assessing personal property tax, machinery and tools tax, business license tax, public service corporation tax, meals and lodging tax, and the short-term rental tax. The Commissioner of the Revenue's Office also assists Prince George residents in the preparation of Virginia State Income tax returns and administers the County tax relief for the elderly and disabled program.

Commonwealth's Attorney

The Prince George Commonwealth's Attorney's Office helps make the County of Prince George a safe place to live, work and play by prosecuting those cases where there is sufficient, legally admissible evidence in a manner that (1) respects the dignity of those who are the unfortunate victims of crime and (2) promotes the ends of justice. The Commonwealth's Attorney is responsible for the prosecution of felony, misdemeanor and traffic cases in the County. In addition, the Victim/Witness Program for Prince George

County, a program implemented to respond to the needs of victims and witnesses of crime is located in the Office of the Commonwealth's Attorney.

Sheriff

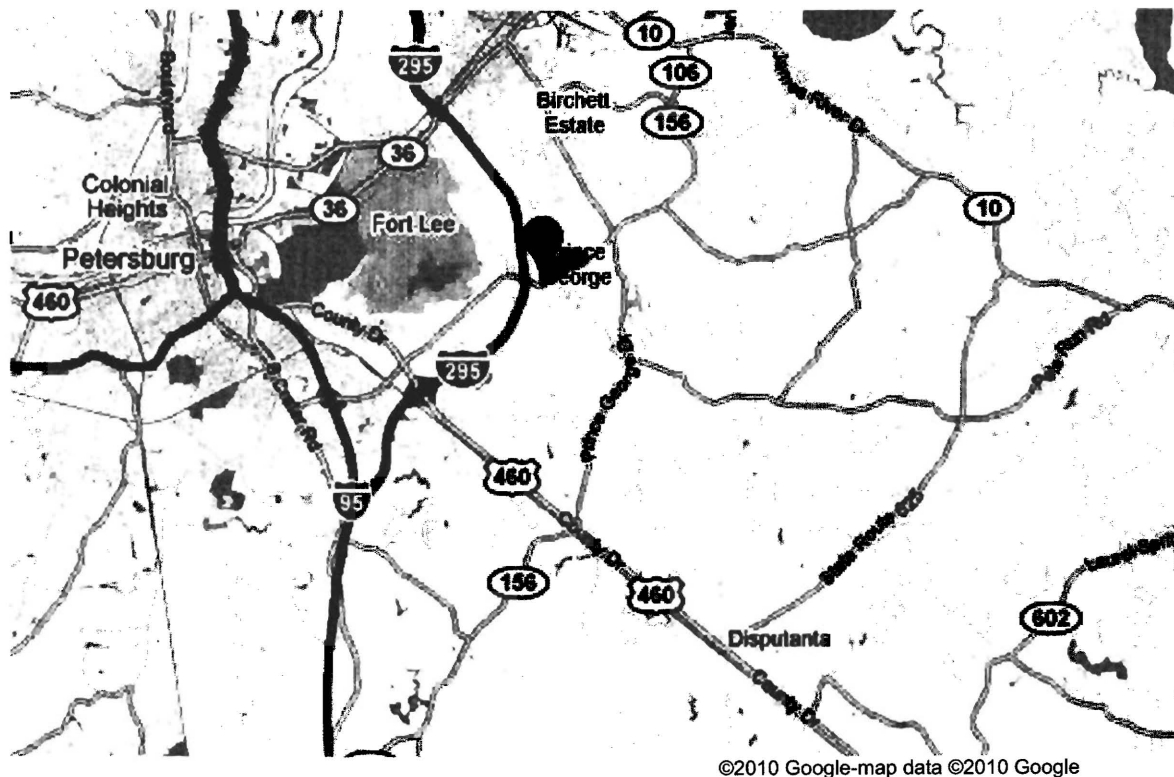
The County Sherriff is responsible for the law enforcement department charged with providing civil processing procedures, crime prevention, courtroom and community activities security, the transportation of prisoners. This department oversees several programs including home incarceration, selective enforcement, Project Lifesaver, Project Childsafe and promotes gun safety awareness through the Eddie Eagle Program. The Sheriff's Office has ten (10) employees including seven (7) sworn deputies that perform the many functions required to service Prince George County and its citizens.

Treasurer

The Treasurer's Office is responsible for the collection of all department revenue of Prince George County taxes and dog licenses. The Office makes County deposits and investments and reconciles all bill statements. The office also assist citizens, attorneys and title searchers.

The Treasurer's Office accepts payments for State Income Tax, Personal Property Tax, Vehicle Registration, Real Estate Tax, Utilities Bill, Business License Tax, Dog Licenses and Parking Tickets.

*To learn more bout Prince George County go to
<http://www.princegeorgeva.org>*



PRINCE GEORGE COUNTY COUNTY ADMINISTRATOR PROFILE

Education and Experience

A bachelor's degree in business or public administration, public policy, finance, planning or related field required; master's degree in similar academic areas a plus. At least five (5) years of public management experience as a Chief Executive/Administrator or Deputy Chief Executive/Administrator in a comparably sized changing community or organization with a wide range of knowledge and duties in operations and management is desired. Past experience of the individual should demonstrate high levels of performance in areas that include finance and budget, economic development, community involvement and visibility, staff development, efficient use of technology in enhancing performance and maintaining positive lines of communication at all levels. Additional experience in team building, outreach, and development of governmental departments a significant consideration.

Skills and Past Performance

Administrative Ability - Must have demonstrated a high level of ability in working cooperatively with a variety of staff, Constitutional Officers and independent Boards in a developing community. Must be able to analyze administrative systems and provide recommendations with an eye to the future to develop efficient and responsive operations for all local government functions when called upon. Strong written and oral communications and negotiating skills are essential, including the ability to make difficult recommendations and decisions in a timely fashion.

Board and Intragovernmental Relations - Ability, interest and willingness to take time in working with the Board, Constitutional Officers, citizens and various advisory body members so that they may be well informed and understand technical processes. Should be willing to provide an acceptable level of detail and adequately inform the entire Board, equally, on a regular basis, so that there are no surprises. Clear and concise written and oral communications with all audiences are essential. Must be willing to challenge the staff with new ideas and be able to accept constructive criticism and implement needed changes. The successful candidate must be able to present all sides of an issue that affect the County to appropriate individuals and groups in a clear, concise and unbiased manner. The individual should be able to participate in development of sound County policies and directives, interpret existing County policies and carry out the intentions and directions of the Board of Supervisors with energy and enthusiasm.

Budget and Finance - Should have significant knowledge and experience in successfully managing a county, city or town budget of comparable size and complexity. Must understand the various methods of maximizing resources, financing options and ensuring a wise use of limited public resources. Must understand basic governmental accounting practices and the need for, and the value of, long range financial planning. Should have strong knowledge of and experience working with federal and state grants.

Human Resource Management - Must demonstrate a personality that can communicate the governing body's goals, needs and directives to employees and external customers. Must be engaged with and able to lead and motivate County employees under his/her direction to a level of high performance and demonstrate fairness in dealing with staff. Should have demonstrated a commitment to challenging employees and improving governmental processes and actively measuring employee accountability while expanding training opportunities to maintain and improve employee and organizational efficiency and performance.

Community Relations - Candidate must be visible in the community, active in civic organizations and engaged in public discussions, and have the ability to understand the diverse and changing needs of various community and private sector groups in Prince George County. Candidate should be able to present a confident image of the local government to the community at large.

Intergovernmental Relations - Must be able to relate to, maintain and expand existing relationships with other local governments, regional organizations, the County's school division and state and federal agencies.

Professional Skills and Management Style

- Trusted individual, who accepts direction from the Board of Supervisors and is able to implement complex policies in a timely manner
- Proactive in dealing with problems and issues while not micromanaging staff
- Fair in approach to decision making, when called upon, yet firm in application of policies, rules and laws.
- Excellent communication skills with the ability to communicate with various constituencies without intimidation and condescension
- Ability to provide alternative solutions and options, make recommendations with confidence and the courage to do what's right, even in the face of adversity
- Strong, confident, proactive leadership style which is results oriented and mission driven
- Flexible, can adjust to changing leadership
- Team builder who serves as a mentor and coach to staff and is willing to monitor their growth and progress
- Ability to develop and maintain positive relations with members of the Board of Supervisors, Constitutional Officers, the School Board, citizens, public safety providers, community groups, department heads and other governmental entities.
- Results oriented with attention to detail, while being transparent with the Board and public in all dealings
- Ability to analyze large amounts of complex information and develop reasonable, practical and innovative solutions to identified internal and external problems and management issues.
- Strong negotiator who is able to adequately communicate and defend the County's position in all matters.
- Ability to understand the culture of the organization, identifying and communicating opportunities for continued organizational improvement.

Personal Traits

- Excellent communicator who enjoys relating to and being with a wide variety of people
- Loyal to the County in all dealings and able to act in the best interest of the County at all times without concern for their personal interest
- High moral standards, with a high degree of integrity, ethical, honest, open and candid with the ability to maintain confidentiality when in the best interest of the County
- A good listener who is analytical, seeking all the facts on a given issue, before making a decision, with good common sense
- Easily accessible, highly responsive and inclusive in the decision making process with a 'can do' attitude
- A self starter who is innovative, hard working and a producer who is mature and self confident; comfortable 'with who they are' and slow to anger while possessing a good sense of humor
- Strong in all dealings while being fair and compassionate with others
- Tactful, discrete, diplomatic and apolitical
- Creative and open minded to new ideas with good common sense
- Service oriented, visible and participating member of the Prince George County community
- Humble; willing to give credit to others for joint accomplishments

Issues/Challenges

- Creating a governmental culture which values new ideas, open communication and transparency with staff citizens and the business community
- Building stronger internal relationships and trust with County departments and building and maintaining positive relationships with independently elected officials and Boards
- Working with Fort Lee as it expands its mission and expanding economic development opportunities for the County's citizens which benefit the County and its citizens
- Building a community based vision for the County
- Creating a budget which is realistic given continuing economic challenges
- Preparing the County for future growth through establishment of sound planning principles established through a continuing County dialogue

Compensation and Benefits

The salary for the position is negotiable, based on qualifications and experience with a maximum salary level of \$145,000. Benefits include but are not limited to vehicle allowance or use of a public vehicle, participation in the Virginia Retirement System, vacation and sick leave, group life insurance, medical insurance, professional dues and conference expenses. Moving and relocation expenses may be negotiated with the County. County residency is required within a reasonable time of appointment to the position.

Application and Selection Process

Résumés received by December 15, 2010 will receive priority consideration. Position remains open until filled. To be considered please submit a letter of interest, detailed resume outlining career accomplishments including salary history and a minimum of three (3) professional references to:

John A. Anzivino
Springsted Incorporated
1564 East Parham Road
Richmond, VA 23228
(804) 726-9750
Fax: (804) 726-9752
E-Mail: richmond@springsted.com

Following the filing date, résumés will be screened by Springsted Incorporated based on the criteria established by Prince George County. After a process which will include interviews and reference checks for those candidates who are determined to be best suited for the position, a group of finalists will be presented to the Board of Supervisors for their consideration. The finalists should be interviewed in Prince George County during the month of January 2011.

Prince George County is an Equal Opportunity Employer.

THE TOWN OF BROWNSBURG, INDIANA



is Recruiting for the Position of *Town Manager*

Send resumes by September 18, 2009 to:

John A. Anzivino, Senior Vice President
Springsted Incorporated
1564 East Parham Road
Richmond, VA 23228

Telephone: 804.726.9750
Fax: 804.726.9750
E-Mail: richmond@springsted.com



Springsted

The Town of Brownsburg, Indiana

Town Background and History



Located in the heart of Indiana and just minutes west of Indianapolis, Brownsburg is one of Hendrick County's and Indiana's fastest growing towns. The Town, which consists of approximately ten square miles, experienced a 90 percent increase in population during the 1990's and has grown to an estimated 19,535 citizens in 2009. Strong and healthy growth activity continues with a dedication on the part of the Town government and the community to manage growth to maintain a high quality of life balanced with jobs for those who work in the community. Brownsburg is preparing for the future with many new

housing developments while continuing to provide a quiet place in which to live and raise a family.

Brownsburg was originally named Harrisburg when William Harris first platted the initial area which became the Town in 1834. The Town was renamed Brownsburg in 1836 after James B. Brown, one the first settlers in the area, and was incorporated in 1848. A stagecoach line was established along a road built in 1820 connecting all of the small outlying communities to Indianapolis. From the 1840's to the 1870's, the Town almost tripled in size growing from its original six acres to more than sixteen acres. Brownsburg's first post office was built in 1836 and a train depot was established in 1869.



Brownsburg is strategically located just northwest of I-465 about ten miles from Indianapolis. State Road 267 is Brownsburg's major north/south connection while I-74 provides a direct route to Chicago, Louisville and Cincinnati which are all less than two hours from the Town. Indianapolis International Airport is less than 20 minutes from the Town. With the completion of Ronald Reagan Parkway from 56th Street to US Highway 136 and expansion of 56th Street, development is anticipated to expand the Town's corporate boundaries. The Town of Brownsburg continues to pursue opportunities for growth and development. The annexation of Wynne Farms containing over 500 acres of mixed development is one of the major accomplishments achieved in the year 2008.

The friendly and quaint atmosphere of early Brownsburg remains with the Town today. As a growing Town, Brownsburg still maintains a strong commitment to family and community, and provides a wide variety of family oriented activities including community soccer, softball, baseball, and basketball leagues. The Town has several parks with walking/jogging paths, creeks and playground equipment for children. White Lick Creek is visible from many areas of Brownsburg. Residential housing prices in Brownsburg range from \$80,000 to over \$500,000 and can be found in both new developments and in mature neighborhoods that have been home to generations of Brownsburg residents. Brownsburg is also home to O'Reilly Raceway Park, one of the most diverse auto racing facilities in the country, which hosts over 100 events annually and is just minutes away from the renowned Indianapolis Motor Speedway.



The Park has become a magnet for racing teams and race related manufacturers and services all of which contribute to Brownsburg's economic base. Brownsburg is also host to one of the largest craft shows in the Midwest, 'Commerce Arts in the Park' which attracts over 6,000 visitors annually.

Brownsburg's nationally ranked, four-star community school system is governed by the Brownsburg Community School Corporation which is recognized among the top school corporations in the state. The Corporation consists of six

elementary schools, two middle schools and one high school, housing approximately 7,000 students, which are all fully accredited by the State. The School Corporation also offers advanced learning through two academies for juniors and seniors. Two private high schools provide a range of education options for area students. Brownsburg Community Schools provide outstanding academic leadership that includes field experiences such as a two-week trip to Italy in the summer. The Brownsburg Bulldogs are consistently competitive in a variety of sports for both boys and girls. Brownsburg also maintains a very strong tradition in music. The award-winning Brownsburg High School Marching Band hosts a major spring band festival each year.

A number of colleges and universities are located near Brownsburg and provide opportunities for continuing education. The Challenger Learning Center, located in Brownsburg, offers simulated space missions, distance learning programs, teacher training, professional development, enrichment programs and corporate missions, utilizing hands-on, inquiry-based activities to engage participants in activities that encourage teamwork, communications, problem-solving and critical-thinking skills.

Brownsburg's major employers include Brownsburg Community School Corporation, Wal-Mart, Indianapolis Raceway Park, Home Good Distribution, Maplehurst Bakeries, Inc., Kroger Company, Marsh Supermarket, Lumber One, Inc., K-Mart and a host of auto racing teams and their supporting industries which provide over 2,500 jobs. Brownsburg touts a strong retail market and a diverse and growing mixture of nationally and locally-owned financial, insurance, legal and medical groups. The original downtown business district has been maintained at the intersections of U.S. Highway 136 and State Road 267 and is in the planning stages for redevelopment. Brownsburg also has several light industries including fabrication and a copper and brass distributor. Several light industrial parks have been established to take advantage of efficient highway and rail access. The combination of a strong and growing base of racing industry and related research facilities coupled with excellent transportation access place Brownsburg in a strong position for future growth in this area. Farming is still a large part of the Brownsburg economy with corn and soybeans heading the list of crops grown in the area.



Form of Government

Town Council

The Town of Brownsburg operates under a Town Council – Clerk-Treasurer structure as mandated by the Indiana State Code and the Town Council-Town Manager form of government. The elected Town Council members serve as the legislative/executive branch while the elected Clerk-Treasurer serves as Chief Financial Officer. The Town Manager is appointed by the Town Council as an at-will employee of the Town for an indefinite term and is hired based upon his or her skills and qualifications.



The Town Council consists of five members chosen by the voters /residents of the Town who serve four year staggered terms. The Town Council adopts ordinances and resolutions to improve the performance of the Town. The Town Council may purchase, hold, and convey any interest in property on behalf of and for the use of the Town. The Town Council may also adopt and use a common seal and exercise all powers that are needed for the effective operation of local governmental affairs.

The Town Council is authorized to budget and appropriate funds to provide membership for the Town and the officials and members of the municipality's boards, council, departments or agencies whose purpose is the betterment and improvement of municipal operations. The Town Council is further authorized to budget and appropriate funds to pay the expenses of authorized representatives to attend the meetings and functions of organizations to which municipality belongs.

Town Clerk-Treasurer

Under the Indiana form of Town government, the Clerk-Treasurers is subject to election every four years. The Clerk-Treasurer may administer oaths, take depositions, and take acknowledgements of instruments as required by law. The Clerk-Treasurer's Office, which is also staffed with a Deputy Clerk Treasurer, also receives and cares for all Town monies, paying them out upon order of the Town Council and keeping accounts of all Town funds. The Clerk Treasurer also files monthly reports with the Town Council showing all receipts and disbursements of the Town funds for the preceding month, maintains records which are open for inspection by the Town Council, issues all licenses and attends all Town Council meetings, maintaining a recording of the proceedings for public review.

Town Manager and Town Administrative Structure

A Town Manager is hired by the Town Council to manage the daily affairs and operations of the Town. The Town Manager ensures that Town services are performed in accordance with Town Council policies and within the capability of the Town's resources. The Town Manager is responsible for working with Town, County and State officials in promoting sound and balanced economic development for the community and directs the day-to-day operations of the Town in carrying out the policy directives of the Town Council. The Town Manager's Office is currently staffed by seven professional and support staff.



Assistant Town Manager

An Assistant Town Manager, appointed by the Manager, assists with oversight of day-to-day operations. The Assistant Town Manager, assists with Town administration, oversees the annual budget process and has specific oversight of the following departments: Utility, Information Technology, Purchasing, Planning and Building, Street, Fleet Maintenance, Water, and Wastewater.

The Assistant Town Manager serves as the Human Resource Director with the assistance of the Human Resource Coordinator and serves on the Town's Emergency Committee, to ensure adequate training for all committee members as well as to assist public safety personnel in preparing for Town-wide emergencies. The Assistant Town Manager is also the Town's Stormwater Operator, overseeing all state and federal requirements for the stormwater program.

Budget and Operating Departments

The Town includes several operating departments and administrative offices. The 2009 recommended budget totals \$28.5 million for all funds. The Town staff consists of 115 employees who are involved in a wide range of service provisions to the Town's citizens. Services provided include parks and recreation, water and wastewater treatment, sanitation and storm systems, fall leaf collection, curbside tree limb pick up, municipal street lighting, police, Fire/EMS, Town Court, yard waste drop-off site, street maintenance, recycling of yard waste, economic development and planning/inspections.

Police

The Brownsburg Police Department is comprised of forty-one sworn, eight civilian, fifteen reserve and fourteen part-time personnel. The Brownsburg Police Department is a nationally accredited law enforcement agency first obtaining accreditation award from the Commission on Accreditation for Law Enforcement Agencies (CALEA) in August of 1996. The Department which is overseen by a Police Commission offers a full range of traffic, enforcement, investigation, juvenile services, emergency planning and DARE services to the community and is heavily invested in the use of technology. The Department is actively engaged in outreach to the Brownsburg community and offers programs such as the Citizens Academy and National Night Out which drew over 3,000 participants in 2008. The Department is also the sole Emergency Response Team and Underwater Search and Recovery Team for several communities in the west Indianapolis area. During 2008 the Brownsburg Police Department fielded 20,663 calls for service, reflecting slightly more than an 8% increase over 2007. The Department worked a total of 561 accidents which was down 14% from 2007. Of the accidents worked, 91 were crashes with injury, seven (7) were alcohol-related and none were fatalities. The issuance of citations and warnings slightly increased from 2007 illustrating the Department's continual commitment to traffic enforcement. Incident reports dropped from 1,481 in 2007 to 1,331 in 2008, reflecting a 10% decrease. Overall, statistics generated in 2007 and 2008 generally exhibit a reduction in overall crime. Adult charges decreased approximately 17% and adult arrests decreased approximately 21% from 2007 representing the department's increased efforts in community policing, directed patrols, officer presence and the department's general ability to remain proactive in public safety measures and crime deterrence.

Town Court

The Brownsburg Town Court was established in 1992 in an effort to alleviate some of the case load on the Hendricks County Courts. Town Courts handle all traffic infractions and local ordinance violations as well as criminal misdemeanors. In addition to the Judge, an independently elected official, the Court staff consists of three full-time employees. Court is held on Wednesday afternoons at 1:00 and typically between 60 and 70 cases are heard each day. Case statistics for 2008 include hearings for:

- 505 misdemeanors
- 484 ordinance violations
- 8794 infractions

Fire EMS

Fire and emergency medical services are provided to the Town of Brownsburg through the Brownsburg Fire Territory, an independent agency, partially funded by the Town, which also serves the surrounding Townships. The Brownsburg Fire Territory, with a staff of ten administrative and eighty EMS and fire personnel is continuing efforts to gain accreditation and is continuously seeking ways to improve service and efficiencies. In 2008, the Territory, which operates from a headquarters and three stations, ended another record-setting year for emergency responses for the Brownsburg Fire Territory, responding to 3,015 calls for emergency service. This eclipsed the record set the previous year of 2,742 and was a 9.4% increase over the previous year, and an increase of nearly 1,000 emergency responses since the year 2000. The Territory is heavily invested in the use of technology and fully integrated into the Hendricks County Communication System.

Purchasing

The Town's Purchasing Department is a relatively new department staffed by a Purchasing Manager and overseen by the Assistant Town Manager. The Department is responsible for administration of the Town's purchasing policies and procedures and negotiation of the procurement of commodities,

contractual services and assesses accountability, while insuring quality and effective expenditures of public funds. The office has continued to expand into the file and records maintenance library for any purchasing related documents (e.g. bidding records, quotes, contracts, checklist, and certificates of insurance).

Fleet Maintenance

The Fleet Maintenance Department provides support services for 130 Town of Brownsburg vehicles and 250 pieces of equipment and tools. Some of the Department's responsibilities include: organizing and managing all Town of Brownsburg vehicles and equipment; maintenance and repair of the Town fleet; overseeing fuel resources; fleet vehicle acquisition, specifications and disposal and processing insurance claims for accidents involving the Town fleet. The Department staff consists of three (3) Mechanics, one (1) Mechanics Coordinator, one (1) Shop Supervisor and one (1) Garage Superintendent. The Town's Fleet Maintenance Facility, which opened in 2006, is designed to keep the Town of Brownsburg vehicles on the road while lowering costs by using modern maintenance practices and technologies. The Fleet Maintenance Facility makes use of electronic resources to maintain records with computerized fleet management software providing information from which data is extracted and reports generated. Reports allow Fleet administrative staff to bill monthly departmental repair and fuel costs, in addition to analyzing vehicle and equipment condition, maintenance needs, history, and expenditures.

Utility

The Utility Department, which is staffed with a Superintendent and three support personnel, collects and processes utility payments for the Town's water, wastewater and storm water systems and is committed to providing quality customer service to Brownsburg's residents. Staff in the Department work to maintain correct and on-time billings and work with the Planning and Building, Water, Wastewater, and Street Departments to try to ensure any problems are addressed and corrected in a timely manner.

Information Technology

The Town of Brownsburg's Information Technology Department (IT) is dedicated to offering quality computing services and support to the Town's employees and residents. The IT Manager facilitates the use of technology in day-to-day processes to automate tasks for the following departments: Police, Street, Fleet Maintenance, Wastewater, Water, Utility, Town Administration, Clerk-Treasurer, Planning and Building, Town Courts and Parks. The IT Manager, currently the sole employee in the Department, continually makes an effort to apply the latest technologies and improve the quality of the services that the Town offers. The IT Manager also provides training, web support, technology resolution, and hardware and software deployment/repair. The IT Manager participates in several community initiatives related to the deployment and upgrade of the infrastructure, such as: development of a wireless utility for provision of Broadband services, Fiber Optics, intergovernmental connectivity, future GIS and other projects oriented towards attracting new businesses to the area.

Parks and Recreation

The Town of Brownsburg Parks and Recreation Department, which is comprised of eleven full-time and thirty-seven part-time staff members, main goal is to provide services that enhance the quality of life for members of the Brownsburg community. The Department strives to meet the Department's mission by providing the essential services, facilities and programs necessary for the positive development and well-being of the community through a wide variety of active and passive indoor and outdoor programs. The team of professional staff in the Department operates and maintains a wide variety of parks, programs, special events, and recreational facilities while working in cooperation with other service providers in the community to maximize all available resources. The Parks and Recreation Department offers more than 1,000 programs in five outdoor parks with over 165 acres of recreational opportunities.

Planning and Building

The Planning and Building Department provides technical expertise and professional advice to elected officials, Town Administration, Plan Commission Members, Board of Zoning Appeals Members, Town Departments, Citizens and the Building Community to assist in the understanding of planning techniques and processes, adopted plans, ordinances and building regulations and how each impacts community concerns, opportunities, and priorities. The Department, which is comprised of six staff members, encompasses a broad spectrum of activities and responsibilities from planning for future community development to inspecting completed building projects and code enforcement. The focus of the Department is to steer the community towards a sustainable balance of community development, long term economic vitality and job creation, high quality design of the built environment, environmental protection, and a multitude of cultural and recreational opportunities. The Department is actively involved in code and ordinance development and amendment, implementation of automated building permit application and plan review processes, transportation planning and site plan review and inspection. The Department is also highly active in reviewing zoning, subdivision, site plan and building permit applications with approximately forty zoning, subdivision and site planning cases filed and processed annually and approximately 2,000 building inspections being completed.

Streets

The Brownsburg Streets Department, which is staffed with ten full-time and two part-time staff, is committed to providing the residents with the best and most productive service possible. The Department is responsible for maintaining ninety-six miles of streets and roads, signs, street sweeping, storm sewer construction and maintenance, right of way maintenance, snow removal, recycling collection, street paving and repairs and mosquito control. The Department staff also oversees engineering for new streets and road construction projects, brush and debris collection.

Water

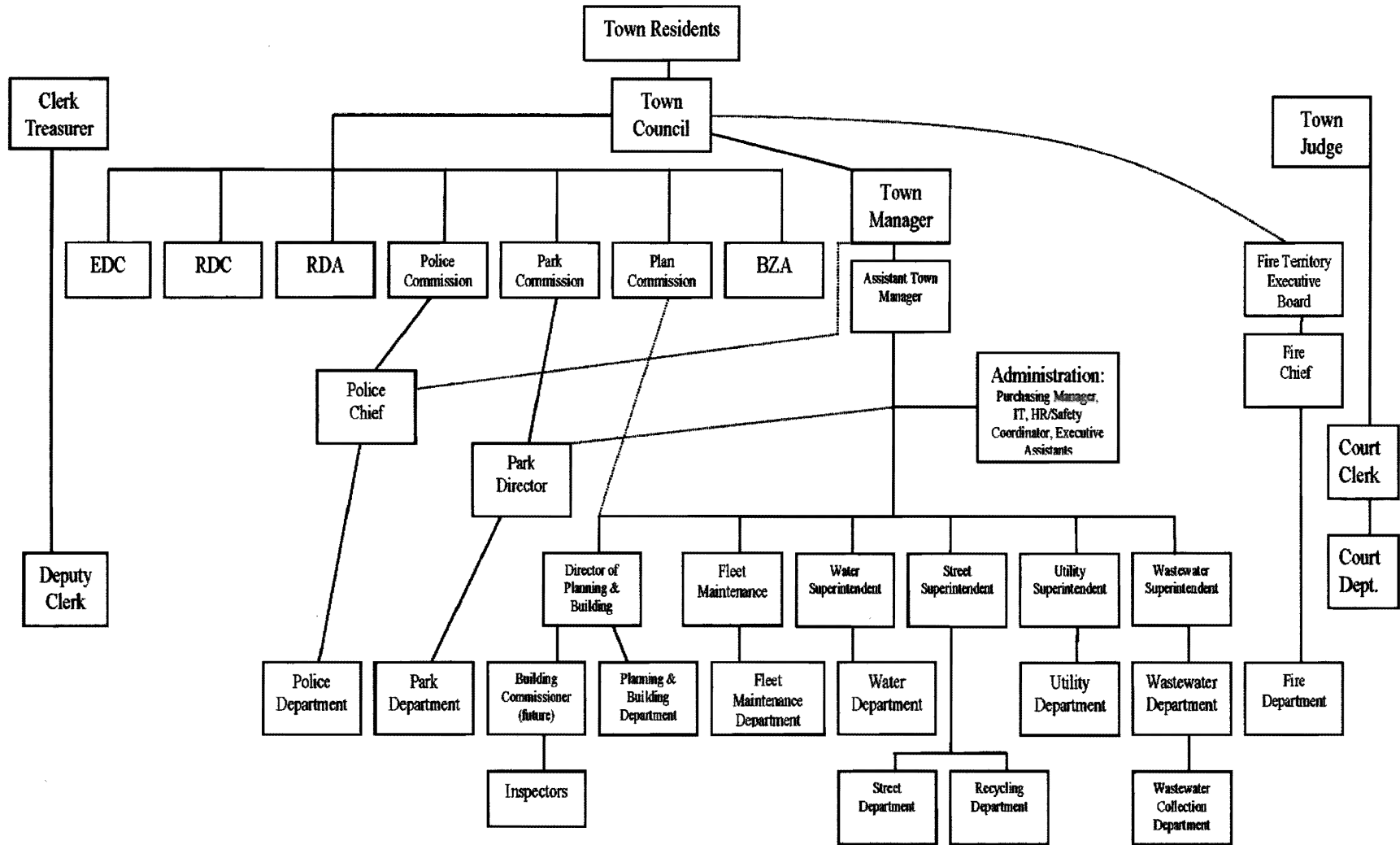
The Brownsburg Water Department, which is staffed with ten full-time and one part-time personnel, is committed to enhancing water quality, keeping rates to a level which allows growth of the needed continuous improvements to the drinking water system, and ensuring that the residents and businesses continue to have sufficient water supplies. Brownsburg's Water Department repairs, maintains and builds water lines, flushes fire hydrants, maintains and operates three water plants, tests water quality and installs water meters as some of its primary functions. The Department treats and pumps on average 1.2 MGD from Brownsburg's treatment plants and purchases approximately 1 MGD from Indianapolis Water. The Town is in the planning stages to add an additional 1 MGD of water for future development needs.

Wastewater

The Wastewater Department, which is staffed with ten full-time personnel, is committed to providing Brownsburg's customers with the best quality of treated wastewater possible. The Department operates and maintains a 3.5 MGD wastewater treatment plant, pump stations and associated wastewater collection lines. The Town's treatment plants and their discharge regularly exceed stringent requirements set by state and federal agencies. The Department also manages Brownsburg's storm water program. Planning is ongoing for adding new treatment capacity at the wastewater treatment plant and to reduce storm water introduced through a combined sewer overflow program.

More information on the Town and its operations can be found at: www.brownsburg.org

Town of Brownsburg



Town Manager Profile

Education and Experience

Bachelor's degree in public or business administration, finance, planning, or related field is required. A master's degree in one of the areas noted is highly desirable. A minimum of five to ten years of progressively responsible local government or private sector management experience in planning, administration or finance is required, a significant amount of which should be in a supervisory/managerial role. Experience beyond the minimum stated, in a variety of public or private settings, is also desirable, with experience in a growing community or industry sector a plus. The ideal candidate should possess successful management experience and a highly successful record of accomplishment in the private sector or as a Town or City Manager, County Administrator/Manager, or Assistant in a diverse, full service community with a wide range of duties in operations and management. Prior experience should include development and successful implementation of corporate or municipal budgets, utility planning and development, growth management, redevelopment and economic development efforts, community relations, the successful use of technology to continuously improve internal administrative performance and community outreach and visioning for the community and/or organization. Ability to successfully manage change is an important consideration.

Skills and Past Performance

Administrative ability: Must have demonstrated positive performance in human resources and the ability to select well-qualified and motivated personnel. Good communication skills are a must, including the ability to listen, communicate with and develop and maintain excellent relations with all segments of the community, members of the Council, independent elected officials and Town staff. The successful candidate will be willing to devote whatever time is necessary to work with the Town Council in identifying and achieving the goals established by the Town Council for the Town. Knowledge of how to effectively use existing community resources and strong leadership qualities are highly desirable. Knowledge of public or corporate finance, sound management techniques and motivational tools, training programs, and business or economic development/redevelopment are a necessity.

Council President/Town Council/Interdepartmental relations: Ability to take time and interest in working with the Council President and the Town Council to keep them informed and explain technical processes related to Town issues. Should be able to adequately inform the Council President and Council on a regular basis to avoid surprises. Both written and oral communications with the Council President and Council are essential. The successful candidate must be able to accept constructive criticism and to implement needed changes where identified. Candidate must be open and honest with the Council President and the Council members and must be able to present all sides of issues that affect the Town. The individual should clearly understand the role of the Manager in the Council-Manager form of government and be able to carry out the Council's goals and objectives for the Town enthusiastically. The candidate must be willing and able to develop successful working relationships with the Council President, members of the Town Council, other elected officials, Town staff and citizens.

Budget and Finance: Should have demonstrated significant experience in successfully preparing and managing a corporate or local government budget of a comparable size and complexity. Must have knowledge of development and implementation of long range financial plans and capital improvement planning and financing. Should understand complexities of economic development project financing or business finance and project planning.

Human Resources Management: Must possess a personality that can communicate the Town Council's goals and needs to the Town employees. Must be prepared to motivate employees and have demonstrated

success in dealing with a staff fairly and openly. The successful candidate should demonstrate a strong commitment to training and team-building skills and a commitment to selecting and providing equal employment opportunity and training programs for staff. Must have demonstrated ability to manage and tactfully resolve employee-related conflicts.

Community relations: Candidate must be able to interpret and understand the culture of a dynamic and growing community and have an interest in, and be visible and active in, community activities. The candidate should also be able to understand the value and importance of citizen involvement as well as Council appointed boards, commissions and committees. Experience working with and understanding the needs of the business community highly desirable. Candidate should be able to present a confident image of the Town to the community at large. Must be able to demonstrate a positive, productive attitude to citizens of the community. The candidate must be able to demonstrate successful past performance in effectively communicating and developing successful working relationships with citizens, local businesses, industries, civic organizations and the media.

Intergovernmental relations: Must be able to work with the County, Townships and neighboring jurisdictions in an open, honest and cooperative manner. Must be able to relate to and develop a good working relationship with other local governments, schools, and state and federal agencies and representatives. Should have demonstrated success or demonstrate the capability to deal with complex intergovernmental issues such as annexation and consolidation and negotiating and implementing cooperative and regional service agreements with local governments and other agencies.

Professional Skills and Management Style

- Develops and maintains good public relations with citizens, community groups, Town staff, Town Council and Hendricks County's elected and appointed officials
- Embraces ideas from outside sources; ability to communicate with various constituencies without intimidation or condescension
- Proactive; a forward thinker who can assist in developing a vision for the community
- Good analytical skills; creative, an idea person
- Well organized and able to develop schedules and meet deadlines
- Develops a thorough knowledge of laws and regulations relating to local government administration
- Self starter, hard working, producer and delegator
- Cognizant of dual role as a public servant and community leader
- Team-builder; people person, able to understand the Town government's culture and motivate Town staff to reach toward continued excellence in service
- Obtains a clear understanding of and stands up for the role of the Town Manager and Town government with staff and outside agencies
- Fair in approach to decision making, yet firm in application of policies and laws with a strong sense of accountability
- Ability to manage with confidence; courage to do what's right, even in the face of adversity
- A "hand's on" manager; willing and able to stay in touch with employees in the field
- Flexible, can adjust to changing leadership and ideas within the community
- Accessible to all employees and citizens on an equal basis

Personal Traits

- Absolutely honest and ethical; trustworthy with impeccable integrity and the highest degree of moral character; a 'trust builder' with all he/she comes in contact with
- Apolitical, discreet, diplomatic and courteous
- Unbiased in all dealings, regardless of the individual

- Firm, yet tactful
- Strong leadership style; risk-taker who is continually looking for new ideas and methods to achieve a positive end result
- Mature with a good sense of humor
- Motivated as an individual to get the job done
- Service oriented
- Open and candid; excellent listener and empathizer
- Detail oriented; yet creative and a visionary; critical thinker
- True desire to work within a small town environment and understand the dynamics of the community
- Confident in abilities with good common sense
- Self-assured as a leader with the ability to inspire, motivate, guide, direct and challenge all Town staff to achieve organizational goals and Town vision.

Challenges and Issues to be Addressed by the New Manager

Brownsburg is a growing and changing community with substantial resources, but one which faces many challenges and opportunities now and in the future. The Council has identified several issues which its members feel will need to be addressed by the new Manager working with the Council president, Council, staff, advisory groups and citizens. A representative listing of these include:

- Building positive relationships with the Town Council, staff, citizens, community agencies and community groups
- Leading the Council in development and realization of a 'vision' for the community
- Building upon current staff strengths and improving skill sets to ensure staff is prepared and able to cope with the community's continued change
- Growth in the community, what type and where should it occur
- Redevelopment of the downtown and identified commercial and residential areas
- Working to improve structural deficiencies within the Town's revenue stream in the face of declining state and federal partnerships
- Analyzing and building the Town's economic development program while developing a more diversified retail and economic base
- When advantageous, developing strong public-private partnerships to better achieve the Town's goals
- Planning for and financing significant infrastructure needs and improvements
- Continued efforts to foster true intergovernmental partnerships
- Using and building citizen involvement to develop effective solutions to identified problems
- Continuing to stay abreast of technological developments and utilizing them to improve services and workflow

Compensation and Benefits

The salary for the position is negotiable, based on qualifications and experience. Starting salary is within a range of \$95,000 to \$120,000. Benefits, subject to plan qualification requirements, include participation in the Indiana Public Employee Retirement Fund, vacation and sick leave, group life insurance, family medical insurance, professional dues and conference expenses. Relocation to, and residency within, the Town required within a reasonable time of appointment.

Application and Selection Process

The application deadline is September 18, 2009. A cover letter, resume, complete salary history and work related references should be sent to:

John A. Anzivino, Senior Vice President
Springsted Incorporated
1564 East Parham Road
Richmond, VA 23228

Telephone: 804.726.9750

Fax: 804.726.9750

E-Mail: richmond@springsted.com

Following the filing date, resumes will be screened by Springsted Incorporated based on criteria established by the Brownsburg Town Council. After a process which will include interviews and reference checks for those candidates who are determined to be best suited for the position, a group of finalists will be presented to the Town Council for consideration. The finalists should be interviewed in Brownsburg during the month of October, 2009.

The Town of Brownsburg is an Equal Opportunity Employer.

**TOWN OF CHRISTIANSBURG, VIRGINIA
TOWN MANAGER
EXECUTIVE SEARCH SURVEY
(Via [www.Survey Monkey.com](http://www.SurveyMonkey.com))**

General Information

The Town of Christiansburg Council has begun the search for a new Town Manager. In the coming weeks, we will be evaluating candidates for this position. Consistent with our long established tradition of working closely with the members of our community, we are seeking your input, suggestions, and comments on what will be important in the selection of our next Town Manager.

Town Manager Selection Comments

1. What are the three (3) most important leadership qualities that Christiansburg's next Town Manager should possess?
 - ☐ Empowering others
 - ☐ Courage
 - ☐ Personal integrity
 - ☐ Creativity
 - ☐ Adaptability
 - ☐ Accountability
 - ☐ Ability to guide change
 - ☐ Orientation to the future
 - ☐ Other (please specify)

2. The Town of Christiansburg states it "will be a diverse and inclusive world-class urban community with secure, attractive residential and commercial neighborhoods where people unite to form a caring, learning, participating, sustainable community in which each person is important." In the space below, please comment on how you would like to see the Town Manager involved in taking the Town's vision to the next level.

3. The Town Council wants the next Town Manager to have a proven record of exceptional customer service. Please indicate up to three (3) aspects of customer service that are important for the next Town Manager.

- ☐ Empowering citizen involvement
- ☐ Responsive to citizen concerns
- ☐ Accessible, available to meet with citizen/neighborhood groups
- ☐ Other
- ☐ Actively seeks different points of view
- ☐ Provides an inclusive approach to addressing community issues
- ☐ Commitment to providing quality services
- ☐ Other (please specify)

Proven Areas of Success for the Next Town Manager

1. Financial Management in a period of constrained resources that appropriately funds operating, capital and long-term commitments in a manner that is sustainable over time and retains the Town's triple-A bond rating. Provide your comments in the space below.

2. Emergency Management, providing for a high level of contingency planning and response/recovery capability for scenarios that could impact the Town of Christiansburg, including intergovernmental coordination and integration of emergency functions. Provide your comments in the space below.

3. Environmental Sustainability including implementation of the Town's government's emissions reduction plan, development of a community energy plan, and the extension of sustainability concepts across the range of Town functions. Provide your comments in the space below.

4. Social Equity including maintaining a safety-net for vulnerable residents, expanding affordable housing, ensuring a welcoming environment for our diverse populations, and civic participation in a wide range of Town activities. Provide your comments in the space below.

5. Transit-Oriented, smart-growth development, including the ability to negotiate complex development projects and public-private relationships and to implement and revise plans for the long-term economic sustainability of the community with a high quality of life. Provide your comments in the space below.

Additional Comments for the Town Council

1. In the space provided below, please note any additional comments which you would like the Town Council to consider when evaluating Town Manager candidates.

APPENDIX II
List of Executive Searches 2007-Present

List of Executive Searches 2007-Present

2007	Orange County	VA	Director of Information Technology
2007	Portsmouth	VA	City Manager
2007	Stafford County	VA	County Administrator
2007	Chesterfield County	VA	County Administrator
2007	Brooklyn Center	MN	Assistant to the City Manager
2007	Orange County	VA	Community Development Director
2007	Orange County	VA	Public Works Director
2007	Spotsylvania County	VA	Planning Director
2007	Accomack-Northampton Planning District Commission	VA	Executive Director
2007	Northfield	MN	Economic Development Manager
2007	Hopewell	VA	Police Chief
2007	Orange County	VA	Assistant County Administrator
2007	Saint Paul	MN	Fire Chief
2007	Fishers (Town)	IN	Fire Chief
2007	Western Tidewater Jail	VA	Jail Superintendent
2007	Chesapeake	VA	Information Officer and Director of Economic Development
2007	Oak Grove	MN	City Administrator
2007	Fairmont	MN	Finance Director
2007	Hector	MN	City Administrator
2007	Virginia Highlands Airport Authority	VA	Airport Director (partial assistance)
2007	Blacksburg (Town)	VA	Director of Community Development Services (partial assistance)
2007	Suffolk	VA	Finance Director
2007	Wanamingo	MN	City Administrator
2007	Stafford County	VA	Deputy County Administrator
2007	Mounds View	MN	City Administrator
2007	Suffolk	VA	City Manager
2007	Richmond Regional Planning District Commission	VA	Executive Director
2007	Bristol	VA	Public Works and Planning Directors
2007	Brooklyn Park	MN	Assistant to the City Manager
2008	Fairmont	MN	City Engineer
2008	Crow Wing County	MN	County Administrator
2008	East Grand Forks	MN	City Administrator
2008	Caroline County	VA	Utilities Director
2008	Caroline County	VA	Finance Director
2008	Shorewood	MN	Administrator
2008	Prior Lake	MN	Finance Director
2008	Dodge County	WI	County Administrator
2008	Independent School District No. 0152 (Moorhead)	MN	Superintendent
2008	Gloucester County	VA	County Administrator

List of Executive Searches 2007-Present

2008	Gloucester County	VA	County Attorney
2008	Stafford County	VA	Public Utilities Director
2008	Greensboro	NC	Assistant Manager
2008	King George County	VA	County Administrator
2008	Roanoke County	VA	County Administrator
2008	Chesapeake	VA	Public Works Director
2008	Collierville	TN	Development Director
2008	Worthington	MN	City Administrator
2008	Montgomery County	NC	Director of Finance
2008	Thomas Jefferson Planning District Commission	VA	Executive Director
2008	Windsor	VA	Town Manager
2008	Brooklyn Center	MN	Director of Public Works
2008	Ramsey County	MN	County Manager
2008	Danville	VA	City Manager
2008	Sherburne	MN	City Administrator
2008	Marshall	MN	City Administrator
2008	Estherville	IA	City Administrator
2008	Dumfries	VA	Town Manager
2008	Fredericksburg	VA	Director of Tourism and Economic Activities
2008	Goochland County	VA	County Administrator
2009	Bristol	VA	Director of Public Works
2009	Winona County	MN	County Administrator
2009	Lake Elmo	MN	City Administrator
2009	Goochland County	VA	County Attorney
2009	Ogle County	IL	County Administrator
2009	Brownsburg	IN	Town Manager
2009	Columbia Heights School District	MN	Business Manager
2009	Chesterfield County	VA	Deputy County Administrator
2010	Dakota County	MN	Director of Community Services
2010	Racine	WI	Public Health Director
2010	Arlington County	VA	County Administrator
2010	Warren	MN	City Administrator
2010	James City County	VA	County Administrator
2010	Dakota-Scott-Carver CAP Agency	MN	Executive Director
2010	Shenandoah County	VA	County Administrator
2010	Urbandale	IA	Director of Human Resources
2010	Fluvanna County	VA	County Administrator
2010	River Falls	WI	Fire Chief
2010	Steele County	MN	Human Services Director
2010	Stafford County	VA	County Attorney
2010	Lunenburg County	VA	County Administrator
2010	Marshfield	WI	City Administrator

List of Executive Searches 2007-Present

Year	Client	State	Position
2010	Association of Minnesota Counties	MN	Executive Director
2010	Winnetka	IL	Village Manager
2010	Fairmont School District	MN	Superintendent
2010	Sauk Rapids-Rice School District	MN	Superintendent
2010	City of Charlottesville	VA	City Manager
2010	Russell County	VA	County Administrator
2010	Arlington County	VA	Director of Environmental Services
2010	Arlington County	VA	Water, Sewer and Streets Bureau Chief
2010	Stafford County	VA	County Attorney
2010	Watertown	MN	City Administrator
2011	Prince George County	VA	County Administrator
2011	St. Louis County	MN	Employee Relations Director (in progress)
2011	Arrowhead Regional Corrections	MN	Executive Director (in progress)
2011	Racine	WI	Commissioner of Public Works (in progress)
2011	Willmar	MN	City Administrator (in progress)
2011	Orange County	VA	Director of Finance
2011	Hopewell	VA	Police Chief
2011	Steele County	MN	County Administrator
2011	Petersburg, Virginia (underway)	VA	City Manager
2011	Riverside Regional Jail Authority (underway)	VA	Jail Superintendent
2011	Christiansburg, Virginia (underway)	VA	Town Manager