

## **Typical Work Plan - Summarized**

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The following outlines the process Colin Baenziger & Associates undertakes in performing a City Manager Search.

### **Phase I: Needs Assessment / Information Gathering**

- Conduct discussions with the elected and other key officials to:
  - Develop a description of the ideal candidate,
  - Learn the issues the next City Manager will face,
  - Gather materials and information to share with potential candidates,
  - Understand what compensation package the City is prepared to offer, and
  - Develop and finalize a project schedule.
- Develop materials we will utilize to recruit candidates.

### **Phase II: Candidate Recruitment**

- Actively search for, identify, and recruit outstanding candidates whom we feel are best suited for the position. We also focus on ensuring we have a diverse field of candidates.
- Distribute the recruiting materials to appropriate publications and websites, including our own.
- Consult our database of strong candidates, contact them, and encourage them to apply.
- E-mail the advertisement to our database of local government professionals.

### **Phase III: Candidate Review and Selection of Finalists**

- Evaluate applications that result from our recruiting efforts and from our advertisements.
- Identify the eight to twelve semi-finalists who we believe are most qualified.
- Conduct thorough reference and background investigations on the selected semi-finalists. When we do our investigations, we do not simply accept the references the candidates suggest. We tell the candidates whom we want to speak with. These might include elected officials, the city/county attorney, representatives of the local press, community leaders, peers, and subordinate employees. Our goal is to get comments from at least eight references for each candidate. We also conduct criminal, civil, driver license, media (both traditional and social), and credit checks, and we verify employment history and education. We believe these should be completed early in the process to avoid embarrassment after a selection has been made.

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- We will recommend six to eight top candidates to the City for your consideration. We will review these candidates with the City. Along with our recommendation, we will provide the results of our background research electronically.

### **Phase IV: Interviews and Selection**

- We will work with the City to develop the evaluation/interview process, coordinate the process, and attend the actual interviews.
- Once the interviews have been completed, we will provide any additional information the City may wish and assist in any way the City desires in making the final determination.

### **Phase V: Contract Negotiation**

- If requested, we will assist in the negotiation of an employment agreement with the selected candidate.

### **Timeframe**

The typical elapsed time of our searches is 75 to 90 days from the date of notice to proceed. Efforts to shorten the search schedule significantly increase the likelihood of complications. Oddly, the result is often that searches are elongated rather than shortened.