

ORDINANCE NO. _____

AN ORDINANCE AUTHORIZING AND DIRECTING THE CITY MANAGER TO ENTER INTO AN AGREEMENT WITH THE NOVAK CONSULTING GROUP OF CINCINNATI, OHIO, FOR EXECUTIVE SEARCH SERVICES IN THE RECRUITMENT AND SELECTION OF A NEW CITY MANAGER; AND DECLARING THAT THIS ORDINANCE SHALL TAKE IMMEDIATE EFFECT IN ACCORDANCE WITH SECTION 14 OF THE CITY CHARTER.

WHEREAS, this City Commission has determined the need for professional assistance in the selection of Sandusky's next City Manager and after careful review and consideration have selected The Novak Consulting Group to provide consulting services consistent with their written proposal; and

WHEREAS, the fee to complete the City Manager executive search is \$17,500.00, plus additional costs estimated at \$3,000.00 for the printing of the recruitment brochure, advertising, and background checks for a total cost of \$20,500.00; travel costs for finalists' interviewed will also be paid by the City; and

WHEREAS, this Ordinance should be passed as an emergency measure under suspension of the rules in accordance with Section 14 of the City Charter to allow the search for a new City Manager to begin at the earliest possible time and enable the consultant to maintain the projected timeline; and

WHEREAS, in that it is deemed necessary in order to provide for the immediate preservation of the public peace, property, health, and safety of the City of Sandusky, Ohio, and its citizens, and to provide for the efficient daily operation of the Municipal Departments of the City of Sandusky, Ohio, the City Commission of the City of Sandusky, Ohio finds that an emergency exists regarding the aforesaid, and that it is advisable that this Ordinance be declared an emergency measure which will take immediate effect in accordance with Section 14 of the City Charter upon its adoption; and NOW, THEREFORE,

BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF SANDUSKY, OHIO, THAT:

Section 1. The City Manager is authorized and directed to enter into an agreement with The Novak Consulting Group of Cincinnati, Ohio, for executive search services for the recruitment and selection of a new City Manager, consistent with the proposal submitted to the City Commission, a copy of which is marked Exhibit "1" and attached to this Ordinance and specifically incorporated as if fully rewritten herein, together with such revisions or additions as are approved by the Law Director as not being substantially adverse to the City and being consistent with the purpose of this Ordinance.

Section 2. The Finance Director is authorized and directed to expend funds to The Novak Consulting Group of Cincinnati, Ohio, for executive search services for the recruitment and selection of a new City Manager in an amount **not to exceed** Twenty Thousand Five Hundred and 00/100 Dollars (\$20,500.00), consistent with the proposal and carrying out the requirements of this Ordinance.

Section 3. If any section, phrase, sentence, or portion of this Ordinance is for any reason held invalid or unconstitutional by any Court of competent jurisdiction, such portion shall be deemed a separate, distinct, and independent provision, and such holding shall not affect the validity of the remaining portions thereof.

Section 4. This City Commission finds and determines that all formal actions of this City Commission concerning and relating to the passage of this Ordinance were taken in an open meeting of this City Commission and that all deliberations of this City Commission and of any of its committees that resulted in those formal actions were in meetings open to the public in compliance with the law.

Section 5. That for the reasons set forth in the preamble hereto, this Ordinance is hereby declared to be an emergency measure which shall take immediate effect in accordance with Section 14 of the City Charter after its adoption and due authentication by the President and the Clerk of the City Commission of the City of Sandusky, Ohio.

DANIEL J. KAMAN
PRESIDENT OF THE CITY COMMISSION

ATTEST: _____
KELLY L. KRESSER
CLERK OF THE CITY COMMISSION

Passed: June 20, 2011

City of Sandusky

**Executive Search for
City Manager**

June 6, 2011





June 6, 2011

Commissioner Richard Brady
City of Sandusky
c/o Brady Electric
1721 Hancock
Sandusky, OH 44870

Dear Commissioner Brady:

The mission of The Novak Consulting Group is to strengthen organizations, for those they serve and those who work in them. We are dedicated to providing executive search and management consulting services to local government and non-profit organizations across the country. The firm was originally established as Public Management Partners in 2001, a firm specializing in local government consulting and executive search services in the Midwest. Since then, we have been providing our clients with the very best thinking and execution in organizational design, development, and improvement.

We are pleased to submit this proposal for Executive Search Services for City Manager for the City of Sandusky. Our project team for Sandusky is comprised of skilled professionals, seasoned in local government management, with experience in city management recruitment in Ohio. Our team has had significant success working with similar organizations to identify and retain ideal candidates who meet each organization's unique set of needs and expectations. We are confident our approach, as outlined in this proposal, will result in a successful leader for the organization.

We look forward to the opportunity to serve the City of Sandusky. Please contact me at (513) 309-0444 or jnovak@thenovakconsultinggroup.com should you have any questions.

Sincerely,

Julia D. Novak
President

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About The Novak Consulting Group

For nearly a decade, a highly respected management consulting firm named Public Management Partners helped a variety of organizations function more effectively. Through the years the firm's founding partners built a sizeable client base of local governments and nonprofit organizations.

In 2009, Julia D. Novak acquired Public Management Partners and founded The Novak Consulting Group, staffed by consultants with decades of collective experience. With The Novak Consulting Group, Julia is building on Public Management Partners' reputation for innovation and results while expanding the company's services. The new company meets a wider range of needs, consulting with governments in the areas of executive search, financial planning, organizational assessments, strategic planning, executive coaching, and more.

The Novak Consulting Group provides unparalleled service to our clients. Leaders in local government and nonprofit communities have come to rely on The Novak Consulting Group for high caliber advice, with the personal attention of a boutique consultancy.

- **Niche expertise.** Our expertise lies in strengthening two kinds of organizations: local governments and nonprofits. We're consulting specialists rather than generalists, focusing our strengths to do a highly effective job for a very specific group of clients.
- **Flexibility to serve you better.** We employ a small core staff of four senior-level consultants and draw from our pool of subject matter experts when their expertise can help us serve you better. The result? A highly nimble, more efficient approach to giving you the services you need, when you need them.
- **Decades of collective experience.** Our associates and subject matter experts have decades of experience in strengthening local municipalities and nonprofit organizations. They've served in a wide range of positions, from city manager to public works director to director of management information systems.
- **Personal service from senior-level consultants.** You appreciate it when deadlines are met, phone calls are returned and your challenges are given in-depth, out-of-the-box thinking. While a large firm may assign your business to junior-level people, we're small enough to offer very personal service from senior-level consultants.

Our consultants have significant, direct experience as local government management professionals. Our executive recruitment and consulting experiences have afforded us the opportunity to work with cities and counties across the country and provided us with a wide national network.

*The Novak Consulting Group
Strengthening organizations from the inside out.*

Qualifications and Experience of Key Personnel

Associate Catherine Tuck Parrish will serve as engagement manager. She will be supported by President Julia Novak and Associate Sarah Slegers.

Catherine has more than 20 years of experience in serving local governments, in direct service or as a consultant. She oversaw all Human Resources functions in the City of Rockville, Maryland and was involved in recruitment and hiring of many of the 500+ employees. She also spent over five years working for city government in Texas. As a consultant, she has performed executive recruitment services for Chevy Chase Village and the City of Hyattsville, Maryland and assisted in search services for several cabinet-level positions for the City of Harrisburg, Pennsylvania. She recently completed the successful recruitment for Finance Director for the City of Westerville, Ohio, and is currently recruiting for the Police Chief and City Engineer in Aberdeen, Maryland. She has also conducted searches for a CEO and department head level positions in the non-profit sector.

In her capacity as a local government manager, Catherine has managed successful search processes for a variety of executive positions, including:

- Director of Public Works
- Director of Community Planning and Development Services
- Director of Finance
- Director of Human Resources
- Key positions in Police, Planning and Development, Communications, Parks and Recreation, Human Resources, and Information Technology

In her consulting role, Catherine has provided executive search services for:

- Assistant City Manager
- Village Manager
- Finance Director
- Treasurer
- Police Chief
- Executive Recruitment support for the cabinet-level positions of Chief of Fire and Acting Business Administrator for Harrisburg, Pennsylvania

From 2003 to 2009, Julia served as a Vice President for a national consulting firm. Julia has more than 20 years of experience working with and for local governments. She is a consultant, trainer, and facilitator who has worked with numerous organizations and community groups. During her local government career, she worked in Fort Collins, Colorado; Lexington, Massachusetts; Rockville, Maryland; and was city manager of Rye, New York. In her capacity as a local government manager, Julia managed successful search processes for a variety of executive positions, including Public Works Directors in Rockville, Maryland and Lexington, Massachusetts. Other searches she has conducted include the following:

- Police Chief
- Fire Chief
- Director of Planning and Development
- Director of Information Technology
- Director of Finance

Catherine Tuck Parrish, Associate

Catherine has over 20 years of management experience working with local governments, nonprofit organizations, and associations.

Her work as a consultant includes executive recruitment, project management, and contributions to numerous projects including process improvement studies, departmental assessments, development review, policy review, and fee studies. She has analyzed human resources, inspections, planning and development, communications, public works, recreation, and park functions for multiple organizations. She has conducted executive searches for the positions of chief executive, assistant manager, department director, and other key staff. She has also facilitated numerous governing body workshops and strategic planning sessions.

Catherine's most recent local government experience was as Deputy City Manager in Rockville, Maryland, where she oversaw parks and recreation, human resources, information technology, finance, communications, customer service, and intergovernmental functions. She also served as Assistant City Manager and Acting City Manager of Rockville for 11 months. Prior to joining the City of Rockville, Catherine served as Assistant to the County Executive of Fairfax County, Virginia, working on change management issues including a new pay system, employee surveys and implementation plans, and internal communication improvements. Catherine also served as Ethics Advisor at the International City/County Management Association (ICMA), counseling elected officials and citizen groups regarding employment agreements, form of government issues, and recruitment. Additionally, she served in the City Manager's Offices in Denton and University Park, Texas. Her experiences in these cities included securing initial state and federal transit grants, initiating a citizen newsletter, and acting as City liaison with neighborhood, civic, and university groups.

She has served on the executive board of the Urban Management Assistants of North Texas (UMANT) and also chaired the ICMA's Acting Manager Task Force, which produced a handbook for interim managers. She served as Secretary, Vice President, and President of the Metropolitan Association of Local Government Assistants (MALGA) in the Washington, DC metro area. She also led the Maryland City/County Management Association (MCCMA) as Vice President and President. Catherine has spoken at national and state conferences on ethics, forms of government, various human resource topics, long-term financial planning and budget strategies, developing high performing organizations, and leadership.

She has a bachelor's degree in personnel administration and communication studies from the University of Kansas and a master's degree in public administration from the University of Kansas. She is an active member of ICMA and the Maryland City/County Management Association.

Education

Master of Public Administration, The University of Kansas

Bachelor of Arts, The University of Kansas

Industry Tenure

21 years

Consulting, 2 years

Local Government, 19 years

Julia D. Novak, President

Julia established The Novak Consulting Group in September 2009 when she acquired Public Management Partners. From 2003 to 2009, she served as a Vice President for a local government consulting firm. Julia has more than 20 years of experience working with and for local governments. She is a consultant, trainer and facilitator who has worked with numerous organizations and community groups. During her local government career, she worked in Fort Collins, Colorado; Lexington, Massachusetts; Rockville, Maryland; and was City Manager of Rye, New York.

Julia has extensive experience as a facilitator and trainer. She has worked with elected official and appointed officials across the country to conduct goal setting, develop strategic plans and prioritize service delivery. She has conducted training for elected officials as an individual trainer, through the National League of Cities, and through a consortium of cities in California. Topics included leadership style and evaluating elected officials.

Julia has also established herself as a thought leader in the area of governance and administration. In April 2002, Julia was one of 20 practitioners who participated in the ICMA-sponsored symposium on the future of local government administration. Her response to Dr. James Svava's paper, "City Council, Roles, Performance, and the Form of Government," is included in the ICMA-published book, "The Future of Local Government Administration." In 2009, she co-authored an article with Dr. John Nalbandian for publication in *Public Management Magazine* called "Preparing Councils for Their Work."

In 2000, the International City/County Management Association (ICMA) awarded Julia its Assistant's Excellence in Leadership Award for work she did building community and increasing organizational capacity as Deputy City Manager of Rockville, Maryland.

Julia has been a speaker at national conferences for the ICMA, National League of Cities and American Society of Public Administrators. She has been a featured speaker/trainer for many state associations, including Ohio, Vermont, New Hampshire, Pennsylvania, North Carolina, the Metropolitan (D.C.) Association of Local Government Administrators and the Illinois Assistant Municipal Managers Association.

Julia earned a bachelor's degree in government and politics from George Mason University and a master's degree in public administration from the University of Kansas. Julia was in the first class of individuals certified by ICMA as Credentialed Local Government Managers, and maintains that designation. She is certified to administer several level-B psychological assessments, including the Myers-Briggs Personality Type Indicator, Apter Motivational Styles Profile and the Strength Deployment Inventory. She also is trained in popular level-A assessments, including the Thomas-Killman Conflict Modes Inventory and the Human Element-B.

Education

Master of Public Administration, The University of Kansas

Bachelor of Arts, George Mason University

Professional Certifications

Certified Professional Manager, International City/County Management Association

Master Facilitator, The Myers-Briggs Personality Type Indicator

Industry Tenure

23 years

Consulting, 7 years

Local Government, 16 years

Sarah S. Slegers, Associate

Sarah joined The Novak Consulting Group following four years of direct service to several local governments. As a result of her experience, Sarah has developed expertise in project management, process improvement, performance measurement, and public budgeting.

As a consultant, Sarah has contributed to organizational assessments, program evaluations, process improvement efforts, and performance management system design. Her contributions to strategic plan development for local governments and nonprofits have included environmental scan research and analysis, focus group facilitation, stakeholder interviews, and design and analysis of online surveys.

Prior to joining the firm, Sarah served as a project manager in Arlington County, Virginia. Among her many responsibilities, Sarah coordinated the planning and launch of Arlington's Community Energy Plan, a long-term strategic plan for energy generation, distribution, storage, and use. Additionally, Sarah was integrally involved in programming the county's Energy Efficiency and Conservation Block Grant (EECBG) funding. She also pursued other federal energy efficiency and greenhouse gas emissions reduction funding opportunities for Arlington.

Sarah gained experience in operating and capital budget analysis, performance measurement design and analysis, and succession planning through her work as a budget analyst and management intern in the Unified Government of Wyandotte County/Kansas City, Kansas; Miami Dade County, Florida; and Fairfax County, Virginia.

Sarah earned a bachelor's degree in history from Centre College and a master's degree in public administration from the University of Kansas. She is an active member of the International City/County Management Association (ICMA) and currently serves on the ICMA Governmental Affairs and Policy Committee.

Education

Master of Public Administration, The University of Kansas

Bachelor of Art, Centre College

Industry Tenure

5 years

Consulting, 1 year

Local Government, 4 years

Scope of Services

When organizations need to fill key positions, they turn to The Novak Consulting Group and benefit from this guiding principle: meaningful hiring involves finding the right employee and preparing them for ongoing success.

The Novak Consulting Group's approach to our executive search services is comprised of three key phases:

1. Inquiring, Understanding, and Defining

Each of our clients has a unique culture and set of objectives. Because selecting the right individual is critical to success, we begin our relationship by conducting a needs assessment to identify the specific benchmarks the search must accomplish. We will identify qualifications and requirements, as well as map out the new hire's six to twelve month goals, so both our client and the employee remain on the same track for success. We will build an accurate position profile, thus ensuring we attract the right people to the position.

2. Candidate Search and Evaluation

To reach the right candidates, The Novak Consulting Group customizes each search process to fit the client's needs. Often, the professionals who best fit an open position are already employed and not searching for a traditional job posting. So, we leverage our extensive, diverse professional network to attract the best talent nationwide. Once the right candidates are found, we help manage the hiring process from interviews to background checks. Our in-depth service empowers clients to achieve their goals at every step.

3. Supporting Success

We support the top candidate's long-term success by creating a goals-driven work plan actionable from day one. Many firms focus solely on finding qualified applicants, leaving the client on their own once the position is filled. Our team, however, uses the objectives gathered during the inquiry stage to prepare new hires for their first year. Six to eight weeks after their placement, we follow up and conduct a job review to ensure continued progress, productivity, and satisfaction for the employee and our client.

Our consultants not only have experience in executive search, they have also had prior careers in many of the fields where we search for candidates. We also have Ohio experience. We have recently completed a successful City Manager search for the City of Dublin, Ohio and a Finance Director search for the City of Westerville, Ohio. We have worked with other Ohio cities on projects, including City Council goal-setting, performance management and strategic planning. This combined expertise allows our team to deliver the best and brightest prospects through a goals-based approach. By looking beyond the hiring process, we take a holistic view that ensures each candidate will fit the role, as well as the organization. In the end, we are not just looking for a successful professional; we are finding the right employee to be successful in their new position long after they are hired.

The following describes our plan of work for recruitment of Sandusky's City Manager.

Task 1 – Begin Recruitment

The Novak Consulting Group will begin this engagement by developing a clear picture of the ideal candidate for Sandusky's City Manager. In order to do that, we will meet with the City Commission to learn about the expectations and desires for the position. Since this position has been filled on an interim basis for a long time, it is especially important that we assist the Commission in clearly defining and articulating its expectations for this position. We also recognize Sandusky's need for a manager who can help the City Commission clarify the vision for the community, oversee complex utility operations and effectively manage service delivery. We will discuss not just the technical skills needed to do the job, but also what makes for the right organizational fit, in terms of traits and experiences, in the ideal candidate. Additionally, we will also discuss the compensation strategy for this position and the process for soliciting input from the public and City staff.

Based on the direction approved by the City Commission, The Novak Consulting Group will gather input from key staff and community members to determine organizational values and community issues important for inclusion in the position statement. The information gleaned from the input process will be used in the development of the recruitment brochure.

Next, we will develop a recruitment plan that includes targeted recruitment focus areas in addition to a national search. We will also prepare a unique position statement for the position. The statement will identify the organization's needs, the strategic challenges of the position itself and the personal and professional characteristics of the ideal candidate. This document drives the recruitment. It focuses our efforts on the most capable candidates, and it helps us to persuade candidates to pursue the position. We will also develop twelve month organizational goals for the successful candidate based on our conversation with the City Commission. These goals will ensure that: the applicants know what will be expected of them should they be hired; Sandusky has thought about what they want the person to accomplish in the first year; and the successful candidate can hit the ground running with a work plan as soon as he/she starts. Once drafted, we will review the recruitment plan, goals and the position statement with the City Commission. Modifications will be made as necessary before recruitment begins.

Task 2 - Conduct Aggressive Recruitment

Once the City Commission has reviewed the recruitment plan and the position profile, The Novak Consulting Group will prepare and place advertisements. These will be placed in state and national publications and online sites to attract candidates from Ohio and the rest of the country, including targeted metro areas and other similar tourism communities. This will be a national search, but targeted at those key areas identified in the recruitment plan.

As soon as the profile and advertisements have been completed, we will begin the process of actively and aggressively marketing the position and identifying qualified candidates for assessment. The process will identify target networks and organizations, such as ICMA, NLC, Ohio Municipal League and the Ohio City/County Management Association as well as communication techniques for reaching those who would be outstanding candidates and those who could recommend candidates to contact for the position. We will also ask you for names of individuals or organizations that might employ individuals whom you think would make

outstanding candidates for the position. Our outreach will include targeted mailings, emails, phone calls and use of social media. We have extensive experience working with many jurisdictions across the country and have developed a strong national network which will help us identify a strong field of candidates from which to choose.

The Novak Consulting Group will serve as the clearinghouse for all applications. As they are received, we will acknowledge each application and communicate with all applicants.

Task 3 – Support City Manager Selection

We will screen each application against the position statement and select a grouping of preliminary candidates to review with the City Commission. We will conduct in-person or phone conversations with the semi-finalists to learn more about their interest and qualifications for this position, and then prepare a written summary of these candidates to be shared with the City Commission. We will then meet with the City Commission to review the full list of candidates, highlighting those candidates we believe have the requisite skills and qualities needed for success in your position and should be interviewed in person. Based on our conversation, we will determine a list of approximately five candidates to invite for in person interviews.

Each person you wish to interview will be contacted by The Novak Consulting Group. We will speak with candidates' references and conduct comprehensive background checks to confirm the strength of their credentials for the position. We will prepare an interview book that contains information about each of the candidates to be interviewed. We will be prepared to facilitate the interview process to the extent you desire. Expenses for transportation and lodging of candidates will be borne by the City of Sandusky.

The selection of the top candidate for City Manager is for the City Commission. We can help you make a well-informed choice by framing what we have learned about the candidates in the context of the position and its requirements and help facilitate the discussion among the Council. We can also help you with the employment agreement, particularly in discussing compensation requirements with the preferred candidates. We will have obtained information on the candidate's salary history and can provide information about compensation packages for similar positions in the market area. We will assist the City as desired in the negotiation process.

At the close of the search, all applicants will be notified of the results. Those who helped you in the process will be thanked for their contribution to a successful effort.

Additionally, The Novak Consulting Group will contact the successful candidate at various intervals during his/her first year on the job. We will talk with them about their progress toward implementation of the goals that were established for this position at the beginning of the process, and update the City Commission as necessary.

Project Timeline

We understand the desire to move swiftly and deliberately to find the best candidate for Sandusky. We have designed a draft recruitment schedule that we believe achieves this goal and it is included as Attachment A. We anticipate reviewing this schedule with the City Commission during the initial project meeting.

References

In addition to the searches described below, The Novak Consulting Group is currently in the process of recruiting for the Police Chief and City Engineer in Aberdeen, Maryland.

Dublin, Ohio engaged The Novak Consulting Group to conduct the recruitment of their City Manager. This successful recruitment was concluded in late 2010.

Amy Salay, Vice Mayor
5200 Emerald Parkway
Dublin, Ohio 43017
asalay@dublin.oh.us
(614) 410-4400
(212) 870-3606

Chevy Chase Village, Maryland is a village of 2,000 located in the Washington, D.C. area. While with another consulting firm, Catherine Tuck Parrish helped guide the recruitment of a new Village Manager.

Shana Davis-Cook, Village Manager
5906 Connecticut Avenue
Chevy Chase, Maryland 20815
Shana.Davis-cook@montgomerycountymd.gov
(301) 654-7300

Novi, Michigan retained the services of The Novak Consulting Group to assist with the recruitment of Assistant City Manager. Catherine Tuck Parrish conducted the recruitment for this internal operations manager of the City.

Clay Pearson, City Manager
45175 West 10 Mile Road
Novi, Michigan 48375
cpearson@cityofnovi.org
(248) 347-0420

Westerville, Ohio hired The Novak Consulting Group to recruit a Finance Director. This executive search ended in a successful hire in 2011.

David Collinsworth
City Manager
21 South State Street
Westerville, OH 43081-2128
david.collinsworth@westerville.org
(614) 901-6400

Costs

The total, not-to-exceed fee to complete the City Manager executive search as outlined in this proposal is \$17,500. This total fixed price includes our cost for professional services as well as all related expenses for The Novak Consulting Group, such as air travel, food, lodging, car rental, mileage, and other miscellaneous expenses.

We estimate additional costs to the City of approximately \$3,000 for this search, which includes printing of the recruitment brochure, advertising, and background checks. Travel for finalists' interviews will also be borne by the City.

Additionally, The Novak Consulting Group stands behind its executive searches. If the selected candidate leaves the position within two years of the date of hire, The Novak Consulting Group will perform the search again for no professional fee; only the cost of direct, reimburseable expenses will be charged to the City.

It is our practice to invoice clients monthly based on completion of tasks in the scope of work.

Attachment A – Recruitment Schedule

		start	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	
		6/13	6/20	6/27	7/4	7/11	7/18	7/25	8/1	8/8	8/15	8/22	8/29	9/5	9/12	9/19	9/26	10/3	10/10	10/17	
Task 1 - Begin Engagement																					
1.1	Meet with the City Commission	█																			
1.2	Review compensation strategy	█																			
1.3	Gather input from key staff and community members	█																			
1.4	Identify 12 month goals for City Manager	█	█																		
1.7	Review recruitment plan and position statement with the City Commission			█	█	█															
Task 2 - Conduct Aggressive Recruitment		6/13	6/20	6/27	7/4	7/11	7/18	7/25	8/1	8/8	8/15	8/22	8/29	9/5	9/12	9/19	9/26	10/3	10/10	10/17	
2.1	Develop and place ads					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	
2.2	Develop and cultivate candidates						█	█	█	█	█	█	█	█	█	█	█	█	█	█	
2.3	Receive application materials							█	█	█	█	█	█	█	█	█	█	█	█	█	
Task 3 - Support County Manager Selection		6/13	6/20	6/27	7/4	7/11	7/18	7/25	8/1	8/8	8/15	8/22	8/29	9/5	9/12	9/19	9/26	10/3	10/10	10/17	
3.1	Conduct pre-screening of candidates											█	█	█	█	█	█	█	█	█	
3.2	Develop summary report on all semi-finalists													█	█	█	█	█	█	█	
3.3	Facilitate discussion to select interviewees														█	█	█	█	█	█	
3.4	Conduct reference and background checks															█	█	█	█	█	
3.5	Arrange interview process and prepare booklets																█	█	█	█	
3.6	Facilitate interviews and top candidate selection																	█	█	█	
3.7	Assist with negotiations																		█	█	
3.8	Inform all applicants of final outcome																			█	█