

Statement of Qualifications

Overview of Firm Submitting Proposal

Main Office Address

Colorado Association of School Boards
1200 Grant Street
Denver, Colorado 80203

Colorado Association of School Boards (CASB): Brief History and Type of Organization

The Colorado Association of School Boards is an association of local school boards established in 1940 to provide the structure through which school board members could unite in efforts to promote the interests and welfare of Colorado school districts.

Today, CASB advocates the interests of local boards of education to groups both within and outside the education community. CASB also provides information, training programs and services to support school boards as they govern their local school districts. One of these services is Superintendent Search.

A 22-member board of directors comprised of local school board members across the state governs the association. CASB's staff consists of 19 full- and part-time staff members and several special projects consultants, including eight superintendent search consultants.

CASB's mission is, "Advancing excellence in public education through effective leadership by locally elected boards of education." We help school boards succeed in order that they may help students succeed.

CASB's Qualifications and Experience

CASB has offered a superintendent search service to local school boards since the early 1990s. Our service was redesigned in 2000 to become more board-oriented and candidate-friendly. For the last several years, CASB has conducted more than 85 percent of the searches in Colorado where outside consultants were used. We offer a wide range of services to help the school board make the best possible match for its unique school district.

We distinguish our service from that of private consultants in two key ways:

1. CASB works first and foremost for the board of education. In every search, CASB gives the board its best judgment but always defers to the board's decision.

2. CASB seeks the best possible match for the unique needs of the district—one candidate does not fit all.

If you choose CASB to conduct your search, you are choosing an organization that:

- Will work to find the best person to fit your unique school district
- Knows Colorado, its politics and the issues that affect education
- Has a proven track record of conducting more than 200 successful superintendent searches in Colorado in the last 16 years
- Through an online application and recruitment system and a national network of colleagues, has access to a rich pool from which to recruit viable candidates
- Is dedicated to the principle of sound local decision making
- Is committed to the long-term success of your board/superintendent team

The following beliefs guide CASB's Superintendent Search process:

- Leadership makes a difference in the lives of students and staff in the school district
- Each school district is unique, and finding the right leadership match is critical
- A superintendent selection process should provide opportunities to strengthen the relationship between the school district and the community

Qualifications and Experience of Staff Performing Work

CASB's Superintendent Search team consists of eight individuals bringing an exceptional mix of talents and experiences. All consultants are former award-winning superintendents with combined experience in large, medium and small districts, as well as urban and rural.

- Bob Cito designed CASB's current superintendent search program and has conducted more the 160 searches since the program began.
- Mark DeVoti is a former superintendent and respected Colorado education leader who has been engaged in education

reform efforts worldwide. Mark has overseen the CASB's Superintendent Search program since 2013.

- John Merriam has worked in education for more than 46 years, beginning as a teacher and coach and evolving to fulfill superintendent and other administrative responsibilities. He has worked with CASB's Superintendent Search program since 2008.
- Henry Roman brings 45 years of experience as an education leader serving as superintendent in districts as diverse as Pueblo City Schools to tiny Hanover, as well as currently serving as executive director of the South Central BOCES. He is a fluent Spanish speaker.
- Randy Zila is an acclaimed educator who, for over 35 years, has served in various roles including superintendent of St. Vrain Valley School District. He has provided consulting services to our Superintendent Search program since 2008. Dr. Zila is the executive director of the Centennial BOCES.

In addition, the CASB team includes one of Colorado's top public education attorneys, a communication expert and an experienced executive assistant who have been praised by districts and candidates alike.

Resumes of our consultants and other search team members are attached as Exhibit 1.

CASB's Track Record of Successful Placement

CASB has recruited and placed more than 200 superintendents with 100 percent success since the service as currently designed began in the year 2000.

Like private search firms, we recruit candidates through our consultants' network of colleagues across the nation. However, unlike private firms, our superintendent candidates do not apply to the search firm, they apply to the school district. Our candidate pools are made up of individuals who closely match a unique leadership profile identified by the board of education and the staff/community focus groups. CASB recruits only the candidates who fit this unique profile.

CASB's Definition of "Successful"

CASB believes a successful superintendent search process:

1. *Determines the candidate who is the best fit for the district*
While there are generally a number of qualified superintendent candidates "in the market," not every candidate is a good fit for a particular board and school district. CASB relies on information provided by the board, staff and community, and ultimately the board's guidance, to determine a leadership profile that is unique to the district. This leadership profile is used to advertise the position, recruit viable candidates and help the board select finalists and eventually the superintendent that best fits.
2. *Helps the board focus on what's important and keep the search on track*
It is essential that the board and the search consultants are in agreement about the focus of the search, and it is up to the consultants to keep the search on track. CASB's initial two-hour meeting with the board provides the goals, focus and timeline for the search. Afterward, focus groups with representative staff and community members provide a very distinct profile of an effective and creative leader for the school district. CASB takes direction from the board throughout the process, but also guides the board in long-term decision-making, keeping to its timeline and keeping the district's unique candidate profile in mind when screening and interviewing candidates.
3. *Ensures good communication between the search firm and the board of education*
Communication is key to a successful search. CASB assures it goes smoothly through face-to-face, telephone and e-mail communication between the district and its lead consultant throughout the search process. In addition, CASB's superintendent search team updates the board weekly on the number of applicants as well as other pertinent information about the search.
4. *Promotes thoughtful decision-making, considering long- and short-term consequences*
We work with boards of education so they don't rush the process and they don't settle or make a decision without considering all the information available. We keep a focus on the best interests of students and make sure that before the board makes any decisions, it is aware of both the benefits and consequences of its decisions.

CASB believes a successfully placed superintendent:

- Reflects the board's priorities in the work of the district
- Is visible and involved in the schools and in the community
- Builds strong relationships with employees and community members
- Makes a long-term commitment to the district in which he or she is hired

CASB's Performance Guarantee

If your new superintendent does not complete their first year with the district, CASB will conduct a second search and continue to work with the district ***for no additional fee, on an expenses-only basis***, until a new superintendent has been hired.

Personnel Directly Assigned to This Project

Mark DeVoti, Assistant Executive Director

Mark DeVoti joined the CASB team in 2013 after 26 years in public education, including seven years as superintendent of the Archuleta School District 50 JT. DeVoti is director and lead consultant of CASB's Superintendent Search service.

A distinguished educator, DeVoti served on Gov. John Hickenlooper's Education Leadership Council, was a member of the advisory committee to former Education Commissioner Robert Hammond, and is a past president of the Colorado Association of Superintendents and Senior Administrator's (CASSA). He was the 2011 Demont Award Recipient for rural Colorado administrators. DeVoti served on Colorado's six-member Global Education Leader's Program (GELP) team, which along with teams from Kentucky and New York, represented the United States working in concert with other countries seeking to transform education to a globally advanced system.

Robert A. Cito, Consultant

Bob Cito has conducted superintendent searches for CASB and other groups since 1991, designing service offerings, recruiting and mentoring consultants, conducting searches, and counseling and training school boards on variety of leadership topics. In 2000, Cito was instrumental in re-creating CASB's Superintendent Search service to be more board-focused, candidate-friendly and national in scope.

Since then, Cito has been CASB's sole or lead consultant on more than 160 superintendent searches. CASB's superintendent search clients praise him for his focus on the board's and district's needs, leadership continuity for the benefit of students, and his commitment to customer satisfaction.

Cito received his bachelor of science degree at the University of Northern Colorado, his master's in educational administration at the University of Colorado and attended the post-master's Leadership Academy at Stanford University. A former superintendent of the Montrose School District, Cito was a member of the CASE

Coordinating Council, served as CASSA president, and was a member of the U.S. Department of Education's Call to Action Initiative.

John Merriam, Consultant

John Merriam joined CASB as a Superintendent Search consultant in 2008 after a long and distinguished career as an educator in the Fremont Re-2 School District in Florence. He began as a teacher and coach in 1971, served in several administrative capacities and was superintendent from 1997 to 2008. Merriam holds both bachelor's and master's degrees from Western State College and received his superintendent certification from the University of Colorado at Colorado Springs.

Merriam has held several leadership positions in his community as well as serving as the president of the Southern Superintendents Council and on the board of control of the Colorado High School Activities Association.

Henry Roman, Consultant

Henry Roman has been involved with CASB superintendent searches since 2007. Roman has been involved in education since 1969 as a teacher, administrator and superintendent, receiving numerous honors and awards. Roman served as superintendent of Pueblo District 60 for eight years, Pueblo District 70 for one year and of Hanover No. 28 for four years.

Roman received his bachelor of science degree at Southern Colorado State College, his master's in administration at Louisiana State University, and his doctorate of education from the University of Northern Colorado. He is fluent in Spanish.

Randy Zila, Consultant

Randy Zila has been a member of the CASB Superintendent Search team since 2008. He is formerly superintendent of the St. Vrain Valley School District and was named the Colorado Superintendent of the Year in 2007. Zila has more than 35 years of educational experience.

Prior to becoming superintendent in St. Vrain, Zila was a district administrator, including executive director of student achievement services, director of human resources and principal, in the Thompson School District in Loveland and in the Fort Morgan School District. He is currently the interim executive director of the Centennial BOCES.

Support

Robin Marlow, Executive Assistant

Robin Marlow has been employed by CASB since 2009 and has worked with CASB's Superintendent Search service since 2016. As CASB's lead Superintendent Search assistant, her duties include working directly with the district's Superintendent Search designee, weekly updates for the board of education, composing and placing advertisements, collecting and managing all applications, contacting applicants, and support for the application screening process.

Joe Watt, Communications Director

Joe Watt has been employed by CASB for nearly two years, serving as director of communications. Watt is a former newspaper reporter and editor, most recently at The Denver Post. After leaving The Post, he was communications director at The Bell Policy Center.

He now assists CASB with communications, community engagement, board development, custom services, partnerships and other special projects. Watt is the communications expert on the Superintendent Search team. He develops the promotional brochure and is available to advise districts on communicating about the search process with the staff and the community.

Kathleen Sullivan, Director of Legal Programs and Chief Counsel

Kathleen Sullivan provides legal representation to CASB’s Legal Services Program clients. She also consults with CASB members on a wide range of education law issues, including civil rights, student rights and responsibilities, school personnel issues, and school board policy.

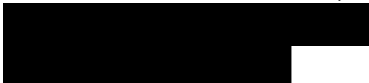
She advises CASB’s Superintendent Search team on legal matters regarding the search process. Prior to joining CASB, Sullivan trained and advised public education agencies in compliance with federal and state special education and anti-discrimination laws; she served as the Senior Advisor for Special Student Services and Litigation for a large urban school district in Georgia; and she was an attorney with the Weatherly Law Firm concentrating in litigation in the areas of special education and school law.

References from Similar Districts

Aurora Public Schools, Aurora, CO

Search conducted in 2013

Contact: Matthew Cook, Former Board President



“The Aurora Public Schools Board of Education could not have been more pleased with the job that the CASB Superintendent Search team did. They were able to guide us in our decision-making, and to ensure that the process was tailored to meet the needs of our community and staff. The Board found the entire team to be knowledgeable and professional. CASB was able to solicit applicants from both traditional and non-traditional candidates, thus providing the Board with an exciting mix for candidates to choose from.” – *Matthew Cook*

Canon City Schools, Canon City, CO

Search conducted in 2014

Shad Johnson, Board Director

[REDACTED]

“Without one ounce of doubt or hesitation it is truly my pleasure to recommend the use of the CASB Superintendent Search Team. The team, lead by Mr. Mark DeVoti was exceptional. They were organized, through and extraordinarily competent in all facets of their jobs. I have participated in search teams and committees before but none that had the answer to all our questions, and facilitated the order as to when, where and what would happen any better than this group. From town meetings to bringing in truly awesome candidates we were able to hire Colorado's Superintendent of the Year for 2014. I must say with Mark DeVoti and his team you will not be dissatisfied, in all actuality we most likely saved money because of the extremely organized manner in which our search was conducted, undoubtedly saving tons of time. Such an important job, don't go it alone!” – *Shad Johnson*

Eagle County School District, Eagle, CO (the following is testimony from 2010)

Searches conducted in 2010 & 2013

2013 Search Contact: Connie Kincaid-Strahan, Former Board President

[REDACTED]

“Eagle County Schools contracted with CASB during the search for our interim superintendent. The Board of Education was seeking a professional to assist the district for one year in a time of enormous transition. Several key administrative positions had been lost, so this new leader of the district was going to have to be a very special person indeed. Hiring CASB to assist the district in our search was the reason we ended up with an extraordinary interim superintendent. However, not loosing sight of the final goal--the permanent superintendent position--CASB continued to check in with our progress and satisfaction. Ongoing efforts ensued as we interviewed and hired an outstanding individual for the permanent position. May I simply say a huge ‘Thank You’ to CASB for the fine, professional work they did on our behalf to bring not one, but two, very talented individuals to the Eagle County Schools Board of Education who matched the qualifications we sought.” – *Connie Kincaid-Strahan*

Poudre R-1 School District, Fort Collins, CO

Search conducted in 2013

Contact: Tom Balchak, Former Board President



“CASB' Superintendent Search Service enabled our district to move forward in 2012-13. By providing the means that enabled us to conduct national searches for both an interim and permanent superintendent, we were able to find the best fit.

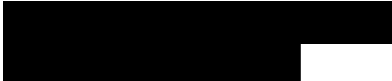
“CASB's process was thorough, personalized and professional. The staff consistently provided expert and sound advice, allowing our community to participate effectively, and our board to choose leadership that matched the needs of our district.” – *Tom Balchak*

Weld 6, Greeley, CO

Search conducted 2014-15

Contact: Doug Lidiak, Former Board President

Weld County School District 6



“I am proud to provide a reference in regard to the Colorado Association of School Boards' work on our behalf for our superintendent search in 2014-15.

“CASB exceeded the expectations of the Weld County 6 Board of Education in its search for our new superintendent. One component of the search that was extremely important to the board was to involve the community in our search. CASB excelled in this category of service. CASB had an extensive process for a series of focus group meetings with a wide variety of community members. We felt hearing many voices from the community was vital to the process and for the long-term success of the leader of our district.

“CASB was very thorough, and we ended up with candidates who were thoroughly vetted and fully aware of the position and the expectations of the board, school leaders and teachers and members of the community. We ended up with a superintendent who is doing an excellent job. We greatly appreciate the work that CASB did to make this happen.” – *Doug Lidiak*

Process for Completing Superintendent Search

CASB's Seven-Step Superintendent Search Process

Step 1: *Initial Work Session with Board of Education*

CASB will facilitate a two-hour meeting with the school board to determine board priorities for the superintendent search. With CASB's guidance, the board will:

- Revise (if necessary) and approve a superintendent search timeline proposed by CASB
- Engage in a group process to determine the board's priorities for the educational background, experience and qualifications desired in a new superintendent
- Discuss staff and community involvement in the selection process
- Set parameters for the new superintendent's compensation package
- Agree upon board and staff contacts for the superintendent search process

In addition, CASB will provide the district a sample press release that announces the superintendent search and provides information about the process and the timeline.

Step 2: *Staff and Community Engagement*

CASB will conduct up to 20 focus group meetings with district stakeholders, including employees, parents, community leaders and business leaders, in order to determine the qualifications they desire in the new superintendent. Focus groups are comprised of members of the district's community and staff who are invited to participate in meetings facilitated by CASB consultants to help the board understand staff and community values regarding their new leader. Focus groups also allow stakeholders a chance to be an active part of the search process.

CASB proposes conducting three focus groups (community leaders, parents and employees) in each of the board members' director districts, totaling 15 focus groups. An additional five groups will be available and can be determined by the board at its initial meeting with CASB. Examples of focus group members are representatives of the local business community, faith-based community, and political leaders.

CASB suggests representative groups to include in the focus group process and provides sample letters of invitation and thank-you letters. However, because you know your community best, CASB relies on the school district to select and invite individual participants.

To broaden the opportunity for input, CASB will develop an online survey from focus group meeting results that allows stakeholders from across the district to provide input into the search process. This survey can be easily accessed by posting the link on the district's website.

After the focus group meetings and survey are complete, CASB will provide a written summary of results to the board. These results are also used to develop the unique leadership profile of the new superintendent. This information is used in the development of the promotional brochure, the application questions, the interview questions and the screening criteria.

Step 3: *Development of Promotional Brochure and Job Application Brochure*

Working with the board's designee, CASB will develop an online promotional brochure that showcases your school district and community to potential candidates, outlines the application process, and provides application materials.

Application

A link to CASB's online superintendent search application site is included in the online promotional brochure. The position application is made up of the official CASB application form and a series of essay questions unique to the qualifications your board is seeking in a new superintendent. The application meets all legal requirements and is based on information provided by the board and the focus groups.

Step 4: *Advertise Position and Manage Applications Brochure Distribution*

CASB will email the brochure and application link to all applicants from across the nation in our online system as well as all Colorado school districts, BOCES, college and university placement offices, the Colorado Association of School Executives (CASE), and school boards associations across the nation. It will also be emailed at the board's request to potential candidates not yet in CASB's online applicant system.

Advertising

CASB will advertise the superintendent vacancy in the following outlets:

- CASB website
- CASE website
- American Association of School Administrators website
- *Education Week* (optional at board direction, but recommended because of quality of publication and discount available to Jefferson County Public Schools)

Application Management

CASB manages the entire application process online, including:

- Distributing the application link to all interested individuals
- Providing information about the application process to candidates and assisting them with using the site, if necessary
- Receiving completed applications
- Following up with candidates to ensure each application is complete
- Organizing applications for the screening process

Step 5: *Applicant Recruitment*

CASB maintains a robust database of potential candidates throughout Colorado and in other states through its online superintendent search application system. This allows us to recruit candidates using specific qualifications that may be included in applicant resumes, such as prior superintendent experience, fluency in a foreign language or experience outside education.

CASB also recruits candidates who meet the district's unique criteria through a national superintendent search recruiting network of state school boards associations. In addition, all CASB Superintendent Search consultants participate in recruiting candidates for each search. All CASB Superintendent Search consultants are former Colorado superintendents who have been locally and nationally recognized and have wide national networks.

Also, the board may notify CASB of any potential candidates it would like to recruit.

Step 6: *Applicant Screening, Background Checks, Notification, Interview and Selection*

Determination of Screening and Interview Process

In a two-hour board meeting with guidance from CASB, the board will determine the process it will use to screen applicants and interview candidates. This includes:

- Determining screening procedure using established criteria based on board priorities and staff and community input
- Determining the desired number of individuals to be interviewed
- Briefing the board on the interview process, finalist selection and public announcements
- Establishing with the board the interview process and relevant interview questions
- Asking the board to determine groups or individuals, if any, outside the board to be involved in the interview process

- Counseling the board on site visits, if needed, and what to look for if visits are made

Note: CASB will screen down to whatever number of finalists the board desires but recommends screening down to eight to 10 and working with the board to choose the final three to four. No matter what number of final applicants the board requests, all applications will be available for the board's confidential review, should it so desire.

Background Checks

CASB conducts thorough background checks on all candidates the board wishes to consider after the initial screening. We will subcontract with Baker-Eubanks, a firm located in North Carolina that has provided executive due diligence, including superintendent screening services, for almost 20 years. The firm has assisted in the selection of more than 2,000 candidates, including 550 education leaders. For more information, visit the firm's website: www.bakereubanks.com.

In addition, the CASB team will personally call references and others to have detailed conversations with them regarding candidate characteristics and attributes. We will report our findings back to the board and provide the board with the Baker-Eubanks Reports.

Notification

After the screening process is completed, CASB notifies all candidates the board wishes to consider as finalists and those candidates the board wishes to excuse from the search process.

Interview Training

Shortly before the candidate interviews, CASB consultants conduct interview training with the board to establish interview protocol and to develop interview questions. We also meet with designated staff and community members who will participate in the interview process.

Interview Process

CASB will provide the board a sample interview schedule for candidates. The board's designee should arrange interview times and outline procedures with each candidate. In addition, the board should name an individual who will "host" candidates and their spouses, making sure that they have an opportunity to visit key school district and community sites and individuals.

In addition, CASB will provide a sample press release, keep all candidates informed of their status in the selection process, and contact finalists who are no longer being considered.

Step 7: First-Year Performance Plan

CASB's job is not done when the new superintendent is hired. At the board's request, CASB will facilitate a two-hour meeting of the board and new superintendent to determine focus for the first year at no additional charge, except expenses. This practice has proven to be very effective and provides a basis that will get the district's leadership team off to a good start.

Board-Staff Collaboration, Assisted and Supported by CASB

(sample documents as indicated)

CASB facilitates the entire search process and assists the board in making the best possible leadership match for the district. However, the board and the district's staff contact person will be involved throughout the search process. The following is a guideline for time commitments needed and general responsibilities of the board and district staff.

Step 1: Initial Work Session with Board of Education

Board – Two-hour meeting, establish a timeline* for the search

Staff – Distribute press release on search process*

Step 2: Staff and Community Engagement

Board and/or Staff – Determine focus group participants

Board (or designee) – Approve focus group questions

Staff – Letters of invitation*, follow-up calls, organize meeting schedule, guidelines for recruiting focus group participants*

Step 3: Development of Promotional Brochure and Job Application

Staff – Provide district and community information to CASB

Board (or designee) – Approve brochure copy and application prior to distribution

Step 4: Advertise Position and Manage Applications

Board – Decide where ads will be placed

Step 5: Applicant Recruitment

Board – Notify CASB of any potential candidates and contact information

Step 6: Applicant Screening, Background Checks, Notification, Interviews and Selection

Board – Two-hour meeting to determine screening process and interview process, approve interview questions* and discuss site visits

Board – Conduct interviews

Board (or designee) – Host candidates and spouses

Staff – Make candidate travel and lodging arrangements
Board – Conduct site visits as desired

Step 7: First-Year Performance Plan

Board and superintendent – Two-hour facilitated session with board and new superintendent to set first year goals, based on results from communitywide focus groups.

** CASB samples included in attached exhibits*

Value-Added Services that Distinguish CASB’s Superintendent Search

As stated earlier in this proposal, there are two major distinctions between CASB and private search firms:

- CASB works first and foremost for the board of education. In every search, CASB gives the board its best judgment but always defers to the board’s decision.
- CASB seeks the best possible match for the unique needs of the district – one candidate does not fit all.

CASB also offers the following specific services that we believe are not offered by our competition.

1. The composite results of focus groups and the accompanying online survey are shared with the board of education. This provides the board clear insight into the values of its staff and community regarding the district’s new leader.
2. The board may see all candidates’ applications, not just those who have been chosen as semi-finalists or finalists.
3. We offer a First-Year Performance Plan workshop at no charge for the board and newly hired superintendent.
4. Should your new superintendent not complete their first year, we will conduct a second search for no additional fee, charging the school district only our pre-defined expenses.

Samples of Reports for the Board That Would Be Used in This Project

CASB provides a written report to the board that outlines the major themes that surfaced in the focus groups as well as written reports on the survey results. Samples of these documents from a previous CASB search are included as Exhibits 9 and 10.

CASB Will Be Nimble and Flexible in Meeting the Board's Needs

The CASB Superintendent Search process is customized to board and district needs and can be modified along the way if needed. Because we are local, CASB consultants are in a position to visit the district as many times as needed to provide updates or discuss in person modifications to the process. In addition, we electronically update the board weekly on the progress of the search.

Cost Proposal

**Superintendent Search Service Fee and expenses, not to exceed:
\$37,850**

Based on CASB's fee schedule for its member school districts, the fee for the Jefferson County School District is \$29,000, with expenses not to exceed an additional \$8,850, for a total price not to exceed \$37,850 inclusive of all expenses. You will be charged only for those expenses actually incurred by CASB while conducting the search.

This fee includes:

- All facilitated meetings with the board
- Focus groups, survey and accompanying reports
- Development and distribution of online brochure
- Development and distribution of advertisements
- Sample press releases and letters
- Application management
- Contact with candidates
- Applicant recruitment
- Development of screening criteria for board approval
- Development of interview questions for board approval
- Counsel to board on screening and interview process
- Legal advice and contract review
- Candidate background checks after initial screening
- Notification of successful and unsuccessful candidates
- Facilitated development of a first-year performance plan
- Board consultation as needed
- Contact with board's designated search coordinator throughout the search process

Cost Breakdown

Rather than being priced by each step, CASB's Superintendent Search fee is calculated on a daily rate based on the student population of the school district. We base our rate on an estimate of the number of days of CASB staff time needed for a "typical" search for the size of your district. However,

knowing that no search is truly “typical,” our fee will not increase, no matter how many CASB consultants work on the search or if the hours we give to the project exceeds the estimate. Our primary goal is to find the right leadership match for the district.

CASB Search fee, based on district size:	\$29,000
Advertising, beyond standard venue:	550*
Baker-Eubanks Due Diligence Reports and Background Checks	4,800
Additional expenses:	<u>3,500</u>
Total, including expenses:	\$37,850

**Education Week* advertising would be an additional \$500 to \$600 and would include online advertisement and color print ad with the Jefferson County Public Schools logo; available at board direction.

Payment Schedule

CASB requires 1/2 total fee at initiation of search, with the remaining 1/2 due at search completion. Actual expenses are billed after search completion.

Financial Statement

CASB’s most recent audited financial statement is included as Exhibit 11.