

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE:	Review of City Manager Executive Search Proposals
DEPARTMENT:	City Manager's Office Human Resources
PRESENTED BY:	Robert L Olander, City Manager Marci Wright, Human Resource Director

PROBLEM/ISSUE STATEMENT:

In early August the City Manager announced his plans to retire effective February 25, 2011. Staff has solicited proposals from the two firms in Washington State with the most experience in City Manager and public sector recruitment. These two proposals are attached for your review. As can be seen from the respective scopes of work and time-lines, there is an extensive and time consuming effort involved in recruiting and selecting a well qualified City Manager that fits well with the City Council, community, and staff. Such a recruitment requires specialized experience, knowledge, contacts, skills, outside objectivity, and time that are not usually available internally. It is staffs view that this outside assistance is essential for a successful recruitment, selection and retention.

DISCUSSION:

The City of Shoreline has had successful experiences in working with both firms over the years. Prothman was utilized to recruit our current Public Works Director and Planning and Development Services Director. The Parks Director came to Shoreline through an interim contract with Prothman and hired on a permanent basis. Additionally Prothman handled the recruitment process for the Deputy City Manager (Robert Olander) in 2002.


The City utilized Dick Cushing with Waldron and Company to develop the current evaluation process and criteria for the City Manager position in 2006, and we used Mr. Cushing's assistance with the annual City Manager-Council facilitated evaluation process.

In comparing the two submittals, both firms have reasonably comparable experience with Shoreline and knowledge of our needs, operations and community. The Prothman Firm has much more extensive experience within the last few years in city management and public recruitments. They would appear to have the advantage in range and knowledge of potential candidates. The approaches and schedules proposed by both firms are comparable and professional. Both include two year "guarantee". The Prothman Firm cost is \$18,500 while Waldron has submitted a \$20,000 fee.

It is recommended that as a first step in the process the selected firm work with the City Council to develop the position profile for the ideal candidate. During this initial process the firm would discuss with Councilmembers whether or not to conduct an internal recruitment and review process first or directly proceed with a broad based external advertisement and recruitment. That decision does not have to be made now, but should be determined prior to proceeding with the next stages of recruitment. Both proposals contain the flexibility to withdraw from the contract at any time and only pay for time and expenses to date.

RECOMMENDATION

It is recommended that the City Council review the attached proposals and timelines and request any additional information if needed. Action on the proposals is scheduled for September 13, 2010.

Approved By: City Manager  City Attorney _____

Attachments:

1. Overview of City Manager Recruitment Proposals
2. Prothman Firm Proposal
3. Waldron and Company Proposal

Overview of City Manager Recruitment Proposals

	Prothman	Waldron
Consultants	Greg Prothman Lynn Stokesbary	Ed Rogan, VP (lives in Shoreline) Dick Cushing, VP
Cost	\$18,500 + expenses	\$20,000 + expenses
Guarantee	2 years	2 years
Overall Timeframe	Sept 27 – January 10	90 Days (from initial mtg to final interviews)
Defining Candidate Profile	2 – 3 weeks (Deliver week Oct 11)	1 – 3 weeks
Recruitment	6 weeks	4 – 6 weeks
Select/Interview Semifinalists	4 weeks <ul style="list-style-type: none"> • Status report/candidate materials to City (week of Nov 22) • Select semifinalist (week of Nov 29) • Semifinalist interviews by Prothman (weeks of Dec 6 & 13) • Work session to id finalists (week of Dec 20) 	1 – 3 weeks (Deliver candidate materials to Council; work session w/Council to id semifinalists; Waldron interview semifinalists; written report to Council)
Final Stage	3 weeks <ul style="list-style-type: none"> • Reference checks/background checks (weeks of Dec 27 & Jan 3) • Final interviews (week of Jan 10) 	2 – 3 weeks (Meet w/Council to share verbal feedback; Recommend 4 – 6 Finalists; Background all finalists; Facilitate interviews with Council/debrief; Site visits to finalists; Negotiations w/selected candidate)

August 24, 2010

Ms. Marci Wright
Human Resources Director
City of Shoreline
17500 Midvale Avenue N
Shoreline, WA 98133-4905

Dear Ms. Wright:

Waldron & Company is pleased to submit this proposal to assist you in the selection of a new City Manager. We have completed over 800 successful recruitments spanning the public sector, human services, philanthropy, and the non-profit sector. We are truly uniquely positioned to partner with the City on this search.

Your selection process offers a rare opportunity to substantially strengthen the City's reputation as a great employer and increase its credibility and support from the community. Waldron & Company excels in the recruitment of candidates who share our client organization's vision and values. Transparency and citizen participation are key elements of our recruiting. Our search committee participants report 98% satisfaction with our customized stakeholder outreach plans and execution.

Our pledge to you is that (1) the City will be driving the design of the process; (2) you will be kept informed and engaged; (3) your stakeholders will receive the respect and involvement they deserve; (4) the pool will be comprised of only those candidates that meet your exacting requirements; and (5) we will stand by you throughout the process and with a two year guarantee.

"Waldron and Company provided the City of Leavenworth with an excellent process for our city administrator search. After meeting with Ed Rogan he understood the needs of our organization and community. Waldron and Company delivered highly qualified candidates for us and I enjoyed working with Ed through the selection process."

Rob Eaton, Mayor
City of Leavenworth

If you require more information or have questions about the content of our proposal, please do not hesitate to contact us.

As a Shoreline resident for the last 11 years, I would be honored to be selected to assist you in your important work.

Sincerely,


Ed Rogan
Vice President



Proposal to Provide Executive Search Services

City of Shoreline, WA



Waldron & Company
1100 Olive Way, Suite 1800 | Seattle, WA 98101
206.441.4144 (tel) | 206.441.5213 (fax) | www.waldronhr.com



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QUALIFICATIONS

BRIEF HISTORY OF THE FIRM

Founded in 1983, Waldron & Company is a full service Talent Management consulting firm with a primary focus on providing executive recruitment services to public-sector entities, special purpose districts, utilities, not-for-profit organizations, foundations, community service organizations, and select private sector clients. We are recognized as one of the leading search firms headquartered in the Western US, and are known for our thorough approach, open process, inclusion, unparalleled customer service, and long-term placements.

With nearly 30 years of experience and more than 800 successful searches, we possess a track-record of success and accomplishment. We make every effort to earn the repeat business of all of our clients and in fact, some of our clients have been with us for almost the entire history of the organization.

PUBLIC SECTOR EXPERTISE

Waldron & Company has been conducting comprehensive, full service retained executive recruitments for the public sector for nearly 30 years. We are readily qualified, equipped, staffed, and trained to provide the highest level of service and responsiveness for the City of Shoreline. Our recent recruitments in Port Angeles, Sequim, and in Medina demonstrate our ability to leverage the recruitment process to gain greater collaboration and effectiveness among key decision makers and stakeholders.

Waldron & Company brings unparalleled success in lasting, low-turnover City Manager hires, an area in which many Washington cities have struggled recently. We take deep pride in the quality service we provide, resulting in long-term, quality selections.

OUR VALUES

At Waldron & Company, long-term customer satisfaction is our highest priority. We believe that striving to uphold the highest standards of quality, earning the trust of our clients, demonstrating a genuine respect for the individual, encouraging innovation, and fostering collaboration and teamwork are essential to exceed our clients' expectations.

EEO/INCLUSION

Since the founding of this firm, part of the mission of Waldron & Company has been a commitment to equal opportunity employment and to serving the citizenry by encouraging and fostering diversity among our community and civic leaders.



SCOPE OF SERVICES

Our model combines best of class practices from nearly 30 years of public, private, and nonprofit sector recruitment experience with our unique understanding of the need for an inclusive, open process.

FOUR-STAGE PROCESS

STAGE 1 - DISCOVERY

A distinctive part of our process in all searches is to talk to key stakeholders to ensure a precise fit between the candidates we recruit and the position, organization, and community.

What you can expect from us:

- We will meet with the Council to determine an appropriate approach, project timeline and community outreach/involvement plan that will model integrity and transparency.
- We will gather input from Council members, department directors and staff within the City for the Candidate Profile/Position Specification.
- We will speak to other stakeholders as directed to solicit feedback. For example members of the Planning Commission, Library Board, or Council on Neighborhoods, public town hall meetings, online surveys, etc.
- We will review documents related to the organization and the position such as the City's budget, comprehensive plan, and CIP, among others.

What we deliver to you:

- A Candidate Profile/Position Specification. This document will be used to market the position and as a tool to measure and analyze candidates' suitability and fit for the position.
- A list of the most important, specific, and tangible performance goals for the successful candidate.
- Finalized time line for the recruitment process.



STAGE 2 - RECRUITMENT

Candidate targeting involves researching, identifying and developing lists of individuals who either have the qualifications the Council has specified or can make referrals for Waldron & Company to contact.

What you can expect from us:

- We will consult regularly with the Council to guide our outreach to ensure that we target leaders with the right background and scope of responsibility.
- We will draw on nearly 30 years of experience recruiting municipal professionals to identify potential candidates ('A-list' leaders in the government sector) or networking contacts.
- We make direct recruitment calls to prospects to encourage them to apply. Waldron & Company's approach is heavily recruitment driven and our success in bringing the best candidate pool forward relies on our ability to directly solicit known, desirable candidates.
- We distribute the position specification via e-mail and place strategic targeted advertisements.
- We will develop the framework for Waldron and Company's dashboard progress report.

What we deliver to you:

- A customized, client specific list of individuals to be contacted during the recruitment phase.
- Hundreds of person-to-person contacts made via phone and e-mail by our recruiters.
- Preliminary phone/screening interviews with high potential candidates are conducted.
- Initial online backgrounding on candidates is conducted as they apply.
- Supplemental materials (if required) are gathered from high potential candidates.
- Presentation of periodic CONFIDENTIAL dashboard progress reports detailing our outreach efforts, titles and employers of applicants, and a list of high-potential candidates. *No other firm offers this level of reporting detail and transparency. See attached sample.*



STAGE 3 - PRESENTATION

Critical to our success is precise recruiting and accurate evaluation of candidates. Our clients appreciate this detailed effort and our long tenured City Manager candidates prove that it works.

What you can expect from us:

- We will compile candidate materials and deliver them to the Council.
- We will review the materials of high potential candidates with Council in a work session with the intent of selecting semi-finalists
- We will conduct in-person interviews with semi-finalists to gather in depth biographical information as it pertains to the criteria in the Candidate Profile/Position Specification. We ask customized questions, specific to your search, to determine what evidence exists in the candidate's experience that demonstrate the individual's ability to produce the results you seek.

What we deliver to you:

- Professionally packaged and well organized binders with candidate materials.
- A final search summary is delivered to the Council.
- A summary report concerning the semi-final interviews is prepared and delivered verbally.

STAGE 4 - FINALS

After formal interviews, Waldron & Company collaborates with the Council to identify the top group of candidates as finalists.

What you can expect from us:

- We will thoroughly examine the values, goals, priorities, motivation, and work style of each semi-final candidate.
- We will meet with the Council to deliver our feedback verbally.
- We will recommend 4- 6 final candidates for the Council's consideration.
- We will conduct background investigations (education verification, criminal background check, professional references) on all finalists.
- We will facilitate the final interview process and a debriefing session with the Council.
- We will coordinate and/or participate in site visits to the work place of finalists.
- We will assist in initial negotiations with selected candidate.



What we deliver to you:

- A list of recommended finalists.
- Comprehensive background reports for each candidate.
- Materials are prepared for all participants.
- An offer of employment is made and employment terms are memorialized in an offer letter.
- All notifications for unsuccessful candidates are made.

In several of our recent recruitments, we have encouraged and facilitated site visits with the final candidates. We are committed to designing a process that allows for thoughtful consideration of applicants and does not rush your decision. The project leader collaborates with the Council to design a visit that allows greatest exposure to the candidate's qualifications. These visits have resulted in a more thorough representation of the candidate and high client satisfaction.

WHAT MAKES US DIFFERENT?

Precise Fit: We don't presume to know what you are looking for in your next City Manager. We spend the time necessary to LISTEN to each client carefully and thoroughly. Only then can we ensure a precise fit between the City of Shoreline and the right candidate.

Long Tenures: As a firm, our track record of recruiting candidates who come and stay is second to none. Period.

Domain Experience: We have been conducting searches in the Public Sector for nearly 30 years. No other firm has this much experience or knowledge of the sector.

Holistic Talent Management: We offer a broader array of Talent Management services than any other firm.

Personal Connection with the City of Shoreline: We have worked for the City of Shoreline on several occasions in the recent past. Also, your project manager, Ed Rogan, has resided in Shoreline for 11 years.



	Executive Search Timeline in Weeks													
	1	2	3	4	5	6	7	8	9	10	11	12		
Create Position Specification	✓	✓												Discovery
Identify target cities and individuals to recruit	✓	✓												
Present opportunity to High Potential Candidates		✓	✓	✓	✓	✓								Recruitment
Screen candidates for basic qualification			✓	✓	✓	✓								
Screen candidates for experience and ability to achieve performance objectives					✓	✓	✓							
Assess candidates personality and character traits.					✓	✓	✓							
Initial background investigation.						✓	✓	✓						
Present qualified candidates for employer evaluation. Facilitate interviews.					✓	✓	✓	✓	✓					
Help employer structure offer to finalist.											✓			
Assist candidate transition to new organization.											✓	✓		

CONSULTING STAFF

ED ROGAN, VICE PRESIDENT

Ed has been with Waldron & Company since 1995, is the longest serving team member at the Firm, and possesses more than seventeen years of professional human resources experience. Ed co-leads the Firm's Services Practice and is the most experienced search leader at the company. In times past, Ed has overseen many of the Firm's administrative functions including facilities, technical resources, and vendor relations, as well as managing the Firm's field offices in Salt Lake City, UT and Boise, ID.

Ed holds Bachelor's degrees in Psychology and Sociology from the University of Houston, as well as a Master's degree in Industrial / Organizational Psychology from the University of Colorado at Denver. Ed volunteers his time with Seattle area community-based organizations. He is an active Board member and current Board President with Committee for Children, a \$10m nonprofit organization seeking to improve children's lives by providing research-based violence prevention, anti-bullying, and child abuse/personal safety programs for schools, families, and communities.

DICK CUSHING, VICE PRESIDENT, PUBLIC SECTOR

Dick has nearly thirty-five years of executive local government experience, including serving for seventeen years as the City Manager of Olympia. Prior to his tenure in Olympia, Dick served as City Administrator in Kent, Washington, Assistant City Manager and Interim City Manager in Bellevue, Washington, and Interim City Manager in Ocean Shores, Washington. Dick has served as President of the Washington City/County Management Association (WCMA), Vice President of the International City/County Management Association (ICMA), and was the first President of the Washington Cities Insurance Authority.

Dick holds a Bachelor degree in Political Science from the University of Washington and a Masters degree in Public Administration from the Daniel J. Evans School of Public Affairs at the University of Washington. He is active in his community and teaches at The Evergreen State College in Olympia.



REFERENCES

City of Renton, WA

Contact - Jay Covington, Chief Administrative Officer; Denis Law, Mayor

Contact Information - 425-430-6500

Nature of Services - Executive search for multiple department heads over a relationship of 15+ years.

City of Leavenworth, WA

Contact - Robert "Rob" Eaton, Mayor

Contact Information - 509-548-5275

Nature of Services - Executive search for City Administrator

City of Olympia, WA

Contact - Doug Mah, Mayor

Contact Information - 360-753-8447, dmah@ci.olympia.wa.us

Nature of Services - Executive search for City Manager

City of Lacey, WA

Contact - Greg Cuoio, City Manager; Tom Nelson, Mayor

Contact Information - 360-491-3214

Nature of Services - Executive search for multiple department heads over a relationship of 15+ years.

City of Bothell, WA

Contact - Mark Lamb, Mayor

Contact Information - 425-368-4238, mark.lamb@ci.bothell.wa.us

Nature of Services - Executive Recruitment for City Manager

City of Burien, WA

Contact - Rose Clark, Deputy Mayor

Contact Information - 206-241-4647

Nature of Services - Executive search for City Manager



FEES, COSTS, AND EARLY TERMINATION

Professional Services Fee: Our professional services fee for our public sector clients is typically 25% of the midpoint of the salary range for the position. However, we are proposing a flat fee of \$20,000 in recognition for our extensive past work with the City of Shoreline.

Expenses: Expenses incurred are the responsibility of the client. Waldron & Company will, when possible, pre-approve expenditures with you and maintain accurate records at all times. Expense items include, but are not limited to:

- Advertising the position in trade journals and other media.
- Telephone and facsimile expenses.
- Delivery expenses.
- Printing of documents and materials.
- Travel and related costs for the consultants assigned to the project.
- Travel and related expenses for candidates during the interview process.

Billing: Professional fees are billed in three equal installments during the course of the search. The initial installment is billed at the time Waldron & Company is engaged. The second installment is billed when semi-finalists are selected. The final installment is billed at the conclusion of the search. Expenses are billed monthly.

Guarantee: Waldron & Company guarantees placement of a qualified candidate. Waldron & Company will provide a two year search guarantee of the selected individual. If the selected individual leaves the position for any reason other than death, physical or mental incapacity or termination initiated by the client without cause, we will conduct a replacement search with no additional service fee. The only cost to the client would be pass-through expenses related to the additional search. Within the guarantee period, Waldron must be notified in writing of a termination within 30-days of its occurrence.

Early Termination: You have the right to cancel the search at any time. Your only obligation to Waldron & Company would be the fees and expenses incurred prior to cancellation.



APPROACH

Waldron & Company has built a reputation for the highest caliber of customer service, responsiveness, thoroughness, and quality. We are available and prepared to engage in this recruitment immediately.

The selection of a City Manager is a critical decision for a Council. Our firm specializes in helping cities use the hiring decision to promote consensus and purpose within the Council, staff and community.

Waldron & Company has designed a streamlined model of recruiting that allows us produce the highest caliber candidates while balancing the need for an inclusive, open process. We strive to complete every recruitment within a 90-day timeframe; it is generally 90 days from the time of our initial meeting to kick-off the project to the point at which our clients interview the finalists. However, we are comfortable adjusting timelines to meet each client's unique needs.

The timelines within the 90-day timeframe breaks down as such:

Stage 1: Discovery - A 1 to 3 week process

An essential component to our approach to effective partnership and ultimately delivering you the strongest candidates, is the collaborative nature we take from the beginning of every project. We don't make assumptions about what you need - we spend time listening to what your values and priorities are, then create a unique process and candidate profile, tailored to your needs.

Stage 2: Recruitment - A 4 to 6 week process

Waldron & Company will utilize its strong network to create a unique pool of candidates who meet your specific needs. What you won't see is a group of recycled candidates. Each client has unique needs and demands. Thoughtful time will be spent creating the appropriate candidate pool for your project.

Stage 3: Presentation - A 1 to 3 week process

Waldron & Company is dedicated to inclusion throughout the process. We open our process to you to ensure that we are consistently meeting your expectations and ensuring satisfaction.

Stage 4: Finals - A 2 to 3 week process

Holding a final interview process and ultimately extending an offer is an integral element of our partnership. We are thorough to discuss what individuals representing the City should be involved in final interviews to ensure maximum inclusion in an appropriate context. We create a process that makes final candidates and interview panelists feel informed, comfortable, and welcome. We ensure your satisfaction by providing the option of site visits with final candidates to provide the greatest presentation of candidate qualifications in a way that respects the sensitivity of the applicant.





APPENDIX I
SAMPLE MATERIALS

City of Shoreline

Total as of August 24, 2010: 16 candidates

<i>First</i>	<i>Last</i>	<i>City</i>	<i>State</i>	<i>Current Title</i>	<i>Current Organization</i>	<i>Status</i>
Local Candidates - Under Review						
Bob	Stephens	Bellevue	WA	Former Director - Constituent Services	King County Dept of Development Services	Under Review
Brian	Woods	Tukwila	WA	City Manager	City of Stanwood	Application Rec'd
Keith	Bowen	Seattle	WA	Associate Director	King County EDC	Application Rec'd
Dorothy	King	Seattle	WA	Assistant Director, Public Affairs	Port of Seattle	Application Sent
National Candidates with Relevant Experience						
Joann	Billings	San Jose	CA	Assistant City Manager	City of San Jose	Under Review
Derek	Chambers	Kenner	LA	Vice President of Development	Jefferson Parish Human Services Depart.	Application Sent
Hank	Dillard	Roaring Forks	CO	City Administrator	City of Roaring Forks	Application Sent
National Candidates - Other						
Bradley	Coyne	Toledo	OH	Public Works Director	City of Toledo	Under Review
Randy	Miller	Washington D.C.	DC	City Clerk (former)	City of Falls Church, VA	Under Review
Patty	Stephens	Arvada	CO	City Manager	City of Arvada	Under Review
Jerry	Davis	Austin	TX	Managing Partner & Founder	Austin Social Partners	Application Sent
In State Candidates - Other						
Sandra	Barrett	Seattle	WA	Director of Finance	City of Bothell	Under Review
Becky	Ellis	Kirkland	WA	City Administrator (former)	City of Tukwila	Under Review
Frederich	Garrison	Shoreline	WA	Senior Director	NW Cabinet Makers	Under Review
Marcus	Gonzales	Seattle	WA	Partner	Principal Capital Management	Under Review
Jason	Riley	Seattle	WA	Director, Community Engagement	YouthFutures	Under Review

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CITY MANAGER

REPORTS TO: 7 MEMBER CITY COUNCIL

BUDGET: \$20 MILLION

TOTAL FTE: 72

SALARY RANGE: \$100,000 - \$130,000 PLUS BENEFITS

THE COMMUNITY

Located on the beautiful Olympic Peninsula in the State of Washington, the City of Sequim (pronounced "skwim") offers extraordinary natural beauty and enjoys a reputation as one of the most inviting cities of the Pacific Northwest. Sequim is conveniently located 65 miles northwest of Seattle, and is only a 30-minute ferryboat ride to Victoria, British Columbia. Residents and visitors have ready access to an array of northwest landmarks such as the Pike Place Market in Seattle, the Empress Hotel in Victoria, the Olympic National Park, and the world famous San Juan Islands.

Sequim is home to approximately 5,900 residents, and provides business, cultural, and educational services for a regional service population of about 30,000. The City has secured a reputation as a highly desirable family-oriented city as well as a destination for visitors with its abundance of outdoor amenities, recreational opportunities, pristine surroundings, and friendly neighborhoods. The Dungeness River Valley boasts a rich Native American legacy and offers visitors and residents a truly unique cultural and historical experience.

The City of Sequim is supported by a strong business community and vibrant tourism industry. In addition to new stores and services, the city is dotted with unique gift shops, galleries, and restaurants that contribute to the economic vitality of the region. These businesses in turn provide support for community activities such as the annual Irrigation Festival and Music in the Park concert series. The community calendar is filled with an array of clubs and organizations ranging from the traditional Elks and Rotary Club to language classes and hobby groups with a variety of activities for children,





adults, and seniors. Sequim's public schools are highly regarded in the area.

The City lies within the rain shadow of the Olympic Mountains and receives only about 15" of annual rainfall. This mild climate allows for a robust production of lavender, celebrated in the annual Lavender Festival, as well as a variety of working farms, wineries, and other rural amenities. The balance that is struck between city life and country benefits is often cited as one of the City's most treasured characteristics. Bird watching,

whale watching, and other seasonal pastimes appeal to residents and visitors. Year round activities include hiking, golf, fishing, sailing, sea kayaking, and hunting.

THE POSITION

The City Manager serves as the chief executive officer of the City to administer, enforce and direct the operations of the City. He/She will be responsible for directing the development and administration of the City budget and capital program, and overseeing the implementation of the City's comprehensive plan, goals, and objectives to meet the needs of the citizens. Furthermore, the City Manager will provide overall leadership and promote organization values among City staff members. He/She will be responsible for fostering a commitment to customer service, high quality work products and processes, consistent and ethical implementation of City policies and regulations, and a positive working environment for all.

As the representative of the City, the City Manager must have a strong knowledge of municipal operations and a demonstrated ability to communicate complex technical issues, processes, and the risks and rewards of alternative actions to the City Council and a variety of audiences. The City Manager will also have an important external role, promoting the City and maintaining intergovernmental relationships with other government agencies, and public and private organizations.

THE CITY

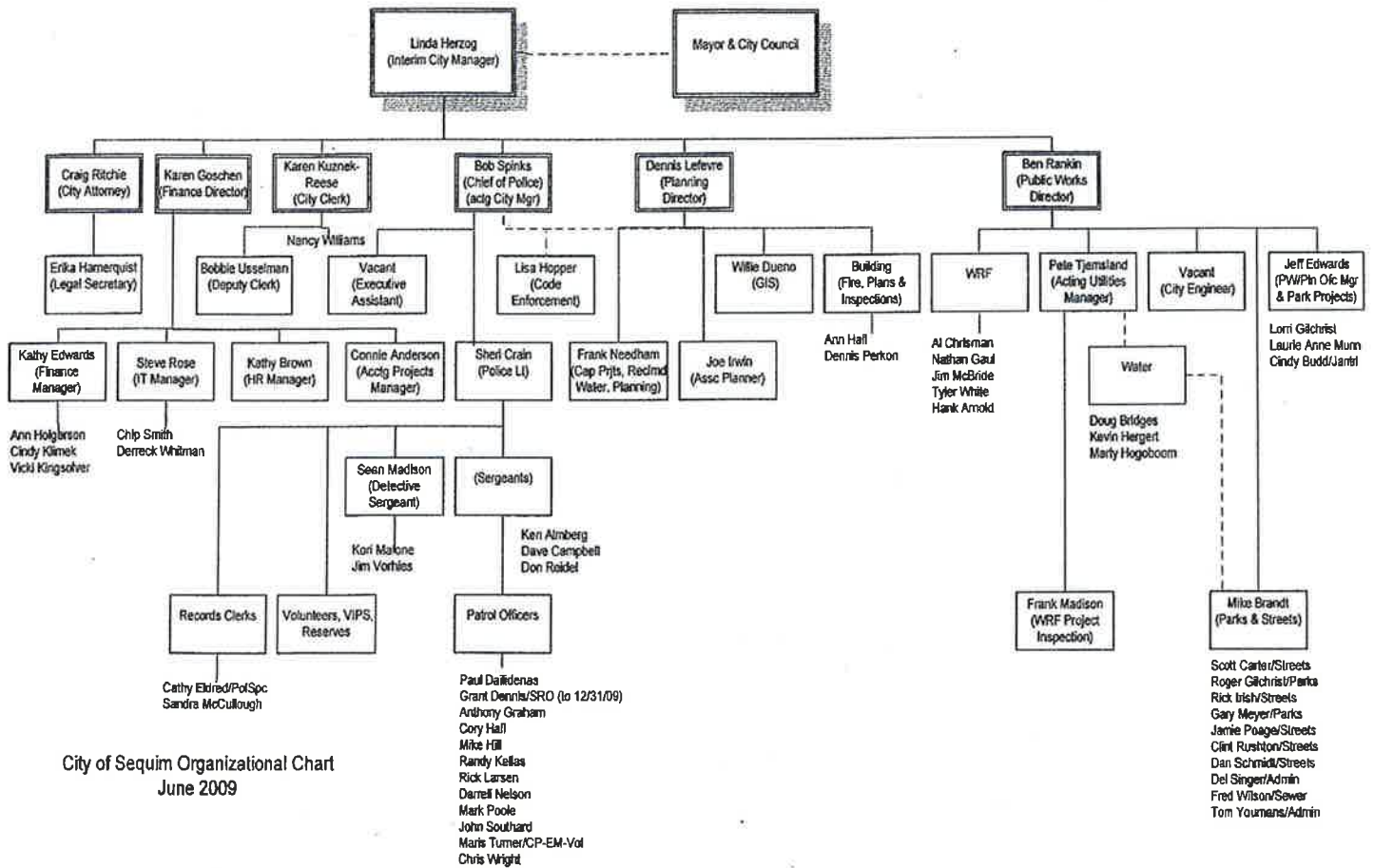
The City of Sequim is a Council/Manager form of government. The City Manager is hired by the seven member City Council and implements its adopted policies and plans. Seventy-two dedicated, professional, and skilled staff members provide a full complement of public services through the Public Works, Planning, Police and Administrative Services Departments and the City Clerk's office.



Incorporated in 1913, Sequim adopted the City Manager form of government in 1995 and has had just three City Managers since the change in government. Sequim is an active city with the challenges and opportunities that accompany newly incorporated cities facing dynamic growth. A robust tourist sector and a friendly, walkable downtown are often cited among its best features while large retailers such as Home Depot and Wal-Mart provide a reliable source of sales tax revenue. These recent arrivals have not had the same impact on small businesses as is common in other communities. Instead they have added to the economic vitality of the region and decreased sales tax leakage to other communities.



Sequim's strength as a community is founded on a tradition of a very active and engaged citizenry with high expectations, and a strong contingent of motivated, experienced and enthusiastic volunteers, many with significant corporate and business leadership experience. From Council members to field staff, the City of Sequim is a source of pride and its quality of life a primary motivating factor for a high level of dedication to public service delivery.



Ideal Candidate Profile

The ideal candidate will have demonstrated expertise in budgeting and financial management in a full service city with oversight of a variety of operating departments and bargaining units. In addition, the City seeks a dynamic and charismatic leader who will be a visible part of keeping Sequim a great place to live, work, and play.

A demonstrated ability to build and maintain public confidence through effective, fair, and proactive management on behalf of the City Council is a key priority for this position. The ideal candidate will have well-developed communication skills and broad experience with a variety of audiences. He/She will be responsible for official City communication, media contacts, and will have a key role in encouraging appropriate public participation in City decisions.

The ideal candidate will have proven management success; someone who establishes clear expectations and uses modeling, mentoring, and training to help staff members excel in their functions. Sequim seeks an individual who will recognize staff achievement and effort while holding staff members accountable. A fair and compassionate leader, the City Manager will quickly earn the trust of staff and promote a culture where internal communication and cooperation are highly valued and where excellent customer service skills are routinely practiced. The City Manager should be able to point to past successes in establishing clear ethical standards as well as performance measures for productivity.

The desired candidate will be politically astute and have a true passion for local government. Financial management must be a strength; he or she must have a proven ability to seize opportunities on behalf of the residents of the City and take advantage of finance opportunities, revenue streams, grants, and partnerships. Sequim is a forward thinking organization and is looking for a City Manager who will incorporate state of the art professional city management skills and best management practices into its operations.

The City's brand is essential to its future success and the ideal candidate will have experience in managing a municipality where tourism and economic development go hand in hand with preserving the essential "small town" feel of a community. At the same time, the City Manager must be able to build and maintain relationships between Sequim and Port Angeles, the Port of Port Angeles, major employers in the area, the tribes, and other parties that could help leverage City resources to meet mutually beneficial objectives.

The Council has recently undertaken steps to improve communication among its members and to work more effectively as a group. The new City Manager must be skilled at team building and coaching and have the ability to foster good working relationships among Council members. The ideal candidate will provide newly elected council members a comprehensive orientation.

The ideal candidate will be a good listener with a robust sense of humor; a straightforward, action-oriented leader who will inspire and engage his or her employees; and a city manager dedicated to promoting the City of Sequim's best interests. In addition to enjoying the challenges and rewards of moving the City forward toward a community vision, the ideal candidate will enjoy community events, participation in local activities, and will call Sequim "home".



Issues and Priorities



- Developing sustainable service levels will be a priority for the new City Manager. He/She will spend the necessary amount of time to get to know each Council member, the department heads as well as the rest of the City staff, and key community leaders and partners. The City Manager will evaluate the City's assets, human resources, finances, and operations and make recommendations for right-sizing operations while making any structural changes necessary to respond to the increased service demand in light of flat or decreasing revenues.
- The City has recently experienced a period of tremendous growth and development with a population increase of 31% since 2000. This growth has given rise to a variety of growth related policy issues that many cities must tackle including the best way to manage growth, maintain the City's pleasant and relaxed atmosphere, create and maintain workforce housing, and reduce the negative impacts of growth while building a stable economy.

The current lull in development caused by the national economic downturn gives the City an opportunity to explore these issues and move toward a shared vision for the future. The City Manager will play an integral role in creating an environment in which these community discussions can be carried out in a respectful and proactive fashion. He/she will guide the staff as they implement any subsequent land use designations, fees, or standards in a professional and consistent manner.

- Sequim has a number of capital projects intended to expand or maintain its network of roads, sewers, parks, and projects that require immediate and sustained attention. These include the expansion of the water reclamation project, and capital projects underway or planned for 2010. In addition, the economic downturn has forced the City to defer several important capital projects. The expectation is that the new City Manager will quickly become informed and be ready to provide guidance so that these projects stay on track or are rescheduled and financed when appropriate.
- The new City Manager will need to quickly develop relationships with other public agencies and organizations and demonstrate leadership, creativity, and innovation to achieve City goals and objectives in concert with its key partners on the Olympic Peninsula, in the County, and in the State. The partnerships necessary to finance and distribute reclaimed water are of particular significance as well as joint planning issues such as transportation, protection of sensitive watersheds, public safety, workforce housing, and emergency management. In particular, the potential annexation and expansion of the Battelle Marine Science Laboratories facility will require joint work with Clallam County to successfully complete.



- Sequim is not immune to the financial woes that are plaguing local governments throughout the country, but is somewhat better positioned to make headway in these difficult times relative to other agencies in Washington. The priority for the City Manager will be to assess the City's financial strength and help the Council respond with effective policies while providing the staff with operating directives that make the most of scarce resources.
- The City Council recently adopted a straightforward work plan that has produced a substantial degree of consensus among Council members and improved the staff's workload management and financial planning. It is a priority for the City Manager to use this or a similar method to readily and routinely communicate project status, establish realistic expectations for budget and schedule, and help the Council respond to changing conditions. An important task for the new City Manager is to manage the flow of information between the staff and Council in order to achieve Council objectives with efficiency and fiscal accountability.



Minimum Qualifications

Graduation from an accredited 4-year college or university with a degree in Public Administration or a closely related field is preferred. Candidates should also have seven (7) or more years of progressively responsible municipal management experience in a stand-alone community, preferably one where tourism and economic development knowledge and skills have been demonstrated. A Master's Degree is desirable. Candidates with an equivalent combination of education, experience and training that provides the required knowledge, skills, and abilities will also be considered.

TO APPLY

The City of Sequim is an Equal Opportunity Employer and is committed to hiring a diverse workforce. All qualified applicants are encouraged to apply. Please send cover letter and resume by July 9, 2009 to:

Waldron & Company

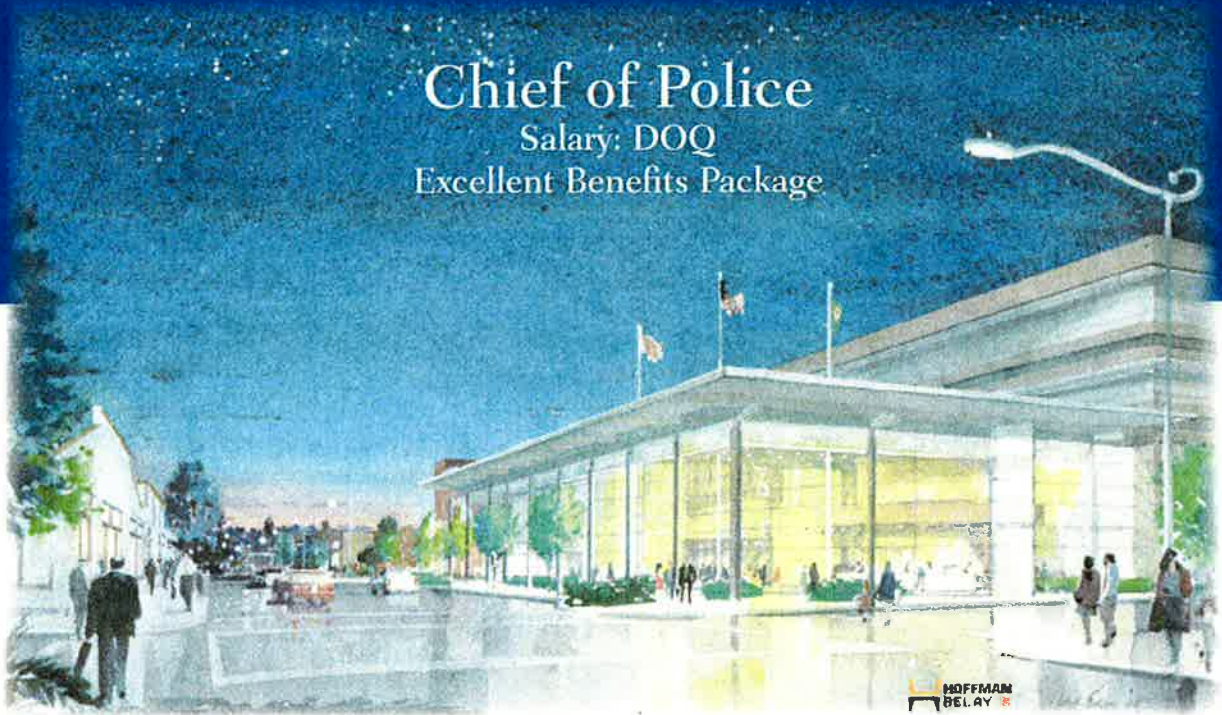
1100 Olive Way, Suite 1800
Seattle, WA 98101
206-441-4144 ® 206-441-5213 (fax)
info@waldronhr.com



City of Olympia

Washington

Chief of Police
Salary: DOQ
Excellent Benefits Package



The Position

The City of Olympia seeks a Police Chief with a well-earned reputation for integrity, honesty, high ethical standards, and for holding others accountable. He/she will be a well-rounded law enforcement executive with significant experience in leadership positions across a variety of common law enforcement functions (Patrol, Administration, Special Assignments, Investigations, etc.). The new Chief must be a calming presence, unflappable in times of crisis, and be comfortable serving in a role with a high degree of visibility in the community and must understand the 24/7 nature of the Chief's job.

As a Department Director, the Chief must be aware of how the Police Department fits into the bigger picture of City government and must establish and maintain excellent working relationships with his or her peers across departmental lines. This is especially important in these challenging economic times as agencies look more and more to cooperation and collaboration to make the most efficient use of available resources. In addition, the residents of the City of Olympia expect a level of accessibility and community visibility from the Police Chief. The successful candidate must be comfortable being out in the community and establishing himself or herself as a constant presence and contributor.

The nature of contemporary law enforcement continues to shift and evolve. The new Chief must maintain awareness of new trends and approaches, as well as advances in technology, and make recommendations to the City about adopting those that will have an impact on the City of Olympia. He or she must also encourage and support both civilian and sworn employees of the Department in their own efforts toward professional development and growth and expanding their world-view of the law enforcement profession.



The City is seeking candidates with significant experience leading in a unionized environment and who have had a 'seat at the table' during negotiations and other labor related discussions. He or she must possess highly developed communication skills and be adept at addressing a wide variety of audiences from sworn officers, to civilian employees, to elected officials, and members of the general public among others. Further, the new Chief must be able to engage the community in shaping the Police Department in the future, be a good listener and keen observer, and demonstrate the ability to 'rally' people around central themes and issues as they emerge.

The Chief of Police leads by example and must demonstrate substantial energy and enthusiasm for law enforcement and model a strong work ethic for the entire Department. Also, he or she must be as transparent as possible with information and instill a sense of trust and openness with Department staff, City staff, elected officials, and community members. The new Chief must possess well-developed administrative skills such as budgeting, financial management, human resource management, and labor and employee relations. Further, he or she must bring a big picture perspective coupled with the ability to create a vision and strategic direction for the department and be prepared to lead the Department through change and growth.

City Government

Since 1982, Olympia has operated under a Council-Manager form of government. The current City Manager, Steve Hall, has served in the position for seven years and was previously the city's Assistant City Manager for 13 years.

The City Council has seven members including the Mayor. Councilmembers and the Mayor are elected from the community at-large to four year terms. The positions are non-partisan. Olympia currently has 533 full time employees, and a total operating budget of \$102.7 million including utilities.

The city's budget is posted online at www.olympiawa.gov/budget.

The Community

For centuries, Olympia has served as a gathering place for ceremony, commerce and community – first for the native peoples of the Coastal Salish tribes, particularly the Squaxin and Nisqually, and now as the capital city of Washington State.

Olympia is a progressive community with a diversity of people, ideas and lifestyles. Olympians highly value family, community, and the natural environment. In our most recent community surveys, 95% of respondents feel that Olympia is a good place to live.

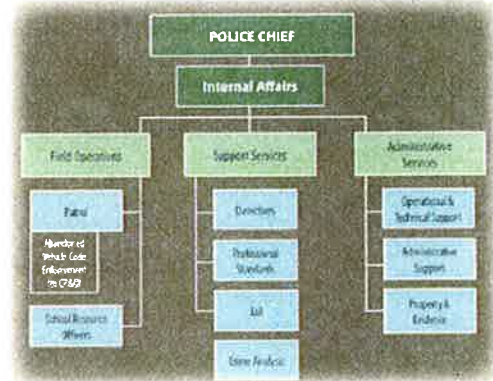


The Olympia Police Department

The Olympia Police Department is currently staffed by 65 full-time commissioned officers, 30 full-time civilian employees and 2 part-time civilian employees, all highly trained and dedicated to the Department. The operating budget of the Department in 2010 is \$12.8 million.

The Department is divided into three divisions – Field Operations, Support Services and Administrative Services.

The Field Operations Division is managed by a commander and is responsible for day-to-day enforcement of the law and response to calls for service throughout the City. Under the direction of two lieutenants, two teams of uniformed officers are assigned to patrol duties. Each team has three squads, with each squad supervised by a sergeant. The patrol work day is divided into three 10.66 hour shifts. This schedule provides 8 hours of “overlap” time each day, which makes extra officers available for deployment to provide additional staffing during periods of high activity or to address community problem solving efforts. The Division also includes specially trained patrol officers who do motorcycle patrol, traffic accident investigation, canine duty and work in the schools (School Resource Officers).



The Support Services Division is managed by a commander and consists of three bureaus – Detectives, Corrections and Professional Standards.

The Detective Bureau, under the direction of a lieutenant, includes plain clothes officers who provide specialized investigation of major crimes. The Detective Bureau also conducts crime analysis and processes crime scenes. A sergeant assists in the supervision of the Bureau.

The Corrections Bureau is responsible for operation of the Olympia City Jail. Under direction of the civilian Jail Manager, the Jail provides housing for up to 28 male and female inmates. As a general rule, the inmates in the Jail are those who are awaiting arraignment or sentencing, or those who have been sentenced to an incarceration period of thirty days or less. The Bureau also manages contracts with other facilities for the housing of misdemeanor prisoners who have been sentenced to terms of more than thirty days in jail.

The Professional Standards Bureau is responsible for conducting the internal affairs function of the Department; for designing and implementing a comprehensive, in-service training program for Department employees; for conducting the human resources functions of the Department; and for operating the Department's training facility. The work schedule has the patrol teams working two common days each month. This permits much of the Department's in-service training to be done on regular duty time and provides an exceptional amount of training time for officers each year. Bureau operations are the responsibility of the Professional Standards Lieutenant, assisted by the Training/HR Sergeant.

The Administrative Services Division is managed by a civilian division manager and consists of two bureaus – Records and Police Community Programs. The Division also provides fiscal management, management analysis and technology support to the Department.



The Records Bureau is responsible for processing and maintaining all of the official records of the Department; for providing reception services; for processing and disseminating public information and responding to public records requests; for issuing permits; and for processing and maintaining warrants and civil orders. The Bureau is directed by a civilian Supervisor IV.

The Police Community Programs Bureau is responsible for coordinating the crime prevention and crime resistance efforts of the Department. In the Department's approach to policing, those tasks are done largely in the context of volunteer-run, self-help activities. Activities such as Block Watch, Speed Watch, special event support, Downtown Ambassadors and Crime Resistance Multi-Housing all contribute to community safety and livability, and all are volunteer-operated. The Bureau is staffed by a civilian senior program specialist who develops and implements activities and manages the Department's volunteer operation.

The Department utilizes the services of CAPCOM, the County's regional communications agency, for 9-1-1 dispatch services. The Department also participates in a regional law enforcement records consortium with the neighboring cities of Lacey, Tumwater, Yelm and Tenino. The consortium is in the process of installing new, integrated records management, automated field reporting and jail management software from SunGard. The new software is due to "go live" in May, 2011.

The Department operates a fleet of 45 vehicles. All patrol vehicles are fitted with mobile computers, radios and a full array of officer safety equipment. Patrol vehicles are pool vehicles and are replaced on a three-year/80,000 mile schedule. The City of Olympia will be moving into a new City Hall building in the fall of 2010 (see artist's rendering above).

More information about the Department can be obtained from: www.olympiawa.gov/police.



Geography & Climate

Olympia is located at the southernmost point of Puget Sound on the I-5 transportation corridor about 60 miles south of Seattle and 100 miles north of Portland. Within about 70 miles of Olympia is Mt. Rainier to the east, the Olympic Mountains to the north, and the Pacific Ocean to the west.

Olympia's incorporated area is 18.5 square miles. The city forms a horseshoe around the conflux of the Deschutes River with Puget Sound's Budd Inlet. The Olympia-Yashiro Friendship Bridge (historically called the 4th Avenue Bridge) connects east and downtown Olympia with the west and southwest parts of the city. Yes, it does rain in Olympia – usually most heavily November thru January, which is why you can experience towering fir trees, lush ferns, and salmon-bearing streams within the city limits. Olympia's summers, though, are often arid with an early morning marine cloud layer that gives way to blue skies and sunny, moderate temperature days.



The Economy

Government, education, hospitals, locally owned businesses, and regional retail centers are the primary local employers. Until the recent national downturn, Olympia's economy was generally stable due primarily to the influence of state government. Cut backs in State government employment have affected Olympia's economy and the city's budget, particularly the last three years. The City of Olympia itself, though, continues to be financially sound and to have high bond ratings.

Two hospitals are located within the city. Providence St. Peter Hospital - a 390 bed, not-for-profit regional teaching hospital – offers comprehensive medical, surgical and behavioral health services. It has been named one of the top 100 hospitals in the nation for cardiology, orthopedics and stroke care. Capital Medical Center on Olympia's westside is a 110 bed full-service hospital and a general family practice clinic that is an affiliate of Capella Healthcare.

The greater Olympia area is home to two universities: The Evergreen State College (TESC) and St. Martin's University. TESC is a progressive, public liberal arts and sciences college with about 4,500 students in undergraduate and graduate programs. St. Martin's is a Benedictine University that offers 21 undergraduate and 6 graduate areas of study to about 1,500 students.

Olympia's 2010 population is 45,500. The populations of Olympia's neighboring cities of Lacey and Tumwater are 40,180 and 16,770 respectively. The overall population for Thurston County is 252,400.

Issues & Priorities

The successful candidate must take the time necessary to initiate and establish working relationships with a wide variety of stakeholders. This includes members of the Police Department, the City Manager, Department Directors, Council Members, other City employees, peers in neighboring jurisdictions, neighborhood, community, and business leaders, and representatives from the education field among others.



The new Chief must quickly get up to speed on the policing chapter of the City's comprehensive plan and continue to move on-going initiatives in the right direction. This will likely include succession planning, leadership development, laying out clear expectations and performance measures, fostering Departmental recognition and rewards, and an internal communications plan.

As downtown Olympia continues to evolve, law enforcement will play a key role in shaping the livability and reputation of this residential, business, shopping and entertainment district. The new Chief will be one of the City's leaders in developing and implementing a plan to address lingering downtown issues such as the homeless population, youth, the mentally ill, parking, and public access.

The City is currently in the process of developing its budget for the 2011 calendar year. Given the current economic climate, the new budget will be tight. The new Chief will be taking over as the new budget year begins and will be required to operate in an environment of close fiscal control and monitoring.



Minimum Requirements

Graduation from an accredited four year college or university with a degree in Law Enforcement, Political Science, Public Administration or a related field; and five years of increasingly responsible experience in law enforcement administration and leadership. An advanced degree is strongly preferred. Competitive candidates will possess demonstrated experience with the application of contemporary law enforcement practices, demonstrated experience managing in a significant labor relations environment, and demonstrated application of contemporary personnel management practices.



Courtesy of Eastbound Productions

How to Apply

The City of Olympia is a progressive Equal Opportunity Employer and is committed to the non-discriminatory treatment of all persons in employment and the delivery of services and resources. All qualified candidates are encouraged to apply. Please send resume and cover letter as soon as possible but no later than October 1, 2010 to:

Waldron & Company

1100 Olive Way, Suite 1800
Seattle, WA 98101
206.441.4144 | 206.441.5213 (fax)
info@waldronhr.com
www.waldronhr.com





*Proposal to provide recruitment services for
the City of Shoreline's next*

CITY MANAGER

Presented by

PROTHMAN



August 19, 2010

Ms. Marci Wright
Human Resources Director
City of Shoreline
17500 Midvale Avenue N
Shoreline, WA 98133-4905

Dear Ms. Wright,

Thank you for the opportunity to provide the City of Shoreline with the enclosed proposal. As you consider a number of excellent firms, we offer the following information that we believe differentiates us from our competition.

Why hire Prothman?

Our Extensive Knowledge of City/County Manager Candidates

Prothman is currently conducting *five* city manager/administrator searches and we have conducted *25 national manager/administrator recruitments* for Northwest cities and counties in the last 24 months. This means we have interviewed over 300 semifinalist candidates. None of our competitors can match this current knowledge of excellent city management candidates!

Our City Management Network

We are active and trusted in the city/county management profession. We are former city managers and members of the International City County Management Association, and the Washington and Oregon City Management Associations, and attend all of the professional conferences. Our network and personal phone calls bring 5 to 7 top candidates into our process when they weren't going to apply.

The Prothman Website

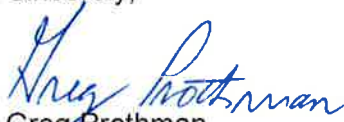
We receive over 10,000 hits per month from city management professionals who are looking for city manager jobs. We hear all the time that our website is THE website for city management positions in the Pacific Northwest!

Our Thorough Background Check Process of Finalist Candidates

Not once has the press uncovered information that we did not know about and had already advised our client of the matter. We require nine structured references and we check references not on their reference list. We do a Google internet background search on each finalist. We verify degrees and conduct a criminal history and driving records check. You can expect no surprises in the final interviews.

Please don't hesitate to call with any questions.

Sincerely,



Greg Prothman
Prothman

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206.368.0050 • 3633 136th PL SE, Suite 206 Bellevue, WA 98006 • www.prothman.com

ABOUT PROTHMAN

Prothman is the Northwest's leading executive recruitment firm specializing in providing government agencies with highly experienced and qualified permanent and temporary employees. Founded in 2001, Prothman has quickly become the industry leader in public sector recruitment, having successfully completed over 350 public sector recruitments, as well as directing and recruiting for five new city startups.

Our strength: Firsthand knowledge of local government. The firm's founder, Greg Prothman, started his career as a police officer for the City of Renton, WA. After earning his Master's in Public Administration, Greg was hired by the City of Des Moines, WA, as assistant city manager and then city manager. Greg joined the public sector executive recruitment industry in 1996 and has conducted over 300 searches.

Our staff has extensive experience in public sector management unequalled by our competition. The Prothman team is comprised of talented consultants, all of whom have had extensive public sector experience with expertise ranging from city management, human resources, finance, public works and elected official public service. Our public sector experience combined with a hands-on understanding of how government agencies work has proven to be vital when screening and interviewing potential candidates.

PROVEN KNOWLEDGE

Prothman has successfully conducted over 350 public sector searches in Alaska, Washington, Oregon, Idaho, Montana, Wyoming, and Colorado. Public sector recruitment is our unique specialty and expertise. Beginning with our experience as successful public sector practitioners, to experience that comes from conducting hundreds of recruitments across the west, our knowledge of public sector laws pertaining to recruitment and selection is second to none!

CITY MANAGEMENT EXPERIENCE

- A unique combination of in-depth firsthand city management experience combined with a thorough understanding of public sector employment. Our staff has a cumulative 100 years in local government service, 19 years as successful City Managers.
- Prothman has conducted or is in the process of conducting 66 city/county manager or assistant manager searches.
- The fact that Prothman is currently conducting six city manager/administrator searches and has completed **25 manager/administrator searches in the last 24 months** means our knowledge of excellent city management candidates is remarkably deeper and more extensive than any of our competitors.

Our unequalled strength in firsthand knowledge of local government benefits you by not having to spend time educating us about the duties of the position you are recruiting for. This leaves more time for us to discover what is unique about your organization and what is important to you in terms of the qualities you would like to see in your next City Manager. The end result is a unique search tailored for the qualities you are looking for.

SCOPE OF SERVICES

PROJECT PLANNING & RESEARCH

We believe that a successful recruitment is the result of a well thought out plan, requiring careful execution coupled with a strong working partnership between the search consultant and the client. Working together throughout the search process provides the greatest opportunity for a successful outcome. Our goal is to thoroughly understand the City of Shoreline's needs and the values and culture of the organization. We suggest the following steps as a starting point:

- ◆ **Review the proposed search outline and modify as needed**
- ◆ **Develop a project timeline**
- ◆ **Identify the geographic scope of the search**
 - Regional
 - Western United States
 - National
- ◆ **Decide if a salary survey is needed**

This review will provide the City with accurate salary information to evaluate if the position is at "market rate." If a survey is needed, we will work with the City to identify similar organizations for compensation comparisons.
- ◆ **Gather and review all relevant documents related to the City Manager position and the City**
- ◆ **Interview key stakeholders, including**
 - City Council Members
 - Department Directors
 - Key Community Members
 - Others as directed

IDENTIFYING THE "IDEAL" CANDIDATE – POSITION PROFILE DEVELOPMENT

Documenting what we have learned by describing the "ideal" candidate is the best way to make certain that we are identifying the best candidates for the position. We will do this by developing a comprehensive "Position Profile." Once the Position Profile is written and approved, it will serve as the "benchmark" to measure a candidate's qualifications and organization "fit." It will also help potential candidates decide if this is the right career move for them. The Position Profile includes:

- ◆ **A description of the ideal candidate qualifications**
 - Years of related experience required
 - Previous positions and sizes of communities
 - Specific relevant experience
 - Education requirements
 - Ideal personality traits and work habits
- ◆ **City of Shoreline information, including**
 - Location and quality of life opportunities
 - A summary of City services
 - Number of City employees and budget size
 - A basic description of the position
- ◆ **A description of key issues and priorities facing the City and the City Manager position**
- ◆ **A description of the compensation package**
- ◆ **Information on how and when to apply**

RECRUITMENT STRATEGY

We will work with the City to develop a recruitment strategy designed to identify outstanding candidates ideally suited to the position. We recognize that often the best candidates are not actively looking for a new position. This is the person we want to reach and recruit. We will accomplish this by:

- ◆ **Creating Recruitment Brochures**
Highlighting the position and the City and posting on the Prothman website
- ◆ **Direct Mail Campaign**
Researching and compiling a comprehensive list of potential candidates to be reached through a direct mail campaign
- ◆ **Direct Contact Calls**
Making direct recruiting calls to promising candidates based upon our extensive personal knowledge of excellent candidates
- ◆ **Ads in Print and on the Web**
Creating and placing targeted ads in professional publications, journals and on related websites targeting qualified candidates

CANDIDATE SCREENING

Once candidates have indicated an interest in the position, we will work with the City to begin identifying the most promising candidates. Using the Position Profile as our guide, we will conduct an extensive candidate review designed to gather detailed information on the leading candidates. We will do so by:

- ◆ **Initial Resume Screening**
We will conduct an initial review of all resumes, screening for minimum qualifications.
- ◆ **Supplemental Questions & Applications**
The remaining qualified applicants will be asked to complete an application and Supplemental Questions/Writing Sample. We have found that this exercise provides a good example of a candidate's writing skills, analytical abilities and communication style and is an early indicator of his/her philosophy and values.
- ◆ **First Workshop**
Based upon the responses to the supplemental questions, we further screen the applicant pool, bringing the most promising candidates for your review. Using the application, supplemental questionnaire, resume and other materials submitted by the candidates, we will work with the City to identify the top semifinalists. Prior to the workshop we will provide a candidate sourcing summary detailing the efforts of advertising, direct mail campaign, and direct recruiting phone calls. The summary also includes a list of the applicants and from where they have applied. We will also begin preliminary discussions about designing the final interview process.
- ◆ **Consultant Semifinalist Interviews**
Prothman will conduct in-person or videoconference interviews or phone interviews with each of the semifinalist candidates.
- ◆ **Second Workshop**
Based upon the results of the semifinalist interviews, we will present our findings and recommendations for your review. We will advise you of the candidates meeting the qualifications, our knowledge of them, and their strengths and weaknesses relative to fit with your organization. We will then work with you to identify the candidates to invite to the final interviews. We will also complete the planning and design of the final interview process and begin identifying potential interview questions.

FINAL INTERVIEWS

The Final Interview process includes completing key steps before the actual interviews take place. These steps include performing detailed background checks, coordinating candidate travel, compiling final interview binders, determining the final interview configuration and facilitating the City's selection. Each of these steps is described below:

◆ **Background Checks**

Prior to the final interviews we will conduct a background check on each of the finalist candidates. If a "red flag" is found we will work diligently to either verify that the issue is serious enough to eliminate the candidate from further consideration or be able to fully explain the issue to the City's satisfaction.

• REFERENCES

We will ask each candidate to provide names of their supervisors, subordinates and peers for the last several years. From this list we will conduct reference checks on the finalist candidates through conversations with the individuals who have direct knowledge of the candidate's work and management style. We will also make a point of contacting individuals not on the candidate's preferred list of references.

• EDUCATION VERIFICATION

Prior to the final interviews we will verify that the candidate did in fact graduate with the degrees listed on their resume. We have found that approximately 1 out of 30 candidates does not have a degree claimed on their resume.

• CRIMINAL HISTORY, SEX OFFENDER CHECK & DRIVING RECORD CHECK

We will conduct a background check on each candidate. We will verify that the candidate is not a registered sex offender in the states where they have worked.

◆ **Candidate Travel Coordination**

For those candidates who will be traveling to the final interviews, we will coordinate the travel arrangements, ensuring that each candidate is fully prepared for the final interviews and not distracted by travel difficulties. We work with the candidates to organize the most cost-effective and efficient travel arrangements. Each candidate is fully informed as to their travel arrangements, interview schedule and location of the interviews. We coordinate and finalize air travel, hotel reservations and rental cars.

◆ **Final Interview Binders**

Final Interview Binders are the tool that keeps the final interview process organized and ensures that all interviewers are "on the same page" when it comes to evaluating each candidate. The binders are assembled in order of candidate interview for each panel of interviewers. The binders include:

- A MASTER SCHEDULE OF ALL PANELS AND CANDIDATE INTERVIEWS
- A DRAFT LIST OF SUGGESTED INTERVIEW QUESTIONS DESIGNED TO AUGMENT QUESTIONS THAT YOU MAY WISH TO ASK
- EACH CANDIDATE'S RESUME
- EACH CANDIDATE'S APPLICATION
- EACH CANDIDATE'S ANSWERS TO THE SUPPLEMENTAL QUESTIONS
- CONFIDENTIAL REFERENCE CHECKS ON EACH CANDIDATE
- EDUCATION VERIFICATIONS FOR EACH CANDIDATE'S DEGREES
- CRIMINAL HISTORY CHECKS ON EACH OF THE FINALIST CANDIDATES

◆ **Final Interview Process**

The design of the final interviews is an integral component towards making sure that all stakeholders have the opportunity to learn as much as possible about

each candidate. Each of the advisory panels is designed to provide the City with as much information as possible regarding each candidate's strengths and weaknesses. Elements of the final interview process include:

- IDENTIFYING INTERVIEW PANEL PARTICIPANTS (if desired by the City)
We will work with the City to identify the participants of different interview panels to ensure that all stakeholders identified by the City have been represented.
- PROVIDING SUGGESTED INTERVIEW QUESTIONS FOR EACH PANEL
Suggested interview questions for each panel are composed based on what is unique to the City. The questions are designed to allow the interview panels to not only gauge the quality of the answer but to also measure organization "fit," as well.
- IDENTIFYING FACILITATORS FOR EACH PANEL
Panel facilitators assist the panel members in their review and editing of the suggested interview questions, as well as the consideration and discussion of possible new questions. The facilitator helps the panel determine who will ask which questions, the order in which they should be asked and will keep the interviews on schedule. More importantly, the panel facilitator will debrief with the panel and summarize the individual panel member's thoughts after each interview. At the conclusion of all of the interviews, the facilitator will gather input from all panel members and make sure that each panel member's opinions and thoughts are heard and represented when reporting back to the City.
- FACILITATE THE CITY'S CANDIDATE SELECTION
We will assist the City in their final process of determining their top candidate(s). We will also notify the unsuccessful candidates.

◆ **Assisting in Developing a Compensation Package and Letter of Offer**

Once the top candidate has been selected, we can also assist the City in developing a letter of offer outlining the compensation package and further assisting the City as an on-call advisor until an employment agreement is reached.

DRAFT SCHEDULE

Stakeholder interviews	Week of September 27, 2010
Development of draft Position Profile	Week of October 4, 2010
<i>Columbus Day</i>	<i>October 11, 2010</i>
Delivery and Client review of draft Position Profile	Week of October 11, 2010
Approve the Position Profile	Week of October 11, 2010
Begin advertising	Week of October 11, 2010
<i>Veterans Day</i>	<i>November 11, 2010</i>
First Review of Applications by Prothman	November 21, 2010
Status report & candidate materials to Client	Week of November 22, 2010
<i>Thanksgiving</i>	<i>November 25, 2010</i>
First work session (selection of semifinalists)	Week of November 29, 2010
Semifinalists interviews	Weeks of December 6 & 13, 2010
Second work session (selection of finalists)	Week of December 20, 2010
<i>Christmas Day observed</i>	<i>December 24, 2010</i>
<i>New Year's Day observed</i>	<i>December 31, 2010</i>
Reference checks, Background checks	Weeks December 27, 2010 & January 3, 2011
Final interviews	Week of January 10, 2011

*Shaded actions denote in-person meetings with the Client and milestone decisions

FEE & EXPENSES

Professional Fee

Our fee for professional services is \$18,500 plus expenses.

The Professional Fee covers Prothman and staff time required to conduct the recruitment. This includes all correspondence and two on-site meetings with the client, writing and placing the recruitment ads, development of candidate profile, sending invitation letters, reviewing resumes, coordinating and conducting semifinalist interviews, coordinating and attending finalist interviews, coordinating candidate travel, professional reference checks and all other search related tasks required to successfully complete the recruitment.

The Professional Fee also includes Prothman's personal knowledge of potential city management candidates, access to our extensive database of city management professionals, posting your position on our website (averaging 10,000 "hits" per month) and access to our reputation amongst city management professionals.

Expenses

Prothman will review all expenses with the City prior to expenditure. All expenses incurred for conducting the recruitment are the responsibility of the City. Expense items include but are not limited to:

- Newspaper, trade journal websites and other advertising related to the announcement of the position
- Direct mail announcements and regret letters
- Delivery expenses
- Printing of documents and materials
- Travel and related expenses for consultants and candidates

A 3% charge will be added to all pass through expenses which reflect City and State B&O tax obligations. Professional fees are billed in three equal installments during the course of the search. The first installment is billed when Prothman begins the project. The second installment is billed at the mid-point of the recruitment. The final installment is billed at the conclusion of the search. Expenses are billed monthly.

GUARANTEE

Our record of success in placing highly qualified candidates provides that Prothman will guarantee the placement of a qualified candidate. Provided the Client follows our finalist candidate recommendations and the key elements of the search process as outlined in the proposal, if the selected finalist candidate is terminated for cause or resigns within **two years** from the employment date, we will conduct a replacement search with no additional professional fee. The only cost to you would be the expenses related to the additional search.

You have the right to cancel the search at any time. Your only obligation would be the fees and expenses incurred prior to cancellation.

CONSULTING STAFF

PROJECT CONSULTANTS

GREG PROTHMAN

With more than 20 years experience in various functions of government and the public sector, Greg Prothman brings a solid and grounded perspective to best serve his clients. Greg offers a unique combination of in-depth, firsthand city management experience combined with a thorough understanding of local government and public sector employment. Early on, he served as a Renton Police Officer before making the move to Assistant City Manager for the City of Des Moines and then to City Manager, also for the City of Des Moines. Greg's 12 year tenure in city management benefits his clients due to his firsthand experience and the ability to thoroughly understand the client's needs. He's walked in their shoes – from police officer to top management. Noted as one of the region's leading progressive municipal managers, Greg brings a creative and thorough understanding of all facets of municipal administration.

As President of the Prothman Company, Greg is uniquely positioned, through his extensive public sector and executive search background, to offer recruitment services. He has conducted over 300 executive searches and placements, successfully placing city managers, finance directors, IT managers, police and fire chiefs, public works and community development directors and many other positions. He has also formed and managed startup teams for five newly incorporated cities, including the City of Spokane Valley, WA, (pop. 82,000), the second largest incorporation of its kind in the U.S.

A Seattle native, Greg completed his BA at Western Washington University and his Master of Public Administration degree from the University of Washington.

BARRY GASKINS

Barry Gaskins is responsible for candidate management. His attention to detail and understanding of timeliness to the customer and candidates is remarkable. Barry works with the lead consultant in following through with scheduling interviews, arranging candidate travel, managing candidate application packets, and assembly of candidate information to give to the client. Barry came to us from the Bill & Melinda Gates Foundation where he served as a Program Assistant for four years in the US Library Program. Barry grew up in Virginia, moving to Washington in 1993. He earned his Bachelor's Degree in Art from California State University in Los Angeles.

ADDITIONAL PROTHMAN TEAM MEMBERS

LYNN STOKESBARY

Lynn retired from the City of Kirkland in 2006 as Assistant City Manager and has over thirty years of distinguished local government experience. Lynn worked twenty one years for Kirkland, serving as Director of Parks and Community Services from 1985-1997 prior to becoming Assistant City Manager in 1997. He also worked for the City of Bellevue from 1976-1985 in various positions before becoming Assistant Director of Parks and Recreation.

Lynn brings extensive knowledge of local government and years of leadership, supervisory and high profile special project management experience to the Prothman team. Lynn has a unique blend of interpersonal and analytical skills that make him highly effective in working with groups, problem-solving and producing high quality end results. He has extensive experience in a wide range of local government areas, including assessment of city operations and services, facilitating citizen and stakeholder participation, building and maintaining effective relationships in the workplace, fundraising, land acquisition, and comprehensive planning for parks, arts and other civic facilities. Lynn is a 1975 graduate of Washington State University.

MARY SWENSON

Mary Swenson retired from the City of Marysville in March 2010. Marysville is a full service city that provides all levels of service, i.e., police, jail, court, water, sewer, surface water, garbage collection, engineering, community development, and parks and recreation. During her career Marysville has grown from a city of 4,700 to 58,000 population. Marysville is located next to the Tulalip Tribes of Washington and Mary has developed an excellent working relationship with the Tribal government. She is also responsible with developing a solid economic development strategy for Marysville.

She has worked the entire 32 1/2 years of her public service career with the City of Marysville, rising through a variety of administrative positions before attaining the post of City Administrator in January 2001. Prior to being promoted to City Administrator, Mrs. Swenson served nine years as Assistant to the City Administrator/City Clerk.

Mary is Past-President of the Washington Cities Insurance Authority. She also served on the Board of Directors and Executive Committee for Allied Employers (a Puget Sound labor relations firm), Washington City/County Management Association Board member, and the Greater Marysville Tulalip Chamber of Commerce Board of Directors. She is a member of the Marysville Noon Rotary Club, International City/County Managers Association (ICMA) and Washington City/County Management Association. Mary is a 1977 graduate of Griffin Business College.

A. J. HOUSLER

A. J. retired as Administrative Services Director from the City of Edmonds following 20 years of continued service. While working for the City of Edmonds, A. J. also served as the Director of Finance. His most recent work within a city government included work as an Interim Director of Finance for the City of Sunnyside through the Prothman Company, along with his work for several other cities in an interim and consulting capacity. He currently works in a consultant capacity for the Prothman Company completing an assessment of the City of Sultan's Finance Department.

STAN MCNUTT

Following retirement from the City of Des Moines as City Manager, Stan's work with the Prothman Company included serving as Interim City Manager for the newly incorporated City of Spokane Valley, which has a population of over 82,000 residents. While there, Stan implemented all administrative steps required to successfully provide municipal services on the City's date of incorporation. Most recently, Stan has worked in a consultant capacity with the City of Shelton, along with serving as Interim City Manager for the cities of Sequim, Port Townsend and the City of Leavenworth.

SONJA PROTHMAN

Sonja is a former councilmember for the City of Normandy Park and brings to Prothman the "elected official" side of city government; an invaluable perspective for understanding our clients' needs. Sonja also brings private sector expertise having worked with the Boeing Company, where she evaluated construction processes and conducted time management studies. She is a graduate of the University of Washington where she earned a Bachelor's Degree in Communication.

REFERENCES – MANAGER/ADMINISTRATOR RECRUITMENTS

RECENT AND IN PROGRESS SEARCHES CONDUCTED BY PROTHMAN IN THE LAST 24 MONTHS

City of Issaquah (26,890 pop.) City Administrator (<i>in progress</i>)	Joe Meneghini Ava Frisinger	Dep. City Admin. Mayor	(425) 837 3000 (425) 837 3000
City of Puyallup (36,790 pop.) City Manager (<i>in progress</i>)	Gail Solberg	HR Director	(253) 841 5551
City of Milwaukie (20,600 pop.) City Manager (<i>in progress</i>)	Cynthia Trosino	HR Director	(503) 786 7506
City of Newcastle (9,550 pop.) City Manager (<i>in progress</i>)	John Dulcich	Mayor	(425) 649 4444
City of Wood Village (3,130 pop.) City Administrator (<i>in progress</i>)	Greg Dirks	HR Manager	(503) 489 6854
City of Thorne Bay (557 pop.) City Administrator (<i>in progress</i>)	Jim Gould	Mayor	(907) 828 3380
City of Sunnyside (15,130 pop.) City Manager (<i>just completed</i>)	Jim Restucci	Mayor	(509) 837 3782
City of White Salmon (2,195 pop.) City Administrator (<i>just completed</i>)	Dave Poucher	Mayor	(509) 493 1133
City of Carnation (1,900 pop.) City Manager (<i>just completed</i>)	Mike Flowers	Mayor	(425) 333 4192
City of Edgewood (9,560 pop.) City Manager (<i>just completed</i>)	Jeff Hogan	Mayor	(206) 842 7633
Clackamas County (385,000 pop.) County Administrator (<i>just completed</i>)	Lynn Peterson	Board Chair	(503) 655 8581
Association of Washington Cities (AWC) CEO (<i>recently competed</i>)	Karen Rogers	Past President & Port Angeles Council Member	(360) 417 1143
City of Walla Walla (30,900 pop.) City Manager (<i>recently competed</i>)	Barbara Clark	Mayor	(509) 527 4522
Clatsop County (37,315 pop.) County Manager (2)	Jeff Hazen	Board Chair	(503) 325 1000
City of Bothell (32,400 pop.) Deputy City Manager	Bob Stowe	City Manager	(425) 486 3256
City of Prosser (5,045 pop.) City Administrator (2009) City Administrator (2003)	Paul Warden	Mayor	(509) 786 2332

City of Woodburn (22,875 pop.) City Administrator (2009) City Administrator (2000)	Kathy Figley	Mayor	(503) 982 5231
Jefferson County (29,279 pop.) County Administrator	Phil Johnson	Commissioner	(360) 423 0900
City of Mukilteo (19,360 pop.) City Administrator	Joe Marine	Mayor	(425) 355 4141
City of Ontario (11,245 pop.) City Manager	Joe Dominick	Mayor	(541) 889 7684
City of Colorado Springs (448,000 pop.) Assistant City Manager	Penny Culbreth-Graft	City Manager	(719) 385 5455
Blaine County (15,000 pop.) County Administrator (2)	Larry Schoen	Board Chair	(208) 788 5500
City of Sun Valley (1,427 pop.) City Administrator	Wayne Willich	Mayor	(208) 622 4438
City of Whitefish (8,000 pop.) City Manager	Mike Jenson	Mayor	(406) 862 5120
City of Chelan (3,835 pop.) City Administrator	Bob Goedde	Mayor	(509) 682 4037
City of Connell (3,205 pop.) City Administrator	Gary Walton	Mayor	(509) 234 2701
City of Bainbridge Island (22,200 pop.) City Administrator (2008) City Administrator (2004)	Darlene Kordonowy	Mayor	(206) 842 7633
City & Borough of Wrangell (2,030 pop.) Borough Manager	Don McConachie	Mayor	(907) 874 2381
City of Ketchum (3,226 pop.) City Administrator	Randy Hall	Mayor	(208) 726 3841
City of Damascus (8,000 pop.) City Manager	Jim Wright	Mayor	(503) 658 8545
City of Louisville (22,000 pop.) City Manager	Kathleen Hicks	HR Director	(303) 335 4722
City of Woodinville (10,140 pop.) City Manager	Cathy VonWald	Mayor	(425) 489 2700
Gunnison County (15,000 pop.) County Manager	Hap Channell	Commissioner	(970) 641 0248

ADDITIONAL MANAGER/ADMINISTRATOR PLACEMENTS

City of Astoria
City Manager

City of Battle Ground
City Manager
Deputy City Manager

City of Blaine
City Manager

City of Bonney Lake
City Administrator

City of Chehalis
City Manager

Clackamas River Water District
General Manager

City of DuPont
City Administrator

City of Hailey
City Administrator

City of Kent
Deputy Chief Admin Officer

City of Kenmore
City Manager
Assistant City Manager

City of Lake Forest Park
City Administrator

City of Leavenworth
City Administrator (2)

City of Lynden
City Administrator

City of Mill Creek, WA
City Manager

City of Milwaukie, OR
Assistant City Manager

City of Mountlake Terrace
City Manager (1996)
City Manager (2006)

City of Normandy Park
Deputy City Mgr/Finance Dir
City Manager

City of Ocean Shores
City Manager

City of Post Falls
City Administrator

City of Port Townsend
City Manager

Port of Ridgefield
Executive Director

City of Sammamish
City Manager

City of Seaside
City Manager

City of Shelton
City Administrator

City of Shoreline
Deputy City Manager

City of Snohomish
City Manager

City of Spokane Valley
City Manager
Deputy City Manager

City of Sultan
City Administrator

CLIENT LIST

**Association of Washington
Cities (AWC)**
Chief Executive Officer

City of Astoria, OR
City Manager

City of Arlington
Community Development Director (2)
City Administrator
Fire Chief (2)
Finance Director
Utilities Manager
Public Works Director
Utilities Manager
Building Official
Police Chief

City of Auburn
Planning, Building & Community Dir

City of Bainbridge Island
City Administrator (2)
Finance Director
Community Development
Director
City Attorney
Deputy Finance Director
Project Manager
Engineer

City of Battle Ground
City Manager
Deputy City Manager
Community Development Director (2)
Public Works Director (2)
Finance Director

Bayview Manor
Executive Director

City of Bellevue
Senior Planners

Benton County Emergency Svcs.
Director of Emergency Services
Emergency Management Manager
Communications Manager

Benton County Fire District #4
Fire Chief

City of Billings, MT
City Engineer

City of Blaine
City Manager
Public Works Director
Community Development Director
Finance Director

Blaine County, ID
County Administrator

City of Bonney Lake
City Administrator
Public Works Director

City of Bothell
Public Works Director (2)
Fire Chief (2)
Human Resources Director
Deputy City Manager
City Attorney

City of Bozeman, MT
Chief Building Official

City of Carnation
City Manager (2)
Public Works Director

City of Camas
Deputy Fire Chief

City of Canby, OR
Police Chief

**Central Whidbey Island Fire &
Rescue**
Fire Chief

City of Centralia
Community Development Director
Economic Development Director

City of Chehalis
City Manager
Police Chief
Finance Manager

City of Chelan
City Administrator

Chelan County
Planning Director
Regional Justice Center Director
RJC Deputy Director

Clackamas County, OR
County Administrator

**Clackamas River Water Dist,
OR**
General Manager

Clatsop County, OR
County Manager
Community Corrections Director
Development Services Manager

Clatsop County Sheriff's, OR
Jail Commander

City of Colorado Springs, CO
Assistant City Manager

City of College Place
Environmental Services Director

City of Connell
City Administrator

Covington Water District
Utilities Director
District Engineer
Water Resources Manager
Assistant Water Resources Manager
Project Engineer
Business Manager
Controller

Cowlitz County
Building & Planning Director

**Cowlitz Sewer Operating
Board**
Superintendent

City of Damascus, OR
Community Development
Director
City Manager

City of DuPont
City Administrator
Planning Director
Finance Director
Public Works Director

City of Duvall
Planning Director

East Jefferson Fire Rescue
Fire Chief

City of Edgewood
City Manager (2)
Public Works Director
Senior Planner

The Elevated Transportation Co
Administrative Services Manager
Capital Projects Manager
Administrative Assistant

City of Enumclaw
Public Works Operations Manager
Finance Director
Fire Chief

City of Ferndale
Police Chief
Public Works Director

City of Fircrest
City Manager

City of Fife
City Manager

Firgrove Mutual Water
Manager

City of Gillette, WY
Public Works Director
Community Development Director

City of Green River, WY
Community Development Director

Gunnison County, CO
County Manager

City of Hailey, ID
City Administrator

Issaquah School District
Asst. Superintendent for Operations

City of Issaquah
Director, Information Services
Police Chief
City Administrator

JEFFCOM 9-1-1
Director

Jefferson County
County Administrator

City of Kelso
Public Works Director
Community Development
Director
City Manager

City of Kenmore
City Manager
Finance Director
City Engineer (2)
Community Development Director

City of Kennewick
Planning Director

City of Kent
Deputy Chief Administrative Officer
Accounting Manager
Deputy Fire Chief
Professional Land Surveyor
Finance Director
Information Tech. Director

City of Ketchum, ID
City Administrator

**Ketchum Community
Development Corporation**
Executive Director

**King County Housing
Authority**
Finance Director

King County Library System
Human Resources Manager

King County Sheriff's Office
Chief Financial Officer

City of Kirkland
Police Chief
Water Division Manager
Public Works Director
Director of Fire & Building Services

Kitsap County
Director of Administrative
Services

City of Lake Forest Park
City Administrator (2)

City of Lake Oswego, OR
Water Treatment Plant Manager

Lakehaven Sewer & Water District
General Manager

City of Lakewood
Assistant City Manager

City of Leavenworth
City Administrator (2)
Public Works Director
Finance Director/City Clerk

Lewis County
Public Works Director/
County Engineer

Lincoln City, OR
Finance Director

City of Littleton, CO
Finance Director
Community Development Director

City of Long Beach
Community Development Director

City of Louisville, CO
City Manager

City of Lynden
City Administrator
Building Official
Public Works Director

City of Lynnwood
Public Works Director
Assistant Fire Chief

Manchester Water District
General Manager

City of Marysville
Police Chief (2)
Finance Director
Public Works Director
Engineering Services Manager
Streets/Surface Water Manager
Community Development Director

Mason County
Public Works Director

City of Medford, OR
Planning Director

City of Mill Creek
Police Chief
Fire Chief
City Manager

City of Milwaukie, OR
Assistant City Manager
Community Development Director
Finance Director
City Manager

City of Monroe
Police Chief

City of Moscow, ID
Assistant Community Development Dir.

City of Mountlake Terrace
City Manager
Police Chief

Muckleshoot Indian Tribe
General Manager

City of Mukilteo
City Administrator

Multnomah County, OR
Human Resources Manager (2)

City of Newcastle
City Manager

City of Normandy Park

Deputy City Manager/Finance Director
Executive Assistant
Grants Manager/Associate Planner
Planning Director
Finance Director
City Manager

**North Beach Public
Development Authority**

General Manager

City of Ocean Shores

City Manager
Community Development Director

City of Olympia

Public Works Finance Manager

**Olympic Terrace Sewer
District**

District Manager

City of Ontario, OR

City Manager

Pend Oreille County

Public Works Director

Providence Point

General Manager

City of Port Angeles

Police Chief

Port of Seattle

Fire Chief

City of Port Townsend

City Manager
Public Works Director
Development Services Director

City of Post Falls, ID

City Administrator
Community Development Director

City of Poulsbo

Chief of Police

City of Prosser

City Administrator (2)
Finance Director
City Clerk

City of Puyallup

Building Official
Assistant City Manager
Human Resources Director

City of Redmond

Deputy Public Works Director
Deputy Fire Chief
Technology Manager (2)

City of Renton

Community Services Administrator
Human Resources Administrator
Domestic Water Treatment Manager

City of Ridgefield

City Manager

Port of Ridgefield

Executive Director

City of Richland

Chief of Police
Transportation Engineer
Public Works Director
Parks Superintendent

City of Sammamish

City Manager
Transportation Program Engineer
Senior Project Engineers (3)
Project Engineer
Parks Project Manager

City of Sandy, OR

Police Chief

City of Seaside, OR

City Manager

Seattle Aquarium Society

Executive Director

City of Seattle City Council

Senior Policy Analysts (five positions)

City of Sequim

Public Works Director

City of Shelton

City Administrator
Community Development Director
Management Assistant
Public Works Director

City of Shoreline

Deputy City Manager
City Engineer
Planning Director
Public Works Director

Skagit County

Public Works Director
Assistant County Engineer
Youth & Family Services Admin.

City of Snohomish

City Manager
Police Chief
City Engineer

Snohomish County

Information Technology Director

**Snohomish County
Emergency Radio System**

Radio System Manager

SNOPAC 9-1-1

Executive Director

City of Spokane Valley

City Manager
Deputy City Manager (2)
Finance Director
Public Works Director
Community Development
Director Building Official (2)
Parks & Recreation Director (2)
City Clerk
Assistant City Clerk
City Attorney

City of Stanwood

Finance Director

State of Washington

Assistant Director, Department of
Engineering & Architecture

City of Sultan

City Administrator

City of Sun Valley, ID

City Administrator

City of Sunnyside

Finance/Administrative Services
Director
City Manager

City of Tacoma

Public Works Director

City of Thorne Bay, AK

City Administrator

Thurston County

Human Resources Director
Assistant CAO

Tulalip Tribes

Police Chief

Vashon Island Fire & Rescue

Fire Chief
Assistant Fire Chief

City of Walla Walla

City Manager
Public Works Director
Finance Manager

City of Warrenton, OR

Public Works Director

Washington State PTA

Executive Director

**WA State School Directors
Association**
Executive Director

**Washington School
Information Processing
Cooperative (WSIPC)**
Executive Director

City of Whitefish, MT
City Manager

City of White Salmon
City Administrator/
Public Works Director

City of Woodburn, OR
City Administrator (2)
Community Development Director

City of Woodinville
City Manager
Development Services Director

City of Woodland
Fire Chief

**City & Borough of Wrangell,
AK**
Borough Manager

Yakima County
Director, Information Technology

Town of Yarrow Point
Town Clerk

SAMPLE MATERIALS

Application, Position Profile, and Invite Letter

We have included our application, and examples of the Position Profile and Invite Letter from previous recruitments to demonstrate the quality of our work.

- ◆ Application
- ◆ The Position Profile (see page 4) is a document used to describe the organization, the position, ideal candidate qualifications, key issues facing the organization and the position, the compensation package and information on how and when to apply. The Position Profile is posted on our website and sent to the Client to post on their website (if desired).
- ◆ The Invite Letter is a summary version of the Position Profile. It is used for a direct mail campaign aimed at contacts in our extensive multi-state database.

APPLICATION

CITY MANAGER

Application

Personal Profile

<hr/>	<hr/>	<hr/>
Name	Work Phone	Fax
<hr/>	<hr/>	<hr/>
Address	Home Phone	Cell Phone
<hr/>	<hr/>	<hr/>
<hr/>	<hr/>	
City State Zip	Email	

Education

Please include all colleges, universities, and other relevant education

<hr/>	<hr/>	<hr/>	<hr/>
Institution	Location	Major	Degree
<hr/>	<hr/>	<hr/>	<hr/>
<hr/>	<hr/>	<hr/>	<hr/>
Institution	Location	Major	Degree
<hr/>	<hr/>	<hr/>	<hr/>
<hr/>	<hr/>	<hr/>	<hr/>
Institution	Location	Major	Degree

Work History

Please list chronologically all positions, starting with your most recent employment.

<hr/>	<hr/>	<hr/> to <hr/>	<hr/>	<hr/>
Agency	Position	Dates employed (mo./yr.)	Annual Salary	Population
<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<hr/>	<hr/>	<hr/>		
Number of FTEs	Budget Size	Type of organization - full service, contract or other additional comments		
<hr/>	<hr/>	<hr/>		
<hr/>	<hr/>	<hr/> to <hr/>	<hr/>	<hr/>
Agency	Position	Dates employed (mo./yr.)	Annual Salary	Population
<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<hr/>	<hr/>	<hr/>		
Number of FTEs	Budget Size	Type of organization - full service, contract or other additional comments		
<hr/>	<hr/>	<hr/>		
<hr/>	<hr/>	<hr/> to <hr/>	<hr/>	<hr/>
Agency	Position	Dates employed (mo./yr.)	Annual Salary	Population
<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<hr/>	<hr/>	<hr/>		
Number of FTEs	Budget Size	Type of organization - full service, contract or other additional comments		

Involuntary Employment Separations

Involuntary employment separations are not unexpected in the public sector and are not necessarily a disqualifier from future employment; please list any employment terminations, involuntary separations, or negotiated resignations.

<hr/>	<hr/>	<hr/>	<hr/>
Agency	Position	Date of severance	Months of severance
<hr/>	<hr/>	<hr/>	<hr/>
<hr/>			
<hr/>			
<hr/>	<hr/>	<hr/>	<hr/>
Agency	Position	Date of severance	Months of severance

Additional comments regarding circumstances

Criminal History, Law Suits or Significant Controversies

Have you been arrested, indicted/charged, or convicted of a criminal offense and/or serious traffic (DUI, etc.) offense? If yes, please explain the circumstances:

Are there controversies in your background that the hiring agency should be aware of that would be of concern if you were hired (such as union no-confidence votes, ethics investigations, sexual harassment complaints/investigations, violations of professional conduct codes, etc.)? Have you initiated a law suit against a former employee?

Do you have a valid driver license? _____
yes/no state license number

Desired salary: _____ Availability: _____

Is there a current employer that you do not wish us to contact until you become a finalist?

Professional References

Please provide nine professional references from your last three positions. Please do not provide nonprofessional references such as personal friendships or relatives.

Supervisors - Name	Title	Phone	Email
Peers - Name	Title	Phone	Email
Subordinates - Name	Title	Phone	Email

I certify that all statements on my application and other materials are true to the best of my knowledge. I understand that falsification or omission of information relevant to employment or failure to fully complete the application form may disqualify my application. I agree and give my consent that any person, firm or organization listed herein is authorized to furnish Prothman with reference material concerning my character, past employment or any other information requested. I understand and agree that the hiring agency or its agents retains the right to determine the fitness and adaptability of applicants for employment.

Signature: _____ Date: _____



EXAMPLE OF POSITION PROFILE



CITY OF
ISSAQUAH
WASHINGTON

CITY ADMINISTRATOR

\$124,500 - \$158,916

PLUS EXCELLENT BENEFITS

APPLY BY

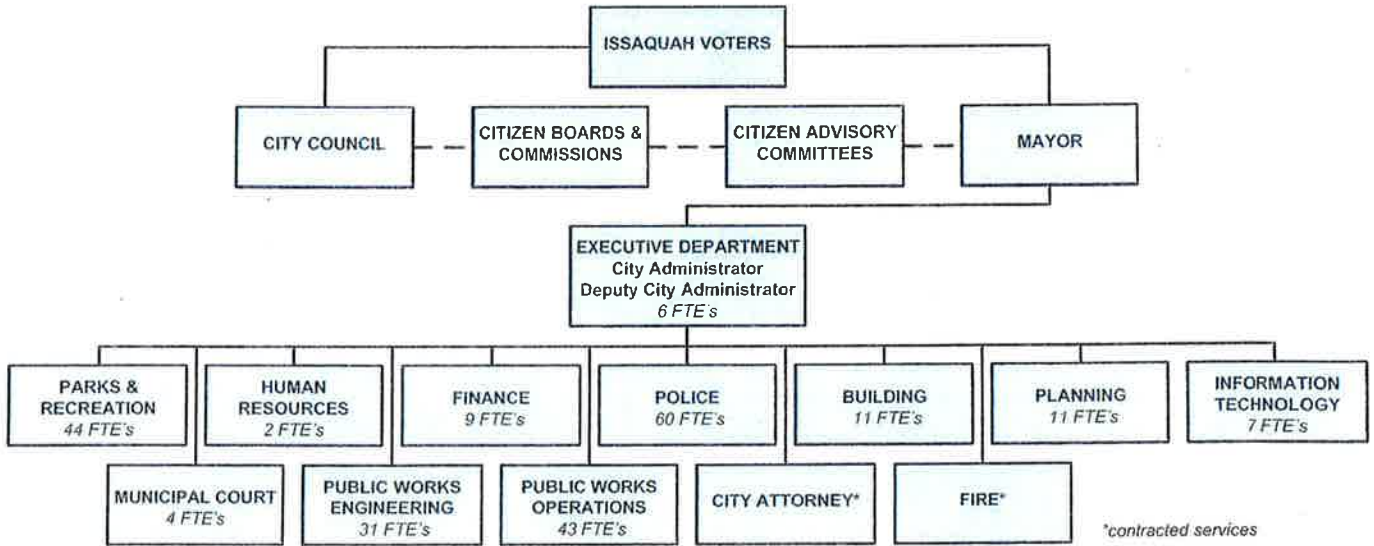
JULY 25, 2010

(FIRST REVIEW, OPEN UNTIL FILLED)

PROTHMAN



CITY OF ISSAQUAH



WHY APPLY?

The City of Issaquah, Washington, is a vibrant, growing community that takes pride in its concern for the environment, its excellent quality of life and its commitment to the arts and recreation. Issaquah offers countless cultural and educational opportunities typically only available in larger urban areas, and has become a Northwest destination for living, working, playing and doing business.

This position provides the right administrator with an excellent opportunity to play an important role in working with a mayor, City Council and staff dedicated to providing outstanding services to its citizens. If you are interested in working in a caring community, this is the right position for you!

THE COMMUNITY



The City of Issaquah has an evening population of about 27,000 and a daytime population of about 40,000.

Issaquah is nestled in the foothills of the Cascade Mountains along Interstate 90,

just 18 miles east of Seattle. Visitors and residents alike enjoy a farmer's market, the Boehm's Candies

chocolate factory, a zoological park, a salmon hatchery and the historic Issaquah train depot.

Known as the "Issaquah Alps," Cougar, Tiger and Squak mountains form the natural wonders at the base of the Cascades for boundless opportunities to enjoy outdoor sports and activities. The many trails in the Issaquah foothills have earned Issaquah the title of "Trailhead City."



Issaquah features the award-winning Village Theatre, as well as ArtWalk Issaquah, which showcases a variety of artists throughout the summer. Every October, Issaquah welcomes more than 150,000 visitors from the entire Northwest to its Salmon Days festival, which celebrates the annual return of salmon each fall to the City's lakes and streams.

The City is also home to a Microsoft campus, as well as the international headquarters for Costco. Swedish Medical Center is currently building a new, state-of-the-art hospital in the Issaquah Highlands.

The Issaquah School District, which serves more than 16,000 students at its 24 schools, has earned an excellent reputation for outstanding service and quality education.



City Hall/Police Building

THE CITY

The City of Issaquah is committed to quality living through preservation and enhancement of the community's unique human and natural resources.

The City of Issaquah is a full-service city with an exceptional workforce of approximately 250 employees, a stable political environment and a mission on behalf of its citizens to make Issaquah "A special place where people care."

Issaquah operates under the mayor-council form of government. The seven-member City Council establishes citywide policy and provides leadership for the community. The elected Mayor is responsible for the day-to-day administration of city business, implementation of council policies and establishment of operating policies and processes. The Mayor utilizes an executive team that includes a City Administrator, Deputy City Administrator, and eight department directors.



Mayor Ava Frisinger

Mayor Ava Frisinger took office in 1998 and is currently serving her fourth consecutive term.

The City's total budget for 2010 is \$98,507,559, with a general fund budget of \$29,797,549 and annual capital budgets of \$32,172,061.

THE POSITION

Under the direction and authority of the Mayor, the City Administrator acts as the chief executive officer of the City for day-to-day operations and has the full responsibility to see that all functions of the City are carried out efficiently and effectively. The City Administrator directs, administers and coordinates the activities and functions of the various city offices,

departments, commissions and boards in implementing the requirements of city ordinances and the policies of the City Council.

Responsibilities include:

- Assures the development of short and long term plans to meet the goals and objectives of the City; directs the development of city operation and presents policy recommendations to the City Council regarding all aspects of city programs and services; implements the policies established by the council.
- Assures efficient and responsible city operations by providing managerial leadership and direction; designs and maintains organizational structure, establishes major operational objectives, monitors progress and takes necessary corrective action; assigns project and program responsibilities to department heads and works with them in developing administrative and departmental goals.
- Assures city participation in intergovernmental and intercommunity groups and takes an active role in representing the City; serves as board member on intergovernmental agencies, committees and commissions.
- Provides for citizen awareness of city goals and operations by maintaining close contact with citizens, responding to questions and making public presentations.
- Reviews and approves or disapproves the hiring, termination or changes in status of employment and pay for city employees; oversees labor relations function of the City and recommends bargaining guidelines and settlements to the City Council.
- Oversees preparation of the agenda for City Council meetings, consulting with the Council President and department heads as needed to identify appropriate issues to include on the agenda; reviews and approves staff reports and recommendations.
- Provides primary interface with City Council and city staff; keeps the City Council informed of city program activities and events affecting city services.
- Oversees preparation of the City's annual operating budget; establishes administrative objectives for the budget and identifies budgetary constraints; evaluates budget proposals submitted by department heads, develops final budget recommendations for consideration by the Mayor and City Council, and makes oral presentations at budget hearings regarding specific budget proposals.

- Monitors the City's financial condition by regularly evaluating revenue/expenditure trends and authorizing specialized studies, recommending to the City Council changes in service levels or in user fees, utility rates and taxes as necessary to maintain a sound financial condition; plans and prepares data for grants and funded programs; establishes and maintains intergovernmental coordination related to available funding.
- Oversees the City's intergovernmental relations function representing the City with federal, state, county and regional agencies; advocates city positions on proposed legislation and program regulations and reviews grant applications prepared by city staff.
- Recommends appointment of department heads to Mayor, subject to the concurrence of the City Council, and evaluates department head performance.



Costco's international headquarters

Mr. Leon Kos, who served Issaquah for 33 years as its City Administrator, retired in April. The Deputy City Administrator, Mr. Joe Meneghini, is serving as acting City Administrator and is not a candidate for the job.

CURRENT ISSUES & PROJECTS

1. **Managing the Fiscal Impact of the Economic Downturn**
While Issaquah remains well managed financially, the recent economic downturn has resulted in general fund reductions and layoffs. The new administrator will need to keep a critical focus on strategic initiatives.
2. **Open Space: Acquisition and Preservation**
Open space acquisition and preservation remains a priority for the City and the new City Administrator.
3. **Central Issaquah Area Plan**
The City Administrator will help with the development of the Central Issaquah Plan, which will guide the future redevelopment of more than

900 acres in the heart of Issaquah. Community members have envisioned that this area could evolve into several vibrant, urban neighborhoods.

4. **Transportation**

The City has identified a variety of mobility projects. Implementing these projects in conjunction with the public works department will be a focus for the new City Administrator.

5. **Working with Regional Partners**

Regional cooperation will be an ongoing priority for the new City Administrator. Some of the issues include annexation, transportation and domestic water, to name a few.

6. **Economic Vitality**

Continuing and growing Issaquah's economic vitality will be an important focus for the new City Administrator.

IDEAL CANDIDATE PROFILE

The ideal candidate will have a background as a successful City Administrator or manager in a similar-sized city, and will have previous experience in an organization recognized for excellent customer service and continued improvement. The candidate will have a proven track record for delivering results, building accountability for staff and creating a positive working environment characterized by innovation and collaborative teamwork with department directors.

This individual will be capable of making tough decisions in a timely manner. Candidates should have a history of progressive and proactive program development, as well as a reputation for successful follow-through and implementation.

The new City Administrator should lead by example, demonstrate personal and professional integrity beyond reproach and implement a



Concerts on the Green

shared sense of vision backed by specific goals and objectives, with a plan to achieve these goals and measure success. The candidate will have sound values and promote teamwork and cooperation, as well as have the ability to take the organization to the next level of efficiency. The ideal candidate will bring an appropriate sense of humor as well as a flexible "can-do" attitude.

The competitive candidate will exhibit an open, direct and straight-forward communication style in order to maintain productivity between the City's departments, the Mayor and the City Council. Candidates will be able to organize and express ideas through excellent oral and written communications to a wide variety of audiences, including elected officials, city staff, community leaders, advisory boards, the news media and the general public.

EDUCATION & EXPERIENCE

A bachelor's degree in public administration or related field, and ten years of progressively responsible management experience in public administration is required; a master's degree in public administration or related field is desirable; or any combination of education and experience which would provide the applicant with the desired skills, knowledge and ability required to perform the job.

COMPENSATION & BENEFITS

- **\$124,500 - \$158,916**
- Compensatory time
- 11 paid holidays
- Vacation and sick leave – employees have the option of selecting from two vacation/sick leave schedules
- Sick leave incentive program – employees may accrue additional leave for not using sick leave, and may convert a portion of unused sick leave to pay or vacation
- Bereavement – employees may use sick leave for the death of immediate family members or close personal friends
- Medical insurance – 100% employer-paid premiums for employee and 90% employer-paid premiums for spouse, dependants and/or domestic partner
- Dental insurance – 100% employer-paid premiums for employee, spouse, dependants and/or domestic partner
- Health Reimbursement Account (HRA) – employer contributes \$1,500 annually
- Retirement Health Savings Account (RHS) – 1% required by employee
- Voluntary Flexible Spending Account (FSA)
- Orthodontia Pool – employer provides \$8,500 each calendar year for use by employees to help offset the cost of orthodontic care
- Employee Assistance Program
- Life insurance – employer-paid premiums for \$50,000 plan
- Long term disability insurance plan – employer paid
- Annual "Wellness Day" incentive program
- Annual family pass for Community Center
- Education incentive leave – one day per year
- Education tuition reimbursement
- Education merit pay – employees are eligible for a maximum of 2% of annual salary
- Deferred Compensation – 401(A) Plan; employees are eligible to receive a 3.5% matching contribution with 5% contribution by employee
- Deferred Compensation – 457 Plan; \$100 city monthly contribution (employee may contribute additional funds)
- Washington State Retirement System (PERS)
- Social Security Participation
- Master Employee Merit Program – employees who are at the top of their salary range may be eligible for merit pay
- City vehicle provided
- Professional services contract with severance



For more information about the City of Issaquah, please visit:
www.ci.issaquah.wa.us

The City of Issaquah is an Equal Opportunity Employer. All qualified candidates are strongly encouraged to apply by **July 25, 2010** (first review, open until filled). To apply, please send a letter of interest, resume, completed application and answers to the supplemental questions to Prothman via email at humanresources@prothman.com or mail to the address below. The application form and the supplemental questions can be found at www.prothman.com.

PROTHMAN

206 368 0050 {ph} 425 289 5040 {fx}
3633 136th PL SE, Suite 206 Bellevue, WA 98006
humanresources@prothman.com www.prothman.com

EXAMPLE OF INVITE LETTER



THE CITY OF



City of Bothell

BOTHELL

W A S H I N G T O N

An invitation to apply for the position of
DEPUTY CITY MANAGER

\$104,700 to \$132,816 DOQ

Apply by April 27, 2008 (first review, open until filled)

THE OPPORTUNITY

This is an excellent opportunity for a talented city management professional to play a key role in the process of enhancing an already well-managed organization. Combine that with the challenge of joining a city embarking on exciting economic development opportunities as it undertakes the revitalization of its downtown, the chance to work with a progressive City Manager, as well as a competitive salary and excellent benefits. This is one of the best municipal career opportunities in the Puget Sound area!

THE COMMUNITY

Located just 20 minutes north of Seattle on the north end of beautiful Lake Washington, Bothell has evolved from an isolated logging village, housing a handful of hardy pioneers, to a multi-faceted full-service city with a resident population of approximately 32,400 and a daytime business population of more than 20,000. Over its 100 year history the City has taken on several roles - way station, mill town, local farm supplies and services center, suburban bedroom community, and, within the last decade, regional employment center. Bothell is a family-friendly community that retains the charm of its origins yet has a strong link to the future. Its historic downtown features restaurants, fine shops and galleries and is in close proximity to the high-tech corridor at North Creek and Canyon Park. East of downtown are the co-located campuses of Cascadia Community College and University of Washington - Bothell campus providing convenient local access to higher education. The City serves a diverse customer base, including residential, commercial, and two major business parks.

THE CITY

The City of Bothell utilizes the Council/Manager form of government, with the City Manager reporting directly to the City Council. The City's administration is led by City Manager Bob Stowe, who enjoys a reputation as a progressive and talented municipal manager, bringing stability and solid leadership to the City. The City is 12 square miles (half in King County and half in Snohomish

County), has a biennial expenditure budget of \$206 million, 287 employees, and provides a full range of municipal services.

DOWNTOWN REVITALIZATION PLAN

Bothell has developed from a frontier town to a vibrant employment and educational center. As the Centennial approaches in 2009, the City strives to provide even greater opportunities for its citizens through new downtown jobs and housing options, new and improved public spaces, and by reconnecting the City to its river heritage. The City is working on several projects to restore the vibrancy to downtown and give the figurative heart of the City its beat. In Bothell's recent history, the development of the technology corridor fueled the local economy and provided financial resources to fund municipal services. Now, proposed plans promise to produce the next generation of Bothell reinvestment. In the next 25 years, proposed downtown public projects using existing resources and grants are projected to catalyze approximately \$670 million in private mixed-use investment, including 1,360 new permanent family-wage jobs, 2,700 residential units, and 650,000 square feet of commercial space to house new business in Bothell's 200-acre downtown. With unparalleled opportunities in the past century, the revitalization effort is the hub with many spokes:

- A community-envisioned downtown with continual outreach efforts ensuring citizens are heard
- Planned catalyst public investments of more than \$100 million to stimulate private sector development, including the realignment of State Route 522, transforming SR 527 into a Multiway Boulevard, and building a new City Hall to enhance citizen convenience, City efficiency and leverage the need for space to enhance economic opportunities in the central business district
- Creation of development regulations and guidelines to govern private sector development
- Partnerships with the Northshore School District to purchase a District-owned 18-acre site in the heart of Bothell

- City commitment to revitalize this area by purchasing and transforming key properties with more than \$32 million secured from Washington State and \$10.7 million from City funds.

The Downtown Revitalization Plan is a unique opportunity to stimulate Bothell with mixed-use development and public amenities in the heart of the City's existing downtown, making it one of the Northwest's premier places to live, work and raise a family.

THE POSITION

Reporting to the City Manager, the newly created position of Deputy City Manager will have as direct reports the: Community Development Director, Fire Chief, Human Resources Director, Police Chief, and Public Works Director. The Public Information Officer reports to the City Manager and Deputy City Manager.

The new Deputy City Manager will be responsible for:

- Department Direction and Administration
- Oversight responsibility and decision-making accountability over majority of the City's daily operations
- Intergovernmental Cooperation
- Foster on-going Operational Excellence and Effectiveness
- Special Projects Assigned by City Manager

The position will assist in the direction and coordination of operations of the City in accordance with professional and administrative standards, municipal ordinances, and general policy established by the City Manager and City Council.

THE IDEAL CANDIDATE

The ideal candidate will have been a successful City Manager, Deputy City Manager, or Assistant City Manager, and previous experience in an organization recognized for excellent customer service and continuous improvement. The ideal candidate will be a talented manager and leader who understands all aspects of municipal government and has an appreciation of the challenges currently facing cities. They should be honest, hard-working, and approachable by citizens, staff and Council while assisting in establishing an atmosphere of trust, mutual respect and cooperation. Candidates will be able to organize and express ideas through excellent oral and written communications to a wide variety of audiences such as the City Council, community groups and other boards and committees. The selected candidate will be politically astute and demonstrate an unquestionable sense of integrity. The new Deputy City

Manager must be able to accept and support decisions in a positive manner and take a collaborative approach in providing city services. They will have excellent organizational development skills, will delegate appropriately, and have the ability to foster a strong team environment. They will have a track record of implementing policies and systems to create and maintain a high-performance, customer service focused, organizational culture. The Deputy City Manager will be a good listener who consistently deals well with personnel throughout all levels of the organization, and can be relied upon to serve as a mentor for those interested in personal and professional development. The candidate will also bring an appropriate sense of humor to the job, as well as a flexible "can-do" attitude.

EXPERIENCE & EDUCATION

A bachelor's degree in public administration, business administration or a related field is required; a master's degree in public administration or closely related field is preferred. The ideal candidate will possess a minimum of seven to ten years of experience in a comparable or larger agency, with extensive experience in a senior management role such as City Manager, Assistant/Deputy City Manager, Administrative Services Director, or similar senior management position. Competitive candidates will also have an ongoing record of training and professional development.

COMPENSATION

- **\$104,700 to 132,816 DOQ**
- Public Employees Retirement System (PERS)
- Medical (AWC) Regence Plan A or Group Health
- Dental/Orthodontia (AWC) WDS
- Vision Plan
- Short-Term & Long-Term Disability
- Life Insurance & Accidental Death and Dismemberment
- Section 125 Flexible Spending Account
- Deferred Compensation Program – 3% employer match
- Retiree Health Savings Plan – 1% employer contribution
- Employee Assistance Program
- Vacation Leave & Sick Leave
- Management Leave
- 12 Holidays
- Bereavement Leave

<http://www.ci.bothell.wa.us>

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