

**City of Fircrest  
City Council Special Meeting  
Study Session  
Agenda**

**Monday, June 19, 2017  
6:00 P.M.**

**Council Chambers  
Fircrest City Hall, 115 Ramsdell Street**

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- 1. Call to Order**
- 2. Pledge of Allegiance**
- 3. Roll Call**
- 4. Agenda Modifications**
- 5. Discussion and direction on selection of firm to provide recruitment services for the permanent City Manager**
- 6. Council Goals**
- 7. Adjournment**

## **Item 5**

**Discussion and direction on selection of firm  
to provide recruitment services for the  
permanent City Manager**

**Proposals from Prothman and Waldron**

**June 19, 2017**



May 24, 2017

Mr. Matthew Jolibois  
Mayor  
City of Fircrest  
115 Ramsdell St.  
Fircrest, WA 98466

Dear Mayor Jolibois:

We thank the City of Fircrest for its confidence in Prothman to assist the City in the recruitment of its next City Manager. The following represents a scope of work for this search and associated professional fee and expenses.

## **Recruitment Process**

### **Project Review**

The first step will be to review the following topics:

- ◆ Review the scope of work and project schedule
- ◆ Identify the geographic scope of the search (local, regional or national)
- ◆ Review the compensation package and decide if a salary survey is needed
- ◆ Identify key stakeholders

### **Information Gathering and Research**

**We will spend as much time as it takes to learn everything we can about your organization.** Our goal is to thoroughly understand the values and culture of your organization, as well as the preferred qualifications you desire in your next city manager.

We will travel to Fircrest and:

- ◆ Meet with the City Council
- ◆ Meet with Staff as directed
- ◆ Meet with other stakeholders as directed
- ◆ Review all documents related to the position

### **Position Profile Development**

We will develop a profile of your ideal candidate. Once the Position Profile is written and approved, it will serve as the foundation for our determination of a candidate's "fit" within the organization and community. Profiles include the following:

- ◆ **A description of the ideal candidate's qualifications**
  - Years of related experience and education required
  - Ideal personality traits and work habits
- ◆ **Organization-specific information**
  - Description of the organization, position and key responsibilities
  - Priorities and challenges facing the organization
- ◆ **Community-specific information**
  - Overview of the region
  - Description of the environment and quality of life details
- ◆ **Compensation package details**
- ◆ **Information on how to apply**

## Recruitment and Advertising Strategy

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 have an aggressive recruitment strategy which involves the following:

- ♦ **Print and Internet-based Ads** placed nationally in professional publications, journals and on related websites.
- ♦ **Direct Mail Recruitment Brochures** sent directly to hundreds of highly qualified city/county management professionals who are not actively searching for a new position.
- ♦ **Direct Contact Calls** and emails placed directly to candidates who we know would be a good fit.
- ♦ **Posting the Position Profile on the Prothman Website**, which receives thousands of hits per month.

## Candidate Screening

Once the application deadline has passed, we will conduct an extensive candidate review designed to gather detailed information on the leading candidates. The screening process has 4 key steps:

- 1) **Application Review:** Using the Position Profile as our guide, we will screen the candidates for qualifications based on the resumes, applications, and supplemental questions (to determine a candidate's writing skills, analytical abilities and communication style). After the initial screening, we take the yes's and maybe's and complete a second screening where we take a much deeper look into the training, work history and qualifications of each candidate.
- 2) **Personal Interviews:** We will conduct in-depth videoconference or in-person interviews with the top 8 to 15 candidates. During the interviews, we ask the technical questions to gauge their competency, and just as importantly, we design our interviews to measure the candidate's fit within your organization.
- 3) **Internet Publication Background Search:** We conduct an internet publication search on all semifinalist candidates prior to their interviews. If we find anything out of the ordinary, we discuss this during the initial interview and bring this information to you.
- 4) **Work Session with Council:** We will prepare and send to you a detailed summary report and binders which include each candidate's application materials and the results of the personal interviews and publication search. **We will travel to Fircrest** and advise you of the candidates meeting the qualifications, our knowledge of them, and their strengths and weaknesses relative to fit within your organization. We will give you our recommendations and then work with you to identify the top 4 to 6 candidates to invite to the final interviews. We will discuss the planning and design of the final interview process during this meeting.

## 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.

- ♦ **Elements of the design process include:**
  - **Deciding on the Structure of the Interviews**  
We will tailor the interview process to fit your needs. It may involve using various interview panels and an evening reception.
  - **Deciding on Candidate Travel Expenses**  
We will help you identify which expenses your organization wishes to cover.
  - **Identifying Interview Panel Participants & Panel Facilitators**  
We will work with you to identify the participants of different interview panels to ensure that all stakeholders identified have been represented.



♦ **Background Checks**

In addition to the internet background search, prior to the final interviews, we will conduct a background check on each of the finalist candidates. Background checks include the following:

• **References**

We conduct 6-8 reference checks on each candidate. We ask each candidate to provide names of their supervisors, subordinates and peers for the last several years.

• **Education Verification, Criminal History, Driving Record and Sex Offender Check**

We contract with Sterling and conduct a criminal history, driving record and sex offender check on each candidate in the states in which they have worked.

♦ **Candidate Travel Coordination**

For those candidates who will be traveling to the final interviews, we work with the candidates to organize the most cost effective travel arrangements.

♦ **Final Interview Binders**

We will provide Final Interview Binders. They 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.

♦ **Final Interviews with Candidates**

**We will travel to Fircrest and facilitate the interviews.** The interview process usually begins with a morning briefing where schedule and process will be discussed with all those involved in the interviews. Each candidate will then go through a series of one-hour interview sessions, with an hour break for lunch.

♦ **Panelists & Decision Makers Debrief:** After the interviews are complete, we will facilitate a debrief with all panel participants where the panel facilitators will report their panel's view of the strengths and weaknesses of each candidate interviewed. The decision makers will also have an opportunity to ask panelists questions.

♦ **Candidate Evaluation Session:** After the debrief we will facilitate the evaluation process, help the decision makers come to consensus, discuss next steps, and organize any additional candidate referencing or research if needed.

♦ **Facilitate Employment Agreement:** Once the top candidate has been selected, we will offer any assistance needed in developing a letter of offer and negotiating terms of the employment agreement.

## **Warranty**

♦ **Repeat the Recruitment:** If you follow our process and a top candidate is not chosen, we will repeat the recruitment with no additional professional fee, the only cost would be the expenses.

## **FEE, EXPENSES & GUARANTEE**

### **Professional Fee**

**The fee for conducting a city manager recruitment with a one-year guarantee is \$18,500, plus expenses.** The professional fee covers all Prothman consultant and staff time required to conduct the recruitment. This includes all correspondence and on-site meetings with the client, writing and placing the recruitment ads, development of the candidate profile, creating and sending invitation letters, reviewing resumes, coordinating and conducting semifinalist

interviews, coordinating and attending finalist interviews, coordinating candidate travel, professional reference checks on the finalist candidates and all other search related tasks required to successfully complete the recruitment.

### **Expenses**

Expenses vary depending on the design and geographical scope of the recruitment. We work diligently to keep expenses at a minimum and keep records of all expenditures. The City of Fircrest will be responsible for reimbursing expenses Prothman incurs on your behalf. Expense items include but are not limited to:

- ◆ Newspaper, trade journal, websites and other advertising (approx. \$1,400 - 1,800)
- ◆ Direct mail announcements (approx. \$1,600 – 2,200)
- ◆ Interview Binders & printing of materials (approx. \$350 - 500)
- ◆ Delivery expenses for Interview Binders (approx. \$100 - 200)
- ◆ Consultant travel: NO CHARGE
- ◆ Background checks performed by Sterling (approx. \$175 per candidate)
- ◆ Any client-required licenses, fees or taxes
  
- ◆ Candidate travel: We cannot approximate candidate travel expenses because they vary depending on the number of candidates, how far the candidates travel, length of stay, if spouses are included, etc. If you wish, we will coordinate and forward to your organization the candidates' travel receipts for direct reimbursement to the candidates.

A 3% charge will be added to all expenses which reflects City of Issaquah and State B&O tax obligations that we pay for every dollar we invoice, including expenses. Professional fees are billed in three equal installments throughout the recruitment. Expenses are billed monthly.

### **Additional Candidate Selection**

This contract provides that the client shall hire one (1) candidate from the applicant pool. Should the client wish to hire a second applicant identified by this search, there will be an additional fee. Prothman retains ownership of all application materials submitted by the applicants.

### **Guarantee**

Our record of success in placing highly qualified candidates provides that Prothman will guarantee with a full recruitment that if the selected finalist is terminated or resigns within one year from the employment date, we will conduct a replacement search with no additional professional fee, the only cost would be the expenses; on the condition that the position has been recruited at market rate salary.

### **Cancellation**

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

Accepted by:

**CITY OF FIRCREST**

\_\_\_\_\_  
Matthew Jolibois  
Mayor

Date

**PROTHMAN**

\_\_\_\_\_  
Sonja Prothman  
Vice President

5/24/17

Date

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

*Presented by*

***P*ROTHMAN**

## **STATEMENT OF QUALIFICATIONS**

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### **ABOUT PROTHMAN**

Prothman Company is a Northwest based consulting firm that specializes in providing national and regional executive recruitment services to cities, counties, and other governmental agencies throughout the western United States. Founded and incorporated in Seattle in 2001, Prothman has quickly become an industry leader known and respected for outstanding customer service, quality candidate pools, and knowledge of local government.

### **OUR EXPERTISE**

**Recruitment Knowledge and Experience:** The Prothman team has conducted over 450 recruitments and interim placements. We have read and screened over 15,000 resumes, and we have personally interviewed over 5,000 semifinalist candidates. We know how to read between the lines, filter the fluff, and drill down to the qualities and experiences required to be a good manager.

**Firsthand Knowledge of Local Government:** Every Prothman team member has worked in local government. Our talented consultants have a cumulative 150 years in local government service, with expertise ranging from organization management, police and fire management, human resources, finance, public works and elected official public service.

### **OUR PROVEN PROCESS**

Clients and candidates continually tell us that we have the best process and client service in the industry. The tenure of our placements is among the best in the industry because we understand that "fit" is the most important part of the process; not just fit within the organization, but fit within the community, as well.

### **OUR GUARANTEE**

We are confident in our ability to recruit an experienced and qualified candidate who will be the perfect "fit" for your organization. Should the selected finalist leave the position or be terminated for cause within one year from the employment date, we will conduct a replacement search with no additional professional fee.

### **CONTACT**

Sonja Prothman: sonja@prothman.com, 206.368.0050  
371 NE Gilman Blvd., Suite 310, Issaquah, WA 98027  
Submittal Date: May 9, 2017



## **STATEMENT OF QUALIFICATIONS**

### **Current Recruitments**

City of Sitka, AK – *Municipal Administrator*  
City of Lewiston, ID – *City Manager*  
City of Coburg, OR – *City Administrator*  
City of Monroe, WA – *City Administrator*  
City of Drain, OR – *City Administrator*  
WSRMP, WA – *Executive Director*  
City of Newcastle, WA – *Cmty. Dev. Director*  
Klamath County, OR – *Public Works Director*  
WTA, WA – *Operations Manager*

City of Woodburn, OR – *Public Works Director*  
City of Kalama, WA – *Police Chief*  
Bonner County, ID – *Technology Director*  
Woodburn Fire District, OR – *Fire Chief*  
Snohomish County Fire Dist. 1, WA – *Fire Chief*  
City of Tacoma, WA – *Human Resources Dir.*  
City of Lincoln, NE – *Health Director*  
Jefferson County, WA – *Central Services Dir.*  
City of Bremerton, WA – *Building Official*

### **2016-2011 Completed Manager/Administrator Recruitments**

Hood River County, OR - *County Administrator*  
City of Gladstone, OR - *City Administrator*  
City of Lake Stevens, WA - *City Administrator*  
City of Chelan, WA - *City Administrator*  
City of College Place, WA - *City Administrator*  
City of Shelton, WA - *City Administrator*  
City of Sheridan, WY - *City Administrator*  
City of West Linn, OR - *City Manager*  
City of Yachats, OR - *City Administrator*  
City of Chehalis, WA - *City Manager*  
Town of W. Yellowstone, MT - *Town Manager*  
City of Bandon, OR - *City Manager*  
City of Canby, OR - *City Administrator*  
City of McMinnville, OR - *City Manager*  
City of Hood River, OR - *City Manager*  
City of Hermiston, OR - *City Manager*  
City of Woodinville, WA - *City Manager*  
Lane County, OR - *County Administrator*  
San Juan County, WA - *County Manager*  
City of Stevenson, WA - *City Administrator*  
City of Othello, WA - *City Administrator*  
City of Lynden, WA - *City Administrator*  
City of Lincoln City, OR - *City Manager*  
City of Minot, ND - *City Manager*  
City of Puyallup, WA - *City Manager*  
City of Covington, WA - *City Manager*  
WACO, WA - *Executive Director*  
City of Pasco, WA - *City Manager*  
City of Stanwood, WA - *City Administrator*  
City of Issaquah, WA - *Deputy City Admin.*  
City of Scappoose, OR - *City Manager*

City of Duvall, WA - *City Administrator*  
City of Kenmore, WA - *City Manager*  
City of Lake Forest Park, WA - *City Admin.*  
Snohomish County, WA - *Executive Director*  
City of Fife, WA - *City Manager*  
City of Bothell, WA - *Asst. City Manager*  
City of Lakewood, WA - *City Manager*  
City of Waldport, OR - *City Manager*  
City of Lake Oswego, OR - *City Manager*  
Deschutes County, OR - *County Administrator*  
SW Clean Air Agency, WA - *Executive Dir.*  
eCityGov Alliance, WA - *Executive Director*  
Paine Field, WA - *Airport Director*  
Summit County, UT - *County Manager*  
City Belgrade, MT - *City Manager*  
City of Lebanon, OR - *City Manager*  
City of Polson, MT - *City Manager*  
Clatsop County, OR - *County Manager*  
City of Port Angeles, WA - *City Manager*  
City of Ridgefield, WA - *City Manager*  
MRSC, WA - *Executive Director*  
City of White Salmon, WA - *City Administrator*  
City of Lewiston, ID - *City Manager*  
City of Milwaukie, OR - *City Manager*  
City of Lacey, WA - *City Manager*  
City of Riverton, WY - *City Administrator*  
City of Shoreline, WA - *City Manager*  
City of Gillette, WY - *City Administrator*  
City of Issaquah, WA - *City Administrator*  
City of Newcastle, WA - *City Manager*

## Availability, Communication & Schedule

One of our first tasks will be to coordinate and commit a schedule. Then, we protect your dates on a master schedule to assure we never miss a commitment. We provide you our cell phone numbers so you have direct access to your lead consultant and support staff and we will communicate and update you as often as you desire. Our recruitments take approximately 10-14 weeks to complete, depending on the scope and direction from the client. You can expect approximately: 2-3 weeks for stakeholder interviews and profile development and approval, 5-6 weeks for recruitment, 2-3 weeks for screening and interviewing, and 2-3 weeks for coordinating final interviews.

**Sample Schedule** - Blue highlighted events represent in-person meetings with the client

Date	Topic
Weeks of May 15 & 22, 2017	Work contract, hold stakeholder interviews, send profile for review
May 30, 2017	Post profile and start advertising
June 12, 2017	Send direct mail job announcements
July 9, 2017	Application Close Date
Weeks of July 10 & 17, 2017	Prothman screens applications & interviews top 8 - 15 candidates
Week of July 24 - 28, 2017	Work Session to review semifinal interviews and pick finalists
Week of August 7 - 11, 2017	Final Interviews, usually includes an evening reception and next day interviews



## **STATEMENT OF QUALIFICATIONS - PROJECT TEAM**

### **BILL McDONALD - PROJECT LEAD**

Bill is a senior consultant and has been associated with the Prothman team for over 15 years. With 42 years of experience in local government in Washington and Oregon, nearly 30 years of experience as a City Manager/Administrator, Bill's past service includes City Manager, Puyallup, WA, City Administrator, DuPont, WA, City Manager, Snohomish, WA, and Clatskanie, OR, County Commissioner, Columbia County, OR, Assistant to the City Manager, Milwaukie, OR, Criminal Justice Planner in Clackamas, OR, and CRAG (now METRO). Bill has a MPA from Portland State University. His awards include the 2010 Excellence Award from the Washington City/County Management Association.

### **GREG PROTHMAN - PROJECT SUPPORT**

As President of the Prothman Company, Greg offers a unique combination of 20+ years of experience in various functions of government and 15 years of experience in public sector recruitment. Prior to forming the Prothman Company, Greg served as a police officer for the University of Washington and the City of Renton. He left police work after completing his Master of Public Administration degree and accepted an administrative position for the City of Des Moines, WA. He was quickly promoted to Assistant City Manager and next, City Manager. A Seattle native, Greg completed his BA at Western Washington University and his Master of Public Administration degree from the University of Washington. Greg is a volunteer EMT/Firefighter for the City of Snoqualmie and a member of Seattle Mountain Rescue.

### **SONJA PROTHMAN - PROJECT SUPPORT**

As Vice-President of the Prothman Company, Sonja assists with recruitments and organizational assessments, and she manages the support staff and the "business" side of 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 was on the start-up team as lead negotiator for schedules and deliverables for the first 777 composite empennage. A Seattle native, Sonja earned a bachelor's degree in Communications from the University of Washington.

### **BARRY GASKINS - PROJECT SUPPORT**

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 earned his bachelor's degree from California State University in Los Angeles.

### **JARED ECKHARDT - PROJECT SUPPORT**

Jared is responsible for profile development and candidate outreach. He is a recent (2015) graduate from the University of Washington and we have enjoyed watching him learn and mature the past year.



## CLIENT LIST

<b>City of Aberdeen, WA</b> Public Works Director	<b>City of Bend, OR</b> Police Chief	<b>Camano Island Fire &amp; Rescue, WA</b> Fire Chief
<b>Association of Washington Cities (AWC)</b> Chief Executive Officer	<b>Benton County Emergency Svcs., WA</b> Director of Emergency Services Emergency Management Manager Communications Manager	<b>Campbell County Fire Dept., WY</b> Fire Chief
<b>City of Arlington, WA</b> Community Development Director (2) City Administrator Fire Chief (2) Finance Director (2) Utilities Manager Public Works Director Building Official Police Chief	<b>Benton County Fire District #4, WA</b> Fire Chief (2)	<b>CAM-PLEX Multi-Event Facilities (WY)</b> General Manager
<b>City of Auburn, WA</b> Planning, Building & Community Dir.	<b>City of Billings, MT</b> City Engineer Engineering Division Manager	<b>City of Canby, OR</b> Police Chief City Administrator
<b>City of Bainbridge Island, WA</b> City Administrator (2) Finance Director Community Development Dir. City Attorney Deputy Finance Director Project Manager Engineer	<b>City of Blaine, WA</b> Public Works Director Finance Director	<b>Canby Fire District 62, OR</b> Fire Chief
<b>City of Bandon, OR</b> City Manager Finance Director	<b>Blaine County, ID</b> County Administrator (2)	<b>City of Carnation, WA</b> City Manager (2) Public Works Director
<b>Basin Disposal, Inc. (WA)</b> Chief Financial Officer	<b>City of Boardman, OR</b> Police Chief	<b>City of Casper, WY</b> City Manager
<b>City of Battle Ground, WA</b> Deputy City Manager Public Works Director Finance Director Police Chief	<b>Bonner County, ID</b> Director of Planning & Zoning	<b>Central Valley Fire District, MT</b> Fire Chief Fire Marshal
<b>City of Beaverton, OR</b> Human Resources Director	<b>City of Bonney Lake, WA</b> Public Works Director	<b>Central Whidbey Island Fire &amp; Rescue, WA</b> Fire Chief
<b>City of Belgrade, MT</b> City Manager	<b>City of Bothell, WA</b> Public Works Director (2) Fire Chief (2) Human Resources Director (2) Deputy City Manager City Attorney Police Chief Assistant City Manager Parks & Recreation Director Community Development Director	<b>City of Centralia, WA</b> Community Development Director Economic Development Director
<b>City of Bellevue, WA</b> Utilities Deputy Director Senior Planners	<b>City of Bozeman, MT</b> Chief Building Official Human Resources Director Parks & Recreation Director Public Works Director Community Development Director	<b>City of Chehalis, WA</b> City Manager (2) Police Chief Finance Manager
<b>City of Bellingham, WA</b> City Engineer	<b>City of Bremerton, WA</b> Public Works Director Police Chief Director of Financial Services	<b>City of Chelan, WA</b> City Administrator (3)
<b>Ben Franklin Transit (WA)</b> General Manager Chief Operations Manager Administrative Services Manager Human Resources Manager	<b>Brigham City, UT</b> Police Chief	<b>Chelan County, WA</b> Community Development Dir. Regional Justice Center Director RJC Deputy Director
	<b>City of Burlington, WA</b> Fire Chief	<b>Chelan County PUD (WA)</b> Managing Director - HR, Labor & Safety
		<b>Clackamas Community College, OR</b> Director of Campus Safety
		<b>Clackamas County, OR</b> County Administrator
		<b>Clackamas Fire District #1, OR</b> Finance Director

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

**Clatsop County, OR**  
County Manager (2)  
Community Corrections Director  
Building Official  
Development Services Manager

**Clatsop County Sheriff's Office, OR**  
Jail Commander

**City of College Place, WA**  
Environmental Services Director  
City Administrator  
Police Chief

**City of Colorado Springs, CO**  
Assistant City Manager

**City of Connell, WA**  
City Administrator

**City of Covington, WA**  
City Manager

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

**Cowlitz County, WA**  
Building & Planning Director  
Engineer 3

**Cowlitz Sewer Operating Board, WA**  
Superintendent

**Cowlitz-Wahkiakum Council of Governments, WA**  
Executive Director

**City of Damascus, OR**  
Community Development Dir.  
City Manager

**Deschutes County, OR**  
County Administrator

**City of DuPont, WA**  
City Administrator  
Planning Director  
Finance Director  
Public Works Director

**City of Duvall, WA**  
Planning Director  
Accountant  
City Administrator  
Finance Director

**East Jefferson Fire Rescue, WA**  
Fire Chief

**East Multnomah Soil & Water Conservation District (OR)**  
Executive Director

**East Olympia Fire District #6, WA**  
Fire Chief

**East Pierce Fire & Rescue (WA)**  
Fire Chief

**Eastside Baby Corner (WA)**  
Executive Director

**eCityGov Alliance (WA)**  
Executive Director

**City of Edgewood, WA**  
City Manager (2)  
Public Works Director  
Engineer  
Senior Planner

**City of Enumclaw, WA**  
Finance Director  
Fire Chief

**City of Ephrata, WA**  
Police Chief

**City of Federal Way, WA**  
Finance Director  
Community Development Director

**City of Ferndale, WA**  
Police Chief (2)  
Public Works Director (2)  
Finance Director

**City of Fife, WA**  
City Clerk  
Community Development Director  
City Manager  
Finance Director

**City of Fircrest, WA**  
City Manager  
Finance Director

**Franklin County, WA**  
County Administrator

**City of Gillette, WY**  
Public Works Director  
Community Development Director  
City Administrator

**City of Gladstone, OR**  
City Administrator  
Fire Chief

**Grays Harbor Transit (WA)**  
General Manager

**City of Great Falls, MT**  
City Attorney

**City of Green River, WY**  
Community Development Director

**Gunnison County, CO**  
County Manager  
Community Development Director  
Airport Manager  
Human Resources Director  
Health & Human Services Director  
IT Director  
Deputy County Attorney  
Dir. of Community & Economic Dev.

**City of Hailey, ID**  
City Administrator

**City of Hermiston, OR**  
City Manager

**City of Hood River, OR**  
City Manager

**Hood River County, OR**  
County Administrator

**Intercity Transit, WA**  
General Manager

**Island Transit (WA)**  
Executive Director

**Issaquah Food & Clothing Bank, WA**  
Executive Director

**City of Issaquah, WA**  
Police Chief  
City Administrator  
Deputy City Administrator (2)  
Deputy Finance Director  
Parks & Recreation Director  
Human Resources Director  
Finance Director

**Jackson County, OR**  
HR/Risk Management Director

**JEFFCOM 9-1-1, WA**  
Director

**Jefferson County, OR**  
Health Director

**Jefferson County, WA**  
County Administrator  
Community Development Director

**Jefferson County PUD #1 (WA)**  
Controller  
Electrical Engineer

**Josephine County, OR**  
Community Development Director

**City of Kalama, WA**  
Police Chief

**City of Kelso, WA**  
Public Works Director  
Community Development Dir.  
City Manager

**City of Kemmerer, WY**  
Public Works Director

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

**City of Kennewick, WA**  
Planning Director

**City of Kent, WA**  
Professional Land Surveyor  
Finance Director  
Information Tech. Director  
City Clerk

**City of Ketchum, ID**  
City Administrator

**Ketchum Community  
Development Corporation, ID**  
Executive Director

**King County Housing  
Authority, WA**  
Finance Director

**King County Sheriff's Office, WA**  
Chief Financial Officer

**City of Kirkland, WA**  
Water Division Manager  
Public Works Director  
Director of Fire & Building Services

**Kootenai County Fire & Rescue, ID**  
Fire Chief

**City of La Center, WA**  
Police Chief

**City of Lacey, WA**  
City Manager

**Lacey Fire District 3, WA**  
Fire Chief

**City of Lake Forest Park, WA**  
City Administrator (3)

**City of Lake Oswego, OR**  
City Manager  
Water Treatment Plant Manager

**City of Lake Stevens, WA**  
Community Development Director  
Police Chief  
City Administrator

**Lake Stevens Fire (WA)**  
Fire Chief

**City of Lakewood, WA**  
City Manager  
Assistant City Manager

**Lane County, OR**  
County Administrator

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

**City of Lebanon, OR**  
City Manager

**Lewis County, WA**  
Public Works Director/  
County Engineer  
Director of Public Health &  
Social Services  
Community Development Director  
Fair & Events Manager

**City of Lewiston, ID**  
City Manager

**City of Lincoln, NE**  
Fire Chief  
Finance Director

**City of Lincoln City, OR**  
Finance Director  
City Manager  
Human Resources Director

**Lincoln County, OR**  
Personnel Director

**City of Littleton, CO**  
Finance Director

**Local Government  
Personnel Institute (OR)**  
Executive Director

**City of Long Beach, WA**  
Community Development Director

**City of Longview, WA**  
City Manager

**Los Alamos County, NM**  
County Administrator

**LOTT Clean Water Alliance, WA**  
Finance Manager

**City of Louisville, CO**  
City Manager

**City of Lynden, WA**  
Public Works Director (2)  
City Administrator

**City of Lynnwood, WA**  
Public Works Director  
Assistant Fire Chief  
Finance Director  
Human Resources Director

**Manchester Water District, WA**  
General Manager

**Maple Valley Fire & Life Safety (WA)**  
Fire Chief

**City of Marysville, WA**  
Police Chief  
Public Works Director  
Engineering Services Manager  
Streets/Surface Water Manager  
Community Development Director

**Marysville Fire District, WA**  
Fire Chief

**Mason County, WA**  
Public Works Director

**Mason County PUD #3 (WA)**  
Engineering Manager

**City of McMinnville, OR**  
City Manager

**City of Medford, OR**  
Planning Director

**City of Medina, WA**  
Public Works Director

**Metro Parks Tacoma, WA**  
Director of Planning & Development

**City of Mill Creek, WA**  
City Manager

**City of Milwaukie, OR**  
City Manager

**City of Minot, ND**  
City Manager (2)  
Planning Director

**City of Moscow, ID**  
Asst. Community Development Dir.

**City of Moses Lake, WA**  
City Manager

**City of Mountlake Terrace, WA**  
City Manager  
Police Chief

**City of Mukilteo, WA**  
City Administrator  
Finance Director  
Management Services Director

**Multnomah County, OR**  
Human Resources Manager (2)

**Municipal Research & Services  
Center of Washington - MRSC**  
Executive Director

**MuniFinancial, WA**  
Senior Financial Analyst  
Financial Analyst 1

**City of Nampa, ID**  
City Engineer

**City of Newcastle, WA**  
City Manager  
Public Works Director (2)

**City of Normandy Park, WA**  
Deputy City Manager/Finance Dir.  
Planning Director  
City Manager

**North Beach Public  
Development Authority, WA**  
General Manager

**City of Oak Harbor, WA**  
City Attorney  
Human Resources Director

**City of Olympia, WA**  
Public Works Finance Manager

**City of Ontario, OR**  
City Manager (2)

**City of Othello, WA**  
City Administrator  
Police Chief  
Community Development Director

**Park City, UT**  
Community Development Director

**City of Pasco, WA**  
City Manager  
Finance Director

**Pend Oreille County, WA**  
Public Works Director

**City of Polson, MT**  
City Manager

**City of Port Angeles, WA**  
Police Chief  
City Manager  
Finance Director  
Public Works Director  
Planning Manager  
Electric Utility Operations Manager

**City of Port Townsend, WA**  
Development Services Director  
Finance Director

**City of Post Falls, ID**  
City Administrator  
Community Development Director

**City of Poulsbo, WA**  
Chief of Police (2)

**City of Prosser, WA**  
City Administrator (2)  
Finance Director (2)  
City Clerk

**City of Puyallup, WA**  
Assistant City Manager  
Human Resources Director  
City Manager (2)

**City of Red Lodge, MT**  
Police Chief  
Community Development Director

**City of Renton, WA**  
HR & Risk Mgmt. Administrator  
Administrative Svcs. Administrator

**City of Richland, WA**  
Transportation Engineer  
Public Works Director  
Parks Superintendent

**Richmond (VA) Redevelopment &  
Housing Authority - RRHA**  
Sr. VP - Property Management &  
Assisted Housing

**City of Ridgefield, WA**  
City Manager

**City of Riverton, WY**  
City Administrator

**City of Salem, OR**  
Human Resources Director

**City of Sammamish, WA**  
Transportation Program Engineer  
Senior Project Engineers (3)  
Project Engineer  
Parks Project Manager

**San Juan County, WA**  
Public Works Director  
County Manager

**City of Sandy, OR**  
Police Chief

**City of Scappoose, OR**  
City Manager

**City of Seattle, WA**  
Fire Chief  
Labor Standards Division Dir.  
Dir. of Administration - HR

**Port of Seattle, WA**  
Fire Chief

**City of Sequim, WA**  
Public Works Director  
Human Resources Director

**City of Shelton, WA**  
City Administrator (2)  
Community Development Director  
Management Assistant  
Public Works Director (2)  
Police Chief

**City of Sheridan, WY**  
Finance & Administrative Svcs. Dir.  
City Administrator

**City of Shoreline, WA**  
Deputy City Manager  
City Engineer (2)  
Planning Director  
Public Works Director (2)  
City Manager  
City Attorney  
Parks, Rec. & Cultural Svcs. Dir.  
Administrative Services Director

**City & Borough of Sitka, AK**  
Deputy Finance Director  
Controller

**Skagit County, WA**  
Public Works Director  
Assistant County Engineer  
Youth & Family Services Admin.

**City of Snohomish, WA**  
City Engineer  
Public Works Utilities Manager  
Finance Director  
Planning Director

**Snohomish County, WA**  
Executive Director  
Human Services Director  
Surface Water Management  
Utility Director  
Finance Director

**Paine Field -  
Snohomish County Airport (WA)**  
Airport Director

**Snohomish County  
Emergency Radio System, WA**  
Radio System Manager (2)

**Snohomish County PUD (WA)**  
Assistant General Manager

**Snohomish Health District, WA**  
Deputy Director

**SNOPAC 9-1-1, WA**  
Executive Director

**City of Snoqualmie, WA**  
Fire Chief  
Community Development  
Director  
Chief Financial Officer  
Police Chief

**Snoqualmie Pass Utility  
District (WA)**  
General Manager

**Snyderville Basin Special  
Recreation District (UT)**  
District Director

**Southwest Clean Air Agency, WA**  
Executive Director

**Southwest Washington  
Regional Transportation Council**  
Executive Director

**City of Spokane Valley, WA**  
City Manager  
Deputy City Manager (2)  
Finance Director (2)  
Public Works Director (2)  
Community Development Dir. (2)  
Building Official (2)  
Parks & Recreation Director (2)  
City Clerk  
Assistant City Clerk  
City Attorney (2)

**Spokane Valley Fire Dept., WA**  
Fire Chief

**City of Stanwood, WA**  
Finance Director (2)  
City Administrator

**City of Stevenson, WA**  
City Administrator

**City of Sultan, WA**  
City Administrator (2)

**Summit County, UT**  
County Manager

**City of Sun Valley, ID**  
City Administrator

**City of Sunnyside, WA**  
Finance/Admin. Svcs. Director  
City Manager

**City of Tacoma, WA**  
Public Works Director  
Finance Director  
Labor Negotiator

**City of Thorne Bay, AK**  
City Administrator

**Thurston County, WA**  
Human Resources Director  
Assistant CAO

**City of Tukwila, WA**  
Fire Chief

**Tulalip Tribes, WA**  
Police Chief

**Twin Transit, WA**  
General Manager

**City of Vancouver, WA**  
Budget & Planning Manager  
Human Resources Director  
Parks & Recreation Director  
City Attorney  
Assistant City Manager

**Vashon Island Fire & Rescue, WA**  
Fire Chief  
Assistant Fire Chief

**City of Waldport, OR**  
City Manager

**City of Walla Walla, WA**  
City Manager  
Public Works Director  
Finance Manager

**Port of Walla Walla, WA**  
Executive Director

**City of Warrenton, OR**  
Public Works Director

**WA Assoc. of County Officials**  
Executive Director

**Washington Counties Risk Pool**  
Executive Director

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

**City of West Linn, OR**  
City Manager  
Community Development Director

**Town of West Yellowstone, MT**  
Operations Manager

**Whatcom Transportation  
Authority, WA**  
General Manager  
Finance Director

**City of Whitefish, MT**  
City Manager

**City of White Salmon, WA**  
City Administrator/  
Public Works Director  
Public Works Operations Manager

**City of Wood Village, OR**  
City Administrator

**City of Woodburn, OR**  
City Administrator  
Community Development Director (2)  
Human Resources Director  
Finance Director  
Police Chief  
Economic Development Director

**City of Woodinville, WA**  
City Manager (2)  
Development Services Director

**City of Woodland, WA**  
Fire Chief  
City Administrator  
Public Works Director

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

**City of Yachats, OR**  
City Administrator

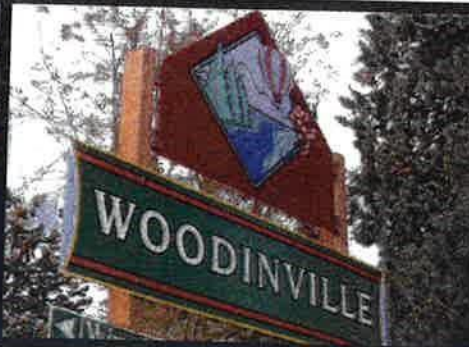
**City of Yakima, WA**  
City Manager

**Town of Yarrow Point, WA**  
Town Clerk

**City of Yelm, WA**  
City Administrator

## EXAMPLE OF POSITION PROFILE





WASHINGTON

## CITY MANAGER

**\$135,000 - \$168,000**

*Plus Excellent Benefits*

Apply by  
**November 15, 2015**  
*(open until filled)*

**PROTHMAN**





## WHY APPLY?



Located between Seattle and Bellevue, Woodinville is a convenient home-base to roughly 11,500 residents and is home to some of Washington's top wineries and premier retail shopping areas.

With easy access to local highways, Woodinville lets residents enjoy the advantages and convenience of being near several major metropolitan centers while maintaining the livability of all that is great about small town life.

This is an excellent opportunity for an experienced public sector management professional looking to make a difference in an active and growing community. If you are looking for a challenging and rewarding career opportunity and love the great outdoors, this is the right position for you!

## THE COMMUNITY

Located in the heart of the Sammamish River Valley, the area was named for Ira and Susan Woodin, early settlers who arrived in Woodinville in 1871. Like other nearby towns, Woodinville began as a logging community, became a farming center, and then developed into a suburb of Seattle after World War II.



Today, Woodinville flourishes with roughly 1,200 retail centers, restaurants and business services. The city's tourist district draws more than half a million visitors annually to its 21 major wineries, including Chateau Ste. Michelle Winery and Columbia Winery, the Redhook Brewery, and Willows Lodge & The Herbfarm Restaurant.

Woodinville's eleven public parks, multipurpose sports field, variety of paved and unpaved walking and biking trails, and local rivers allow for residents of all ages to enjoy a variety of recreational opportunities, including picnicking, recreational sports, horseback riding, golf, bocce ball, fishing, and kayaking.



Other local attractions include Chateau Ste. Michelle's summer concert series, which has hosted live performances for some of the best artists in jazz, rock, blues and contemporary music including James Taylor, The Beach Boys, Stevie Wonder, John Legend, and Sarah McLachlan, along with a variety of local farms and markets that provide locally grown produce and products.

## THE CITY

Incorporated in 1993, Woodinville employs a Council-Manager form of government. The City directly employs 34 FTEs and uses contracts to provide various municipal services. Police services are provided through a contract with the King County Sheriff's Office. Emergency medical and fire services are provided through the independent Woodinville Fire & Life Safety District; and sewer and water service are provided by the independent Woodinville Water District.

The City uses a 2-year Budget that totals about \$46 million, with about \$22 million for operations, \$23 million for capital projects, and \$1 million for debt repayment. The City Manager is responsible for general administrative oversight of the city government consistent with City Council policy and directives. The City Manager also oversees the budget adopted by the City Council and all personnel matters.



Woodinville consists of 5 city departments: Administrative Services, Development Services, Police, Executive, and Public Works and Parks. Human resources, City Clerk, and city communications are all functions of the Executive Department, headed by the City Manager.



### THE POSITION

Working under the direction and authority of the City Council, Woodinville's City Manager serves as the City's Chief Executive Officer to plan, organize, direct and/or perform the development, management and administration of City-wide budget, policies, procedures, regulations, ordinances and programs, including long-range planning. The City Manager directs the work activities of employees and contractors directly or through designated supervisors, makes recommendations on all items that come before the City Council, coordinates activities with applicable Council Committees, citizen groups, intergovernmental agencies, and other organizations, appoints and removes all department heads, officers and employees of the City except where provided otherwise by law, and serves as City representative to various municipal and community organizations.

Dick Zais, who retired from the City of Yakima, Washington, after serving 33 years as City Manager, is serving as Interim City Manager. He will not be a candidate for the permanent position.

### Other responsibilities include:

- Responsible for the efficient and effective management of the business affairs of the organization and public services provided by the City directly or by contracted services.
- Direct or develop and present recommendations to the City Council on issues coming be-

fore them and provide information to the Council that is necessary to the carrying out of the Council's legislative role.

- Responsible to ensure the financial integrity of the City and to develop, implement and manage the City budget after Council adoption.
- Responsible for the management and appointment or removal of the City's work force by planning and providing for sufficient staffing levels, equipment, facilities, motivation, training, discipline, compensation and development opportunities within Council adopted budget appropriations to effectively carry out City services.
- Review all items that come before the City Council and make recommendations on pertinent items to assure the effectiveness of City services, coordination of all functions of City government and determine procedures to comply with applicable laws.
- As defined by Council, maintain active participation in local and regional multi city/county groups whose activities influence the direction of the City and its operations.
- Develop and/or oversee development and implementation of City-wide policies, regulations and procedures as directed by the City Council; analyze impact of actions on budget, staffing levels and legalities.
- Manage and administer the City's human resource management program. Provide direction to Department Heads regarding personnel actions, consistent with established policies, and practices. Develop policies and procedures related to personnel functions.
- Plan, organize, direct and control the work schedules of City employees directly or through designated Department Heads and supervisors.
- As appropriate and required, represent the City on committees and at hearings. Attend Council meetings and any other meetings, as designated.
- Perform or direct investigations, studies and surveys directed by the Council to promote efficient operation of the City and any other assignments or projects as may be developed by the Council.
- Assure the prompt investigation of citizen questions and/or complaints regarding the functions of the City or any department as appropriate. Personally initiate action to resolve complex problems.





## CHALLENGES & OPPORTUNITIES

### 1. Council Retreat with City Management

With the election of two new council members the City Council is considering a retreat to review and update city goals and strategic initiatives for the next year. This will be an important opportunity for the new city manager and Council to begin their working relationship.

### 2. Completion of the Comprehensive Plan

The Comp Plan has been the subject of intense review, analysis and revision by the city for the past year. While the Plan is targeted to be completed and adopted by the end of 2015, there will be considerable work to follow-up and implement the enabling legislation early in 2016.

### 3. Property Acquisition by City

There are a number of private properties presently targeted for acquisition by the City for various municipal purposes and needs. Several of these are pending now with others to be negotiated in the next year, depending upon Council priorities and direction.

### 4. Preparation of 2017-18 Biennial City Budget

The present City Budget encompasses the 2015-2016 years. A mid-term budget adjustment will be presented to the Council in November of 2015 for the 2016 Budget year. In the spring of the 2016, work will begin for the 2017-2018 biennial budget. A number of major capital budget projects are being planned for the next budget cycle. This will, of course, be a high priority for the new city manager.

### 5. Study on Solid Waste Transfer Station

Woodinville has been concerned for a number of years that a regional solid waste transfer station

could be sited in or near by the City limits. The City Council is on record as opposing the plans. The City will need to vigorously defend its position in this matter along with neighboring communities in King County.

## IDEAL CANDIDATE PROFILE

Woodinville is seeking an experienced manager and strong leader who understands all aspects of municipal government and has an appreciation of the challenges currently facing the city. He/she must have a proven track record of responsible budget and financial management and must be politically aware of the ability to work with the council to reach their goals. Communication with Council will be of the highest importance, along with the ability to offer the council multiple options and respectfully debate topics.

The new City Manager will be relied upon to serve as an approachable leader, and must have the ability to foster a strong team environment. Setting individual department goals, based on council goals, and allowing department directors to talk with and work with the council is imperative.

The ideal candidate will have a strong understanding of economic development, and have good organizational development skills. The manager will delegate appropriately, and have a track record of implementing policies and systems that create and maintain a high-performance, organizational culture. The next manager will be approachable by all citizens, staff and Council, and will communicate effectively, with honesty and transparency. He/She will establish and maintain effective working relationships with other employees, the Mayor, the Council, and the public by getting out into the community to meet residents and understand their needs.

The ideal candidate will be approachable, responsive, and down-to-earth, and must be able to embrace community involvement by listening to all voices, not just those most vocal. Reaching out to citizens and inspiring more community involvement will be a priority. The ideal candidate will be collaborative yet can make the hard decisions when necessary by guiding but allowing the council to take the lead. A strong sense of integrity, honesty, and professionalism is required for the new City Manager.

**EXPERIENCE & EDUCATION**

A bachelor's degree from an accredited college or university in public, business administration, or related field, and at least seven (7) years' management experience in government and administration, budgeting, fiscal management or related fields is required, with a Masters degree preferred. Any combination of experience, training, or education that demonstrates the knowledge, skills, and abilities to do the job may be considered. Candidates must possess or be able to obtain a Washington State Drivers License, and have a driving record acceptable to the City insurance carrier.

**COMPENSATION & BENEFITS**

- **\$135,000 - \$168,000 DOQ**
- Medical / Dental / Vision
- Life Insurance
- Vacation
- Sick Leave
- 11 Paid Holidays
- PERS and MEBT
- Employee Assistance Program
- Automobile and Technology Allowance

**Please visit:**  
[www.ci.woodinville.wa.us](http://www.ci.woodinville.wa.us)

The City of Woodinville is an Equal Opportunity Employer. All qualified candidates are strongly encouraged to apply by **November 15, 2015** (first review, open until filled). Applications, supplemental questions, resumes and cover letters will only be accepted electronically. To **apply online**, go to [www.prothman.com](http://www.prothman.com) and click on "submit your application" and follow the directions provided. Resumes, cover letters and supplemental questions can be uploaded once you have logged in.



**PROTHMAN**

[www.prothman.com](http://www.prothman.com)

371 NE Gilman Blvd., Ste 350  
 Issaquah, WA 98027  
 206.368.0050

## EXAMPLE OF INVITE LETTER





**City of Duvall**

Small Town. Real Life.

W A S H I N G T O N

## CITY ADMINISTRATOR

**\$120,000 - \$135,000**

First Review:

**April 5, 2015**

(Open Until Filled)

**Apply at**

[www.prothman.com](http://www.prothman.com)

Dear Colleague,

Prothman is currently recruiting for the City Administrator position for the City of Duvall, Washington. We invite you to review the position details on the back page, and if you find that this position isn't right for you, could you please pass this on to other senior public sector management professionals who may be ready for this next step in their career.

Thank you for your consideration and help!

The Prothman Company

**PROTHMAN**





## WHY APPLY?

### Washington



Located in the beautiful Snoqualmie Valley, 25 miles east of Seattle, Duvall, Washington, is a diverse and vital community that welcomes families to set down roots and enjoy small town living.

If you are a professional looking to lead a team of dedicated staff to provide excellent services to a close-knit town, this is the right position for you!

## THE COMMUNITY

With a population of 7,325 residents, Duvall is located on SR-203, 10 miles east of Redmond, halfway between Monroe and Carnation. Duvall is a favorite residential community for both commuters and for those who choose to conduct business in a small town setting. Duvall maintains its small town character with old-fashioned storefronts, single family homes, and being surrounded by farms, forested hills and the snowy peaks of the Cascades. The rural environment combined with the area's surrounding beauty and outdoor recreation activities make Duvall a great place to live.



## THE CITY

The City of Duvall is a full service city. Departments include: Finance, Planning, Police, and Public Works. Fire and EMS services are provided by King County Fire District 45. The City has 41 FTE's and a budget of \$22.5 million and a General Fund of \$5.4 million. The City also has 19 parks and a vibrant arts community with a variety of special events held throughout the year.



Duvall utilizes the Mayor/Council form of government and provides a wide range of government services. The part-time Mayor and seven council members are each elected for four-year terms, all representing the community at large. The Mayor provides leadership to city departments to direct the many functions of city government, and implements the policies and ordinances of the City Council. Duvall is currently served by Mayor Will Ibershof who was elected in November 2005 after serving 4 years on the City Council.

## THE POSITION

Under the direction and authority of the Mayor, the City Administrator is responsible for the day-to-day professional administration of the City through effective management and leadership. The duties include the overall supervision, direction, evaluation, training and recruitment of all personnel. This position directly supervises the City Clerk's office and the four department directors: Finance Director, Planning Director, Police Chief and Public Works Director.

## EDUCATION & EXPERIENCE REQUIREMENTS

A bachelor's degree from a four-year college or university in public administration, business management, or closely related field is required, and eight years of progressively responsible municipal management experience; or any satisfactory combination of experience and training which demonstrates the knowledge, skills and abilities to perform the above duties. A master's degree in a related field is desirable.

**Please visit [www.prothman.com](http://www.prothman.com) to review the detailed position profile and compensation package.**

Also visit the **Prothman Job Board** at [prothman-jobboard.com](http://prothman-jobboard.com) for this and other great opportunities!





waldron

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PROPOSAL TO PROVIDE  
EXECUTIVE SEARCH SERVICES



CITY OF FIRCREST

CITY MANAGER

Heather Gantz  
Branch Director  
Executive Search  
[heather@waldronhr.com](mailto:heather@waldronhr.com)

Seattle | Portland | San Francisco  
[LinkedIn](#) | [Twitter](#) | [www.waldronhr.com](http://www.waldronhr.com) | 503.620.1106

*We are proud to be a Certified B Corporation™*

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- 6** CLIENT REFERENCES
- 7** PROJECT COST
- 8** SAMPLE PROJECT TIMELINE
- 9** EXECUTIVE SEARCH TEAM

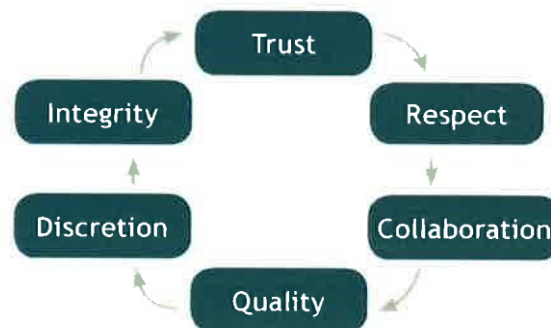
## ABOUT WALDRON

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Waldron specializes in finding leaders who make transformative contributions to our clients' organizations, preserve the best of their cultures and who stay committed for the long term. As a dedicated partner to the public sector, we help to create impact by identifying, attracting and integrating effective leaders who drive success in their communities.

Waldron has earned a strong reputation for success in conducting executive searches for key leaders and board members, helping organizations fulfill their missions and mandates. We work closely with councils, governing boards, staff leadership, financial sponsors and other key stakeholders to understand the context in which our client organizations operate, as well as the culture into which a new leader must integrate. We are known for our discretion, judgment, care and sound strategic counsel, combined with our state-of-the-art candidate research and national networks across a number of relevant sectors. We have demonstrated high efficacy with important projects where diligent use of sound process is critical.

## OUR VALUES



## EEO/INCLUSION

Since the 1980s, Waldron has been recognized for diversity and inclusion in the candidate pools that we present. Our work requires high levels of cultural competency, as do the roles we help fill. Our commitment to facilitating an open and inclusive search process enables you to uphold your organization's values and policies regarding a diverse and progressive workplace.

# WALDRON'S FOUR-STAGE SEARCH PROCESS

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## STAGE 1 DISCOVERY

A distinctive part of our delivery model is our in-depth background discovery work. We interview key stakeholders, including City Council, City leadership, and staff members to ensure that we have a comprehensive understanding of the culture and operating environment, selection criteria, geographical preferences, key issues and any concerns relating to the position and organization.

### What you can expect from us:

- Waldron representatives will meet with City of Fircrest's leadership to outline the project plan and timeline.
- Waldron representatives will speak confidentially to anyone who will be included in the process to gain input for the position profile (i.e. City Council, City leadership, City staff, and others as directed).
- Waldron will review documents related to the position such as strategic plans, marketing/communications collateral, annual reports, budget documents, job descriptions and goals, among others.
- Waldron will create a comprehensive position profile that addresses the priorities, responsibilities, operational issues, education, training, competencies and other factors relevant to the position.

## STAGE 2 OUTREACH

Another differentiating feature of Waldron's approach is our engagement with potential candidates proactively, frequently and personally, using a variety of methods. Our background information gathering informs the development of a custom database of targeted candidates for the position. We design a recruiting strategy incorporating the organization type, position/title, and geographic parameters that have surfaced in the discovery phase.

### What you can expect from us:

- An open dialogue with you to guide and refine our outreach to ensure that we target the right level and type of domain expertise.
- A targeted visibility campaign for position postings.
- A customized recruitment strategy and a target list developed using leading-edge research technology, contemporary social networking techniques and engagement of our full-time, dedicated in-house research team.
- Networking, collaboration and direct inquiries to prospects, with targeted distribution of the position profile to high-potential candidates.
- Our approach is heavily recruitment driven and our success in bringing the best candidates forward relies on our ability to discretely and directly solicit known, desirable candidates, in-person, by phone, email and social media.
- Preliminary phone, video and in-person interviews with candidates.
- Initial backgrounding on candidates (online media searches, network contacts, etc.).
- Weekly 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.

# WALDRON'S FOUR-STAGE SEARCH PROCESS

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## STAGE 3 CANDIDATE PRESENTATION

Extensive recruitment, refinement, screening interviews, peer reviews and background research allows us to bring the best prospects forward for your consideration. We use the position profile as our roadmap to establish the assessment criteria for evaluating each candidate to ensure we bring forward leaders with the skills and attributes required for success. Waldron uses a unique internal peer review process to ensure the candidates presented to you meet or exceed qualifying standards. ALL candidates presented will have had at least one interview with Waldron, whether they are internal or external candidates.

### What you can expect from us:

- Waldron conducts interviews with high potential candidates and performs competency evaluations.
- Waldron will deliver weekly dashboards of all active candidates and their status.
- Candidate materials are compiled, delivered and presented.
- Waldron provides an assessment of each candidate's key strengths and potential weaknesses.
- Waldron representatives facilitate a discussion with you concerning the relative merits of each high potential candidate.
- Finalists are identified during a work session with City of Fircrest's Leadership.
- All candidates are notified about their continuing status on a timely basis.

## STAGE 4 FINAL CANDIDATE SELECTION

Waldron will work with City of Fircrest's leadership to select the top candidates as finalists. We facilitate the involvement of the City Council, City leadership, staff members, and other stakeholders in the interview process and drive completion by ensuring excellent project management through the extension of an offer and acceptance.

### What you can expect from us:

- Working with your team, an appropriate interview process is designed.
- Communication with all candidates about their continuing status, including respectful notifications to unsuccessful candidates.
- All logistical arrangements for interviews and any desired follow-up such as on-site visits or special additional meetings to close the process.
- Candidate materials are compiled and distributed to all interviewers and panelists.
- Orchestrate debriefing sessions to ensure all voices are heard.
- In depth reference checks are conducted with individuals who are or have been in a position to evaluate each candidates' performance and behaviors in past professional roles.
- Waldron will facilitate formal background checks from a third party provider.
- Facilitation of the offer and negotiation process with selected candidates.
- Should you elect to not hire any candidates from the initial pool of finalists, Waldron will re-open recruiting until an acceptable candidate is engaged.

# SELECTED PUBLIC SECTOR RECRUITMENTS

## PACIFIC NORTHWEST

### Lacey

IS Manager (Current)  
Assistant City Manager (2012)  
Finance Director (2009)  
Parks and Recreation Director (2009)  
Fire Chief (2009)  
Community Development Director (2008)  
Public Works Director (2007)

### Fife

City Manager (Current)

### Federal Way

City Attorney (2014)  
Economic Development Director (2014)

### Vancouver

Deputy Chief, Fire (2017 & 2012)  
Deputy Human Resources Director (2016)  
Division Chief, Fire (2016)  
Fire Chief (2010)  
City Manager (2010)  
Parks and Recreation Director (2008)  
Deputy Fire Chief (2007)  
Police Chief (2007)

### Richland

Community Development Director (2015)  
Police Chief (2010)  
Assistant City Manager (2008)

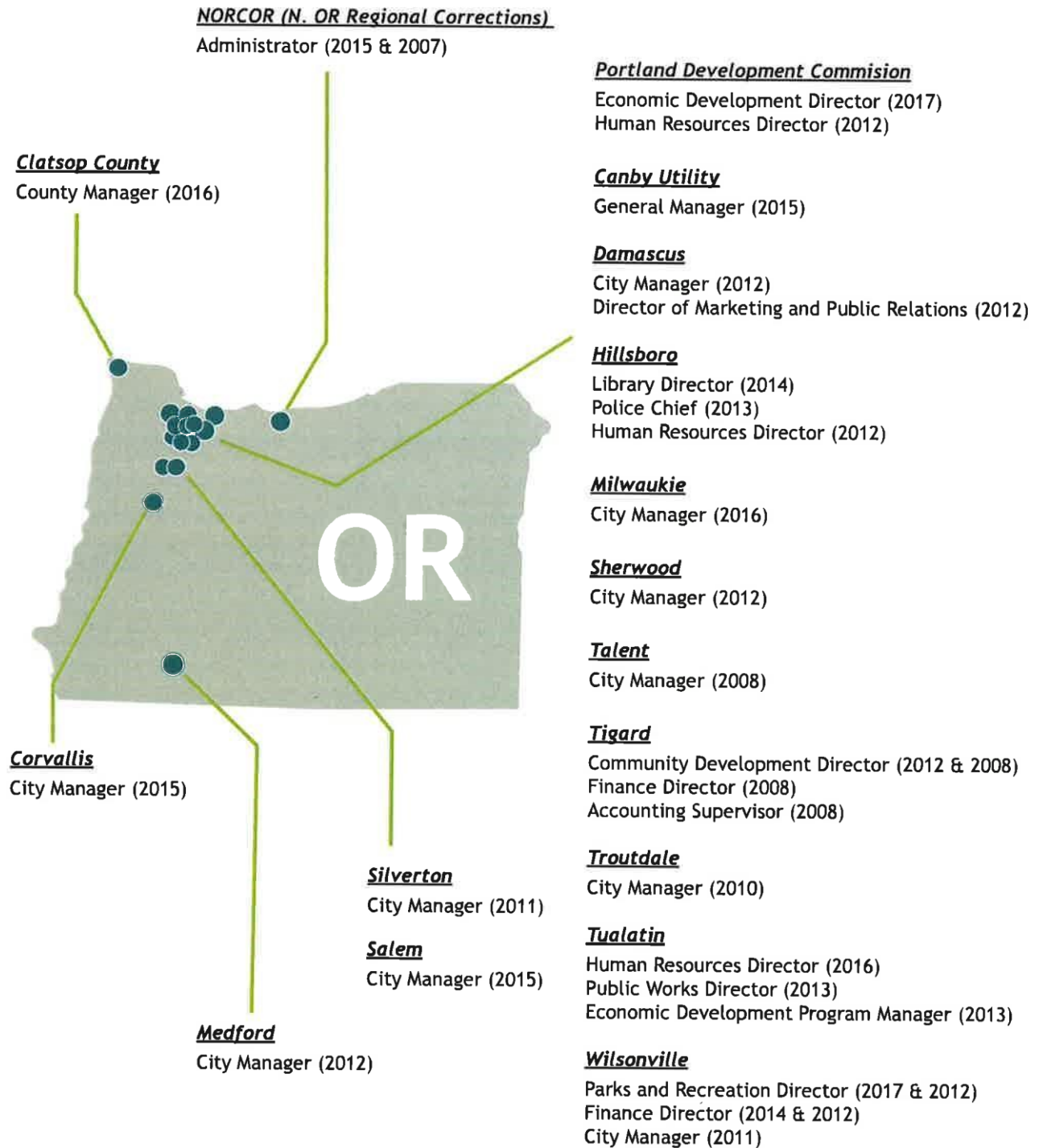
### Camas

City Administrator (2012)



# SELECTED PUBLIC SECTOR RECRUITMENTS

## CONTINUED





## CLIENT REFERENCES

---

**City of Vancouver, WA**  
Suzi Schwabe, Human Resources Director  
(360) 487-8408  
[Suzi.Schwabe@cityofvancouver.us](mailto:Suzi.Schwabe@cityofvancouver.us)

**City of Milwaukie, OR**  
Ann Ober, City Manager  
503-786-7501  
[OberA@milwaukieoregon.gov](mailto:OberA@milwaukieoregon.gov)

**City of Wilsonville, OR**  
Bryan Cosgrove, City Manager  
503-570-1504  
[cosgrove@ci.wilsonville.or.us](mailto:cosgrove@ci.wilsonville.or.us)

**City of Hillsboro, OR**  
Michael Brown, City Manager  
503-681-6139  
[michael.brown@hillsboro-oregon.gov](mailto:michael.brown@hillsboro-oregon.gov)

*Additional references available upon request*

## PROJECT COST

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**Professional Services Fee:** Our typical fee is one-third (33 1/3 percent) of the starting salary for each position. In the interest of partnering with the City of Fircrest, and our knowledge of the public sector, Waldron proposes a flat fee of \$27,000 for the City Manager search.

**Expenses:** Costs incurred by Waldron in the course of conducting the search are at the expense of the client. Waldron will pre-approve expenditures over \$1,500 and maintain accurate records at all times. Relevant expenses include, but may not be limited to: advertising the position, final candidate travel (airfare, hotel, car rental, and meals), consultant travel, and background checks.

**Invoicing:** Professional fees are invoiced in three equal installments during the course of the search. The initial installment is invoiced at the time Waldron is engaged. The second installment is invoiced following the Candidate Presentation. The final installment is invoiced at the conclusion of the search. Expenses may be billed monthly. All invoices are due upon receipt by the client.

**Early Termination:** You have the right to cancel the search at any time, with 15 days notice to allow for an orderly disengagement. Your only obligation to Waldron would be the fees incurred pro-rata and expenses actually incurred through the search termination date. The fee is pro rated over a 90-day schedule for these purposes. Cancellation must be in writing; via email is acceptable.

**Follow-Up:** Waldron continues its involvement throughout the first year following the completion of the search by conducting check-in meetings with the board and the candidate at the three months, six months, and one year marks.

## SAMPLE PROJECT TIMELINE

Week	Activity	Status	City of Fircrest Participation
<b>Week 1</b>	<b>Kick-Off</b>		
	Kick-off meeting		✓
	Gather input from leadership, staff and other key stakeholders		✓
	Discuss position profile		✓
	Refine research strategy		
<b>Week 4</b>	<b>Position Profile Development</b>		
	Deliver draft position profile		
	Develop visibility campaign strategy		
<b>Week 5</b>	<b>Outreach/Recruitment Phase</b>		
	Launch visibility and outreach campaign		
	Targeted recruitment, networking and sourcing for referrals		
<b>Week 8</b>	Mid-point status report and first dashboard; dashboards thereafter until presentation of candidates; continue screening and interviewing of potential candidates		✓
	Complete active recruitment phase. Interested candidates should provide materials (cover letter and resume) by this time		
	Screening and interviewing in progress		
<b>Week 12</b>	<b>Candidate Presentation and Review</b>		
	Deliver materials for candidates Waldron has shortlisted		
	Waldron presents candidates to City leadership and facilitates round table discussion to determine which candidates will proceed for interviews		✓
<b>Week 13</b>	<b>Interview Phase</b>		
	Final in-person interviews and candidate visits, with a debriefing sessions facilitated by Waldron		✓
	Successful candidate selection; background check		✓
	Waldron assists with offer and negotiations as needed; notifies unsuccessful candidates		✓

## EXECUTIVE SEARCH LEADERS

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### **Heather Gantz, Branch Director**

A human resource professional with over 15 years of experience, Heather successfully leads executive searches for public sector agencies, non-profit organizations, foundations, and select private sector clients. Within the public sector Heather has recruited City Administrators, City Managers, Finance Directors, Community & Economic Development Directors, Public Safety Officials, Parks & Recreation Directors and many more. Heather also manages account relationships for our public sector clients. She is known for her thoroughness as well as engendering trusting relationships with both the client and candidate while providing exceptional customer service throughout the entire process.

Heather has a strong background in staffing, recruiting, coaching and program management. Prior to joining Waldron, Heather managed two large staff augmentation programs for Nike and Freightliner. She has recruited individuals for information technology, finance and creative divisions. Heather holds a Bachelor's degree in Business Management from University of Phoenix. Additionally, Heather serves as an Advisory Board Member for ELGL, a local government organization with the mission of connecting, communicating, and educating about local government topics.

### **Robert Colichio, Consultant**

Robert is a Consultant who works closely with the Executive Search and Career Transition practice. He helps Search Leads in recruiting the best candidates and is directly responsible for developing materials, research, monitoring projects and metrics, and supporting clients and participants.

Prior to joining Waldron, Robert worked in project management and market research for several firms in Portland, Oregon. He has an M.B.A. from Portland State University and a B.S. in Business Administration from the University of Oregon.



## **Item 6**

### **Council Goals**

**No written materials attached**

**June 19, 2017**