

**FIRCREST CITY COUNCIL WORKSHOP  
STUDY SESSION MEETING AGENDA**

**MONDAY, SEPTEMBER 19, 2022  
6:00 P.M.**

**FIRCREST CITY HALL  
115 RAMSDELL STREET**

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1. CALL TO ORDER
2. PLEDGE OF ALLEGIANCE
3. ROLL CALL
4. [TPU RATES ADJUSTMENT PRESENTATION](#)
5. [POOL RATES AND SEASON PASS DISCUSSION](#)
6. [CITY MANAGER/ POLICE CHIEF RECRUITMENT DISCUSSION](#)
7. CITY MANAGER GOALS DISCUSSION
8. ADJOURNMENT

Below is the call-in information for the public to listen via Zoom.

**Zoom Meeting Details:**

**Dial-in Information: 1-253-215-8782 Webinar ID: 857 7769 7009 Password: 312044**

**Proposed Rate Adjustment Presentation**  
**City of Fircrest**  
**Monday, September 19, 2022**

**LaTasha Wortham, Regional Relations Manager**



# Tacoma Public Utilities Overview

Our mission:

*Tacoma Public Utilities provides services vital to our quality of life.*

*Who we are:*



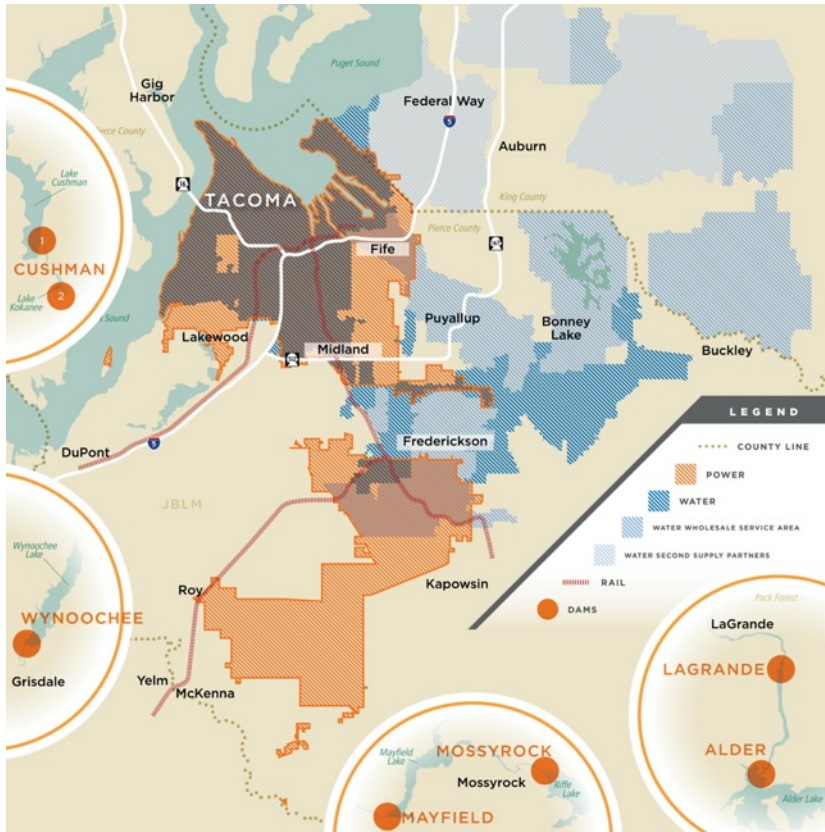
# Tacoma Public Utilities Overview



## About us:

- **Public, not-for-profit, cost-of-service organization; we don't pay investors**
- **Part of the community since 1893**
- **Led by a 5-member Public Utility Board**
- **Jackie Flowers, Director of Public Utilities**

# Tacoma Public Utilities Service Area



- 180 square miles of Power & Water service
- Power provides carbon free electric service
- Water provides clean, reliable water throughout Pierce and King counties
- Tacoma Rail providing short line rail services since 1914

## TPU is committed to achieving equity in our...

- Service delivery: Equitable service delivery
- Workforce: Our workforce reflects the community we serve
- Community and Stakeholder Engagement: Purposeful community outreach and engagement

# Our Service Portfolio



- Tacoma Power is one the cleanest utilities in the world, our portfolio is nearly carbon free
- We have an ample, sustainable water supply
- We manage our water and power supplies so we can meet customers' needs for decades to come
- Our water system relies primarily on gravity, minimizing the electricity needed
- We are stewards of our environment by protecting lands, fish and wildlife

# Rate Principles



- We are committed to gradual, consistent, stable, and predictable rate changes over the long term and to avoiding sudden or large changes
- We bill customers only for the costs required to serve each customer



## Why adjust rates?

- Inflationary costs
- Supply chain delays and increases
- On-going costs
  - Capital cost
  - Regulatory compliance

# Managing cost and affordability



- Asset and project management
- Workforce planning and development
- Payment assistance programs

# 2023/2024 Residential Rate Proposal



Adjustments are per year for both 2023 and 2024

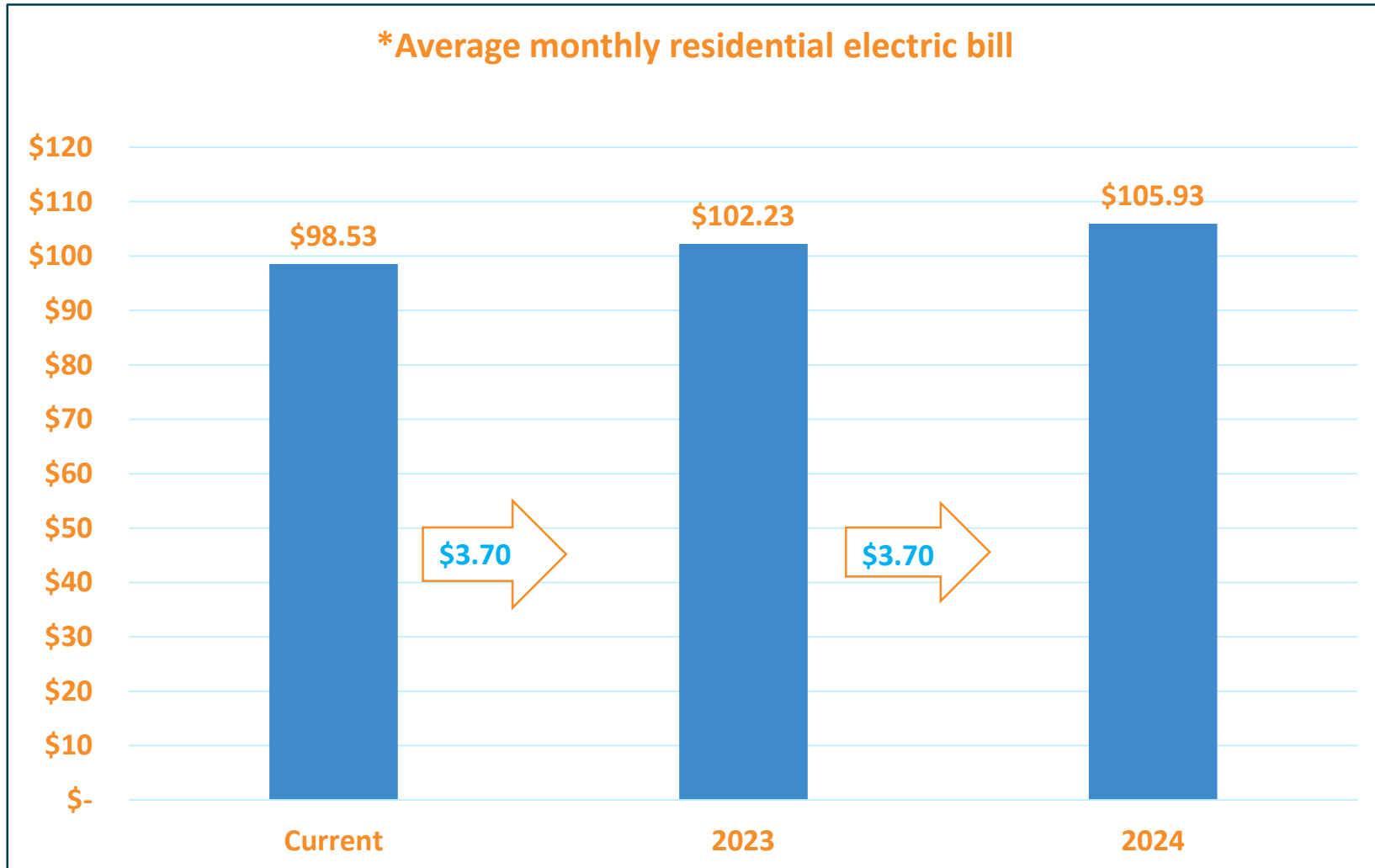
## Power

- **3.5% System-average increases in 2023 and 2024**
  - Residential Customers
    - 3.9% average increase in 2023; \$3.70 average monthly increase
    - 3.9% average increase in 2024; \$3.70 average monthly increase

## Water

- **4.0% System-average increases in 2023 and 2024**
  - Residential Customers (outside Tacoma)
    - 4.2% average increase in 2023; \$2.05 average monthly increase
    - 4.2% average increase in 2024; \$2.10 average monthly increase

# Tacoma Power average monthly bill



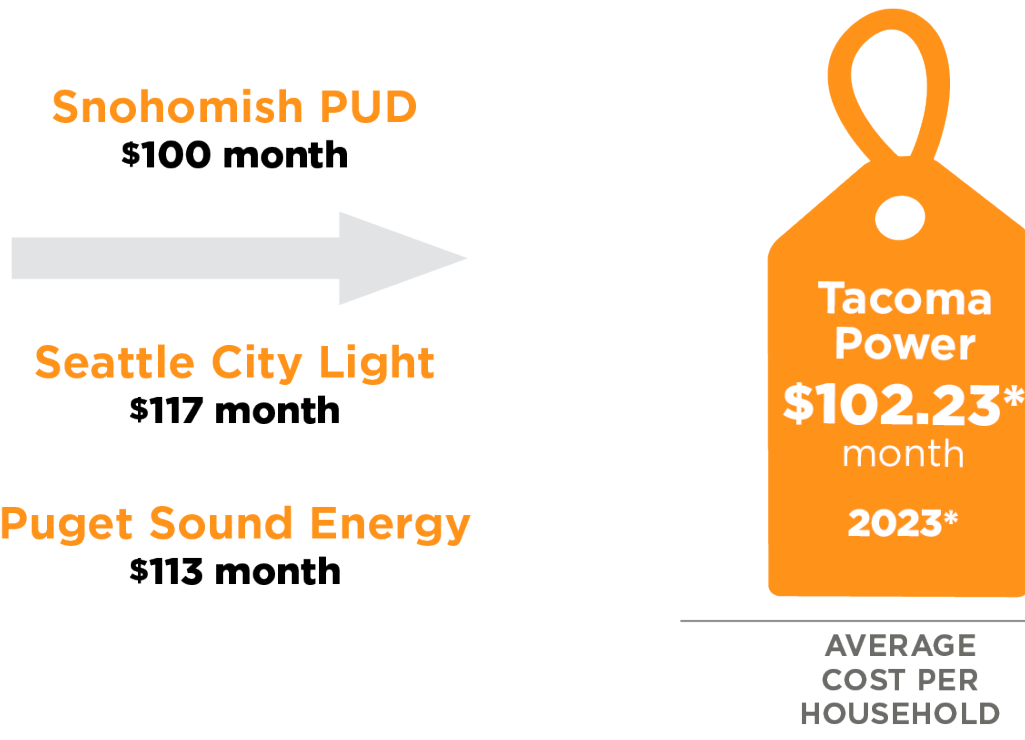
*\*Rates in University Place are slightly higher due to a 6% utility tax from the City of UP*

# Power Graphic with comparison



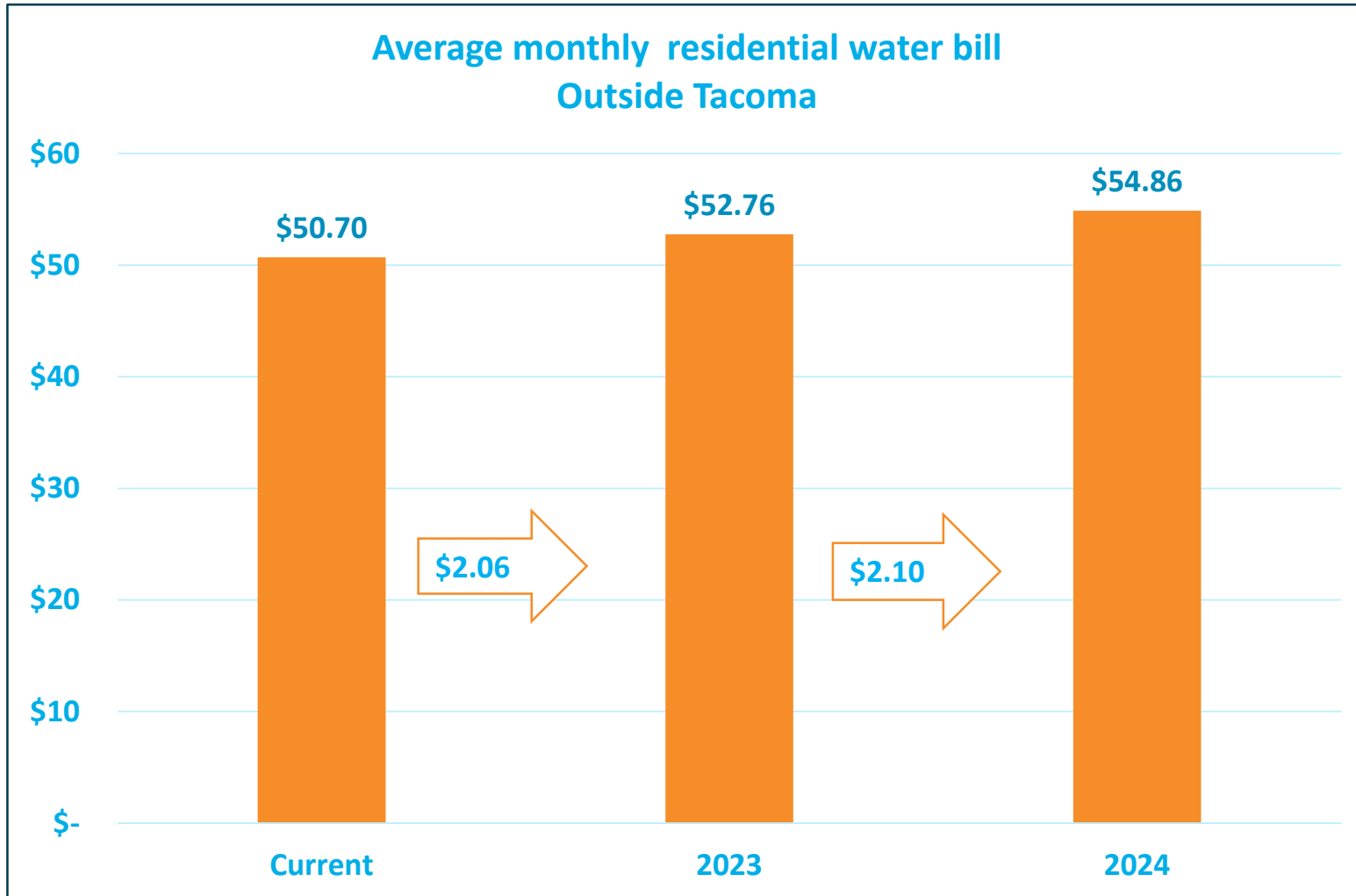
## POWER RATES

We are proud to say that our rates are among the lowest in the region.



\*Rates for other utilities are from 2021

# Tacoma Water average monthly bill



# Water graphic comparison



## RATES

We are proud to say that our rates are among the lowest in the region.



1 CCF  
=

748 GALLONS

City of Puyallup  
\$26 month

City of Bellevue  
\$53 month

City of Seattle  
\$58 month



AVERAGE COST  
PER HOUSEHOLD

\*Rates for other utilities are from 2021

## How is TPU assisting customers?

- Increased Discount Rate
- Long term payment plans for balances during COVID moratorium
- Bill Credit Assistance Plan (BCAP) & BCAP Plus
- Visit [mytpu.org/assistance](https://mytpu.org/assistance) or call 253.502.8600



# Current BCAP



## Current BCAP

(Households with full, on-time payments can achieve monthly credits)

| Service       | BCAP <u>Achievable</u> Credit |              |
|---------------|-------------------------------|--------------|
|               | Monthly                       | Annual       |
| Power         | \$21                          | \$252        |
| Water         | \$9                           | \$108        |
| Wastewater    | \$11                          | \$132        |
| Surface Water | \$5                           | \$60         |
| Solid Waste   | \$10                          | \$120        |
| <b>Total</b>  | <b>\$56</b>                   | <b>\$672</b> |

# BCAP Proposed Enhancements



## Proposed

### BCAP Plus

#### Automatic and Achievable Credits for 2023

(Households would receive an automatic credit regardless of payment.  
Additional BCAP Plus credit could be achieved with full, on-time payments)

| Service        | BCAP<br><u>Automatic</u> Credit | BCAP Plus<br><u>Achievable</u> Credit | BCAP/BCAP Plus<br>Annual Credit |
|----------------|---------------------------------|---------------------------------------|---------------------------------|
| Electricity    | \$22                            | \$21                                  | \$516                           |
| Drinking Water | \$4                             | \$5                                   | \$108                           |
| Wastewater     | \$6                             | \$7                                   | \$156                           |
| Surface Water  | \$3                             | \$3                                   | \$72                            |
| Solid Waste    | \$5                             | \$5                                   | \$120                           |
| <b>Total</b>   | <b>\$40</b>                     | <b>\$41</b>                           | <b>\$972</b>                    |

# How to lower your costs



- Conservation — lowers your cost and good for the environment, visit: [MyTPU.org/Rebates](https://MyTPU.org/Rebates)
- Zero-interest and deferred loans - support for energy efficient home improvement projects
- Payment assistance – programs available for income qualifying customers, including seniors and people living with a disability visit: [MyTPU.org/Assistance](https://MyTPU.org/Assistance)

*Want to learn more or get involved?*



## Visit our website: [MyTPU.org/Rates](https://MyTPU.org/Rates)

- Review information about our rates
- Attend public meetings and provide comments or submit written public comments
  - Rates Public Hearing on September 28<sup>th</sup>, 6:30pm
- Subscribe to rates email notifications

# Contact



**LaTasha Wortham**

**Regional Relations Manager**

**[LWortham@cityoftacoma.org](mailto:LWortham@cityoftacoma.org)**

**C: 253-753-6858**

**AGENDA ITEM:**

**Pool Season Passes and 2023 Rates**

**DATE:**

**September 19, 2022**

**FROM:**

**Jeff Grover, Parks & Recreation Director**

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The 2022 pool season was the first full season at the Edwards Family Aquatic Center. The facility opened on May 28<sup>th</sup> and operated 7 days a week only closing one day in August for staffing shortages. Below is information on the number of passes that were purchased by residents and non-residents along with the cost of the passes. A record number of passes were sold, and the pool was consistently at capacity on days when the weather was near 80 degrees. Earlier this summer there was discussion about season passes and looking at options like discontinuing selling to non-residents, changing the rate, or limiting season pass sales. The current pool capacity is set at 240 patrons.

**Pool Punch Card – 853 sold**

Resident – 394 sold

Non-Resident – 460 sold

- **Swimming Pool Punch Card Rates**
- \$36 resident; \$72 non-resident (10 Open Swims) FMC 10.22.010

**Pool Season Pass Memberships – 667 sold (515 sold in 2021)**

Resident – 512 sold (442 sold in 2021)

Non-Resident – 155 sold (73 sold in 2021)

- **Family Membership Pool Rates**
- \$62.50 single family member; \$40 all additional members
- \$137.50 non-resident single family member; \$87.50 nonresident all additional members

Potential options to increase resident availability to the pool.

1. Eliminate NR Season Passes, keep 10 visit passes.
2. Divide weekend afternoon swim session into two sessions.
3. Resident only evening swim 2-4 times per week.
4. Conduct an off-season audit of Fircrest RecDesk accounts.
5. Issue physical “Membership Cards” that can be used for pool season passes, drop-in gym programs, and other parks and recreation programs.

**Pool Rates and Fees:**

*10.22.010 Rates and fees.*

*Rates and fee schedule for Fircrest parks and recreation programs and facilities shall be as prescribed by the city manager or his or her designee subject to modification by the city council. (Ord. 1149 § 26, 1997; Ord. 948 § 1, 1990).*

**Open Swim Fees**

Wading Pool 5 years and under free

Open Swim \$4 resident; \$8 non-resident-Full Session (Recommended Fee Change \$5 res; \$10 NR)

\$3 resident, \$6 non-resident-Evening Swim (Recommended Fee Change \$4 res; \$8 NR)

\$4 resident, \$8 non-resident-Lap Swim

**Swimming Instruction**

\$47 resident; \$63 non-resident (2 weeks)

Private Lessons \$65 resident; \$100 non-resident (Did not offer in 2022)

**Swim Team**

\$75 resident; \$125 non-resident FMC 10.22.010

**Authorized School Pool Parties**

No charge, time available basis FMC 10.22.010

**Main pool rental**

Minimum 2 hours on Saturday and Sunday 9am to Noon

Pool

|         |       |       |       |
|---------|-------|-------|-------|
| 1-30    | \$100 | \$147 | \$115 |
| 30-60   | \$150 | \$220 | \$173 |
| 60-90   | \$200 | \$293 | \$230 |
| 90-120  | \$250 | \$366 | \$288 |
| 120-150 | \$300 | \$439 | \$346 |

(Increase Party Room add-on rate from \$15 to \$50.)

**Pool Party Room Rental**

\$75 resident; \$110 non-resident per hour (Fri ,Sat, Sun)

\$60 resident, \$88 non-resident per hour (Mon-Thurs)

FMC 10.22.010



**FIRCREST CITY COUNCIL STUDY SESSION**

**AGENDA ITEM:** City Manager/ Police Chief Recruitment Discussion  
**DATE:** September 19, 2022

**FROM:** Jayne Westman, Administrative Services Director

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**RECRUITMENT:**

As discussed at the September 13, 2022, Council meeting, I was tasked with contacting two recruitment firms to better understand the recruitment process and the associated costs.

Here is a breakdown of the fees for each consulting firm:

|                   | GMPHR                 | Prothman |
|-------------------|-----------------------|----------|
| City Manager      | \$18,500              | \$17,500 |
| Police Chief      | \$18,500              | \$19,500 |
| Both Recruitments | \$34,000 (\$17K each) | \$37,000 |

Both consulting firms will be very similar as GMPHR was founded by Greg Prothman.

There are two options to pick a recruitment firm and City staff is looking for direction from the Council this evening on which avenue to take.

- 1) Staff can post an RFQ and solicit bids for recruitment services. Staff can put together an RFQ and get it posted soon.
- 2) We can pick one of the two proposals we have already received which are attachments to this summary.

**POLICE CHIEF POSITION:**

The other topic that we need direction on is regarding the Police Chief position and whether or not the position should remain a Civil Service appointed position or be removed from Civil Service. Only the legislative body can remove the position from Civil Service.

If the Chief remains in Civil Service the recruitment is subject to [RCW 41.12](#), [FMC 2.56](#), and the [adopted Civil Service Rules](#).

The hiring of a Civil Service Chief and a nonCivil Service Chief will look different. There are multiple parts to the interview process for Civil Service.

There are the [state-mandated civil service tests](#) (background, polygraph, fitness, and psychological) and there are Civil Service oral boards tests (which typically require an oral and written test)

The written test is scored anonymously to not associate an applicant with a specific written submittal. All the tests get scored and we average the scores to create the eligibility list. Based on the scores, the City Manager can only

## FIRCREST CITY COUNCIL STUDY SESSION

choose one of the top three to make a conditional job offer and move the applicant on to the State required tests. (background checks, polygraph tests, and a psychological test.)

In the case that a City Manager wants to let a Police Chief go or discipline is handed out, the issue would be heard in front of the Civil Service Commission.

Leaving the Chief's position in Civil Service may appeal to more applicants as they have recourse should they be disciplined or fired. It does create a mandated process that could draw out the recruitment timeline. Once the top three candidates are scored, we then conduct the required tests on the chosen candidate. If that chosen candidate fails any exam, then we restart the process with the second pick.

It is important to note that the process chooses the top three candidates, not the City Manager.

Public engagement is always important. If the position remains in Civil Service, it may be best to determine the top three candidates and then host public forums. We could involve all three candidates in a public process before the City Manager decides to make a conditional offer and move the top candidate onto the state-required tests.

If the position is removed from Civil Service, the City can choose the top candidates but all the state-mandated tests would still be required. The risk of the drawn-out process remains as the top candidate may fail a required test.

**ATTACHMENTS:** [GMPHR Recruitment Proposal](#)  
[Prothman Recruitment Proposal](#)



SEPTEMBER 2022

# Recruitment Services Proposal

FOR THE CITY OF FIRCREST

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PRESENTED BY

**Greg M. Prothman**

President, GMP Consultants

**GMP CONSULTANTS**

Greg@gmphr.com

(206) 714-9499

www.gmphr.com





September 13, 2022

Ms. Jayne Westman  
Administrative Services Director  
City of Fircrest  
115 Ramsdell Street  
Fircrest, WA 98466

Dear Ms. Westman,

Thank you for the opportunity to provide a proposal to assist the City of Fircrest with the recruitment of the City's next city manager and police chief.

GMP consultants have collectively worked on over 400 executive searches and have a reputation for providing superior service and building lasting relationships with both clients and candidates. We believe our proven process provides a best practices approach to attracting high quality candidates and ensuring a good fit for your organization.

If you have any questions or would like to discuss your specific needs, please do not hesitate to contact me at (206)714-9499 or [Greg@gmphr.com](mailto:Greg@gmphr.com). I look forward to hearing from you and hope to have the opportunity to work together soon.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Greg Prothman', is written over a light blue horizontal line.

Greg M. Prothman  
President,  
GMP Consultants LLC



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## ABOUT GMP CONSULTANTS

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GMP Consultants is a public sector executive search firm with a collective 200 years of local government leadership experience with both regional and national relationships. GMP Consultants offer our clients experienced subject matter experts with a solid understanding of local government coupled with decades of experience. We have served in a wide range of executive positions, from city and county management to public works, management information systems, and finance.

### Our Qualifications

Founded and led by Greg M. Prothman, formerly the CEO of Prothman, GMP consultants have worked on over 400 executives searches and over 80 public sector consulting projects. All our senior search consultants are active in both ICMA and local state level city management associations or in their respective professional associations.

### Our Philosophy

Our business philosophy centers on the understanding that this is a “people” related industry. We have a reputation for providing superior service and building lasting relationships with both clients and candidates. We believe that attention to others’ needs is the key to effective customer service.



## Why Choose GMP?

What you get with GMP Consultants is personal service. You appreciate it when phone calls are returned, projects stay on schedule and your challenges are given thorough and creative thinking. While other companies may assign your business to lesser experienced staff, we offer exceptional service from senior-level consultants.

- **Service & Relationship** - Our consultants bring a reputation for providing outstanding service and building lasting relationships with both clients and candidates.
- **Customized Solutions** - We take the time to become familiar with your organization to ensure that we offer the best solution and not just a single service.
- **People First** - We work closely with you and your candidates through every stage of the recruitment process, creating a welcoming candidate experience and ensuring an effective recruitment outcome.
- **Team Approach** - Our entire consulting group works as a team to leverage their networks to assist with each assignment and give your challenges thorough and creative thinking.
- **Washington City Management Experience** - Our consultants are seasoned and successful Washington state city manager practitioners with long-term tenures and extensive experience in conducting national searches

## PROJECT TEAM MEMBERS

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### **Greg M. Prothman – President**

Greg offers a unique combination of 20+ years of experience in various functions of government and 25 years of experience in public sector recruitment. Prior to forming GMP Consulting, Greg founded and was the driving force at Prothman Company as its CEO. Prior he was a partner at Waldron & Company. Early in his career Greg served as a police officer for the University of Washington and the City of Renton. He left police work after completing his Master's degree in Public Administration and accepted an administrative position for the City of Des Moines, WA. He was quickly promoted to Assistant City Manager and then City Manager. A Seattle native, Greg completed his BA at Western Washington University and his Master of Public Administration (MPA) degree from the University of Washington. Additionally, he completed the Senior Executives in State and Local Government program at Harvard University. Greg is a volunteer member of Seattle Mountain Rescue and a member of Crystal Mountain Ski Patrol.

### **Bob Larson – Senior Consultant**

Bob is an experienced municipal manager who has served in senior management positions and local government since 1986. He is recently retired from City of Gig Harbor where he served as City Administrator. Previously he served for 16 years with the City of Snoqualmie as City Administrator. He also has city management experience in Minnesota where he provided management expertise with two communities. Bob is a former Washington City Manager Association President as well as serving on the Board of Directors for NORCOM. He is known and well respected within municipal government for his leadership and management qualities. Bob has a strong background in municipal finance, capital programs development, creating community partnerships, economic development, customer service improvements and organizational

development. Bob has a Bachelor of Science Degree in Urban & Regional Planning and a Masters in Urban & Regional Planning. Bob is an avid skier and hiker.

**Sarah Marsh – Content Designer**

Sarah brings a background across nonprofit, business, government, and education sectors. She holds an M.B.A in Organizational Behavior & Development from the University of Vermont. She also publishes in the field of American History and is the author of two books honored by the National Council for the Social Studies.

**Kate Hansen – Recruitment Coordinator**

Kate is a certified Project Management Professional (PMP) with a background in business, nonprofit, and fire administration. She has served as a Public Records Officer as well as a political campaign manager, and brings a distinguishing blend of attention to detail, creativity, and critical thinking. Kate holds a B.A. in Theatre from Chapman University with an emphasis on stage management.

**ADDITIONAL GMP TEAM MEMBERS**

**Andrew Neiditz – Senior Consultant**

Andrew is a tenured public administration professional bringing over 40 years of public sector leadership and management experience. Prior to retirement Andrew was the first executive director for the newly created South Sound 911 where he managed the consolidation of dispatch services for 19 police and 22 fire departments. Prior, he served as city manager for the City of Lakewood, WA for eight years and City Administrator for the City of Sumner, WA for six years. Andrew also has extensive leadership experience at county level having served as Deputy County Executive for Pierce County, WA for eight years. Andrew is a recognized leader in his professional associations having served as International City Manager Association’s regional Vice President and Washington City Manager Association President. Andrew has a Bachelor of Arts in Social Work from Stockton State College and a Master of Public Administration from the University of Oregon. In addition to being an ICMA credentialed manager he has also attended the Senior Executive Program, State and Local Government at Harvard University.

**Ray Corpuz – Senior Consultant**

Ray has served in local government for 48 years and as city manager for 29 years at three cities: the City of Tacoma (WA), City of Seaside (WA), and Salinas (CA). Ray is a former president of the Washington City Managers Association (WCMA) and active in the Association of Monterey Bay Area Managers and the California League of Cities City Managers Department. In 1999, Ray received the National Public Service Award by the American Society of Public Administration/National Academy for Public Administration and the Award for the Advancement of Diverse Communities by the California League of Cities. Ray is a life member of the International City Managers Association and enjoys golf, boating, fishing, pickleball, and travel.

**Matt Fulton – Senior Consultant**

Matt brings over 30 years of local government leadership experience serving as a city manager in both small (7,000 pop.) and large organizations (65,000 pop.) in Minnesota and Wisconsin. He has worked in suburban and free-standing full-service environments as well as in fully developed and fast-growing communities. During his career, Matt has had the opportunity to provide leadership at the local, state, and national levels, including serving as Midwest Vice President on the ICMA Executive Board of Directors, a member on the Minnesota League of Cities Board of Directors, and as President of the Minnesota City/County Management Association. Over the past four years, he has served as Polco’s VP for National Engagement, helping local governments build stronger engagement approaches and assessing performance

from the perspective of residents and community stakeholders. His continual engagement with community leaders across the country has helped him strengthen his already strong national network of talented local government professionals and organizational connections. Matt has a Masters degree in Public Administration from the University of WI and an undergraduate degree in urban planning from the University of Minnesota-Duluth.

**Mark Bethune – Senior Consultant**

Mark brings 25 years in private and public sector executive management including 16 years leading the City of Orting, WA as City Manager. He has a strong background in community-based planning, budgeting and finance, labor relations and contract negotiations, hazard mitigation planning, and managing comprehensive city projects. Mark is known for being a participative leader and skilled negotiator with a commitment to excellence. He holds an M.B.A. in Marketing and Production/Operations from the University of Missouri.

**Dawn Masko - Senior Consultant**

Dawn brings 34 years of municipal management experience in city administration, finance, and human resources in Washington State. Dawn began her career with the Metropolitan Park District of Tacoma as a Financial Services Manager and later became the Finance Director for University Place. She moved into city management with the City of Dupont where she was the Assistant City Administrator/Finance Director and later was selected as City Administrator. Most recently Dawn has recently retired from her position as Deputy City Administrator for the City of North Bend, WA where she managed Finance, Human Resources, IT, City Clerk and Risk Management. Dawn is an active member of both the Washington City Managers Association and the International City Managers Association as well as the Washington Finance Officers Association and the Society of Human Resources Management. Dawn holds a Bachelor Degree from the University of Puget Sound.

**Stephen Clark – Public Works & Planning Consultant**

Steve is unique in that he brings 40 years of knowledge and experience in both public works and municipal planning to the company. After his retirement from the City of Maple Valley where he served as both Community Development and Public Works Director for six years, he has served as interim public works director for the cities of Snoqualmie, Yelm and Port Angeles. Additionally, he served as Maintenance and Operations Director for the City of Bonney Lake and Interim General Manager for the Snoqualmie Pass Utility District. Steve began his career as a senior planner for Yakima County and later became the Assistant Manager for Woodinville Water & Sewer. He has also served as Capital Projects Manager for the City of Issaquah and Transportation Development Coordinator for the City of Renton. He also served 10 years as the City of Newcastle's Public Works Director. Steve holds a Bachelor of Arts from the University of Washington in Urban Planning and a Master of Business Administration from City University. Steve remains active in both American Public Works Association and the American Planning Association.

**Dan Olson – Senior Fire Service Consultant**

Dan is a seasoned fire service professional with over 40 years of fire service experience including 20 years as chief officer at four departments. He is most recently the retired fire chief with Central Pierce Fire & Rescue, the second largest fire district in Washington state with 11 stations, 275 uniformed personnel and a service population of 220,000. Prior, he was the Deputy Fire Chief for the City of Vancouver, WA for four years. Dan also served as Fire Chief for Poulsbo Fire Department for four years and before that was Deputy Chief at South Kitsap Fire & Rescue. Dan holds a Bachelor of Science in Fire Administration and is a graduate of the National Fire Academy's Executive Fire Officer program. Dan is known throughout the Northwest as a mentor to rising stars in the fire service and as an on-call consultant and enjoys hiking, swimming, archery, and anything else outdoors.



### **Greg Ahearn – Senior Fire Service Consultant**

Greg brings extensive executive level fire service experience in all facets of fire and emergency services. In his 34 years with the fire service, Greg has risen through the ranks from first responder to Fire Chief with Woodinville Fire & Rescue, serving 36,000 residents with 55 uniformed and 10 civilian personnel across 3 stations. A chief officer for 11 years, Greg believes in building exceptional service with a foundation of community partnerships, placing service before self. Greg is a published author in “Firehouse Magazine” and holds a Bachelor of Science in Public Safety Administration.

### **Justin Venezia – IT Consultant**

Justin Venezia brings over 20 years of Information Technology experience including work for major software firms such as VMware, F5 Networks and Citrix. He has extensive experience with designing, implementing, and operating large-scale enterprise networks and telephony systems while managing support, operation, engineering teams at companies such as Blue Cross/Blue Shield and as an IT director at one of the largest regional banks in Northeastern Pennsylvania. His experience brings a full “360 degree” view of IT services and solutions, focusing on how users consume IT as well as how customers choose, operate, and implement technology to solve business and technical challenges.

## **WORKPLAN & APPROACH**

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We suggest a phased approach for the two recruitments. Begin the City Manager search first with the goal of having the recruitment completed by mid-December. Begin the police chief search in early November with the goal of having the new police chief selected by mid-January.

### **CITY MANAGER RECRUITMENT**

#### **INFORMATION GATHERING & RECRUITMENT PROFILE DEVELOPMENT**

##### **Review and Finalize Search Process and Schedule**

We meet with the City Council to review project needs, process, schedule, and identify the scope of the recruiting market. Our goal is to thoroughly understand your organization, current challenges, timeline, and preferred qualifications for this recruitment. We would also like to meet with senior staff to better understand the City organization and the skills, talents and abilities needed.

##### **Develop, Review, and Approve a Detailed Recruitment Profile & Invitation**

We create a custom recruitment profile highlighting the strengths of your job opportunity as well as your unique needs. Examples of prior recruitment profiles are included in this proposal and typically feature:

- Why Apply?
- Community Profile
- The Organization, Department, & Position
- The Ideal Candidate / Education & Experience
- Challenges & Opportunities
- Compensation & Benefits
- Resources
- Your Social Media (if applicable)

#### **STRATEGIC MARKETING**

**Targeted Recruitments** - Having 20 plus years of designing and implementing national recruitments, GMP Consultants will create and conduct a nationwide recruitment and candidate generation process, employing

recruitment strategies designed to encourage competitive applicants from diverse backgrounds and experiences. We have been successful in identifying a candidate pool that is racially, ethnically, and gender diverse. We will develop a western United States focused approach but will also conduct a national advertising strategy placing ads in websites, job boards, periodicals, and social media such as LinkedIn.

- Intl. City Managers Association (ICMA)
- Washington Association of Cities
- Oregon League of Cities
- Association of Idaho Cities
- Municipal Management Association of Northern California
- Colorado Municipal League
- Colorado City County Managers Association
- Kansas City Managers Association
- Wisconsin City Managers Association
- California City Management Association
- Ohio City Managers Association
- Texas City Managers Association
- Illinois City Management Association
- Careers in Government
- Government Jobs

**Development of Candidate Database for Direct Mail Invitations** - We will mail approximately 500 to 700 letters of invitation to city managers/administrators in the western United States.

### CANDIDATE SCREENING AND SHORTLIST PRESENTATION

**Candidate Application Materials** - Candidates are asked to submit a cover letter, application, resume, answers to supplemental questions (designed to measure writing and thinking skills) and professional references.

**Selection & Interview of Semifinalists** - We review all candidate application materials and identify 8 to 12 of the most promising semifinalists. We conduct a one-hour interview with each semifinalist and provide written observations.

**Search Work Session** – We meet with you to review semifinalists. Prior to the meeting we send you each applicant’s cover letter, resume, essay questions, the consultant semifinal interview notes, and candidate summary sheet. The City Council selects the finalist candidates and design the final interviews.

### FINAL INTERVIEWS & SELECTION

**Design and Preparation of Final Interviews** - We help you decide on the structure and schedule of the interviews, including the panel participants and facilitators. We tailor the process to fit your needs and prepare all the candidate materials for the interviews.

**Reference & Background Checks** - We conduct professional reference checks on each candidate, requesting the names of supervisors, subordinates, and peers. Background checks include Education Verification, Criminal History, Driving Record, and Sex Offender Check.

**Candidate Travel** - We help you identify which candidate travel expenses your organization wishes to cover and then work with the candidates to coordinate the most cost-effective travel arrangements.

**Final Interviews & Selection** - The City Council (and advisory panels if used) interview finalists. We facilitate a debrief with all panel participants. After the debrief, we facilitate the evaluation process, help the decision makers come to consensus, discuss next steps, and organize any additional candidate referencing or research.

**Candidate Appointment** - We facilitate potential contract elements with the City Council. Once your top candidate has been selected, we will assist as needed with the job offer, contract negotiations, and employment agreement.

## POLICE CHIEF RECRUITMENT

### INFORMATION GATHERING & RECRUITMENT PROFILE DEVELOPMENT

#### **Review and Finalize Search Process and Schedule**

We meet with the Interim City Manager to review project needs, process, schedule, and identify the scope of the recruiting market. Our goal is to thoroughly understand your organization, current challenges, timeline, and preferred qualifications for this recruitment. We would also like to meet with senior staff and police department staff to better understand the Department and the skills, talents and abilities needed.

#### **Develop, Review, and Approve a Detailed Recruitment Profile & Invitation**

We create a custom recruitment profile highlighting the strengths of your job opportunity as well as your unique needs. Examples of prior recruitment profiles are included in this proposal and typically feature:

- Why Apply?
- Community Profile
- The Organization, Department, & Position
- The Ideal Candidate / Education & Experience
- Challenges & Opportunities
- Compensation & Benefits
- Resources
- Your Social Media (if applicable)

### STRATEGIC MARKETING

**Targeted Recruitments** - Having 20 plus years of designing and implementing national recruitments, GMP Consultants will create and conduct a nationwide recruitment and candidate generation process, employing recruitment strategies designed to encourage competitive applicants from diverse backgrounds and experiences. We have been successful in identifying a candidate pool that is racially, ethnically, and gender diverse. We will develop a western United States focused approach but will also conduct a national advertising strategy placing ads in websites, job boards, periodicals, and social media such as LinkedIn.

**Development of Candidate Database for Direct Mail Invitations** - We will mail approximately 400 to 600 letters of invitation to police chiefs in the western United States.

### CANDIDATE SCREENING AND SHORTLIST PRESENTATION

**Candidate Application Materials** - Candidates are asked to submit a cover letter, application, resume, answers to supplemental questions (designed to measure writing and thinking skills) and professional references.

**Selection & Interview of Semifinalists** - We review all candidate application materials and identify 8 to 12 of the most promising semifinalists. We conduct a one-hour interview with each semifinalist and provide written observations.

**Search Work Session** – We meet with the new City Manager to review semifinalists. Prior to the meeting we send you each applicant’s cover letter, resume, essay questions, the consultant semifinal interview notes, and candidate summary sheet. The City Manager selects the finalist candidates and design the final interviews.

## FINAL INTERVIEWS & SELECTION

**Design and Preparation of Final Interviews** - We help you decide on the structure and schedule of the interviews, including the panel participants and facilitators. We tailor the process to fit your needs and prepare all the candidate materials for the interviews.

**Reference & Background Checks** - We conduct professional reference checks on each candidate, requesting the names of supervisors, subordinates, and peers. Background checks include Education Verification, Criminal History, Driving Record, and Sex Offender Check.

**Candidate Travel** - We help you identify which candidate travel expenses your organization wishes to cover and then work with the candidates to coordinate the most cost-effective travel arrangements.

**Final Interviews & Selection** - The City Manager (and advisory panels if used) interview finalists. We facilitate a debrief with all panel participants. After the debrief, we facilitate the evaluation process, help the decision makers come to consensus, discuss next steps, and organize any additional candidate referencing or research.

**Candidate Appointment** - Once your top candidate has been selected, we will assist as needed with the job offer, contract negotiations, and employment agreement.

## PROFESSIONAL REFERENCES

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**Island County, WA** *pop. 84,000*

Catherine Reid, HR Director  
Creid@islandcountywa.gov  
360-240-5584  
*County Administrator*

**Gunnison County, CO** *pop. 17,000+*

Matthew Birnie, County Manager  
MBirnie@gunnisoncounty.org  
970-641-3061  
*County Manager*  
*Chief Financial Officer*  
*Asst. County Manager*

**City of Newcastle, WA** *pop. 12,000*

Linda Newing, Mayor  
lindan@newcastlewa.cov  
206-280-6551  
*City Manager*  
*Community Development Director*

**City of Pasco, WA** *pop. 74,266*

Dave Zabell, City Manager  
zabell@d@pasco-wa.gov  
509-834-9343  
*Police Chief, Finance Director*  
*City Manager, Deputy City Manager*

**City of Lakewood, WA** *pop. 60,564*

John Caulfield, City Manager  
jcaulfield@cityoflakewood.us  
253-983-7703  
*City Manager*

**City of Belgrade, MT** *pop. 11,075*

Neil Cardwell, City Manager  
ncardwell@cityofbelgrade.net  
406-388-3760  
*City Manager (2)*  
*Human Resources Director - In Progress*

## PROFESSIONAL FEE

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Our normal fee for conducting a City Manager or Police Chief recruitment is \$18,500 each. However, if we conduct both recruitments, the fee would be reduced to \$17,000 each. The professional fee covers all consultant and staff time required to conduct the recruitment. Professional fees are billed in three equal installments: at the beginning, halfway, and upon completion of the final interviews. The City will be responsible for reimbursing expenses incurred on the City's behalf.

Expenses include:

- Websites, job boards and other advertising (approx. \$1,600 - 1,900)
- Direct mail announcements (approx. \$1,200 - 1,400)
- Consultant travel: Mileage at IRS rate and \$65 per hour
- Background checks (approx. \$170 per candidate)

The City has the right to cancel the search at any time. The City's only responsibility would be the fees and expenses incurred prior to cancellation.

## GUARANTEE & WARRANTY

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Should the selected candidate leave the employment of the City within the first 12 months of appointment, we will, conduct one additional recruitment for the cost of expenses only, if requested to do so within six months of the employee's departure. If the major elements of the process are followed and a candidate is not chosen, we will repeat the recruitment once with no additional professional fee, the only cost to you would be the expenses.

## CITY MANAGER/CAO SEARCHES BY GMP CONSULTANTS

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

**City of Arlington, WA**  
City Administrator

**City of Bainbridge Island, WA**  
City Administrator (2)

**City of Battle Ground, WA**  
City Manager (2)  
Deputy City Manager

**City of Belgrade, MT**  
City Manager (2)

**Blaine County, ID**  
County Administrator (2)

**City of Bothell, WA**  
Deputy City Manager  
Assistant City Manager

**CAM-PLEX Multi-Event Facilities (WY)**  
General Manager

**City of Canby, OR**  
City Administrator

**City of Carnation, WA**  
City Manager (2)

**City of Casper, WY**  
City Manager

**City of Chehalis, WA**  
City Manager (2)

**City of Chelan, WA**  
City Administrator (3)

**Clackamas County, OR**  
County Administrator

**Clatsop County, OR**  
County Manager (2)

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

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

**City of Covington, WA**  
City Manager (2)

**Cowlitz 911, WA**  
Executive Director

**City of Damascus, OR**  
City Manager

**Deschutes County, OR**  
County Administrator

**City of DuPont, WA**  
City Administrator

**City of Duvall, WA**  
City Administrator

**Eagle County, CO**  
County Manager

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

**eCityGov Alliance (WA)**  
Executive Director

**City of Edgewood, WA**  
City Manager (2)

**City of Ellensburg, WA**  
City Manager

**City of Fife, WA**  
City Manager

**City of Fircrest, WA**  
City Manager (2)

**Franklin County, WA**  
County Administrator

**City of Gillette, WY**  
City Administrator

**City of Gladstone, OR**  
City Administrator

**Gunnison County, CO**  
County Manager  
Assistant County Manager (2)

**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 County, WA**  
County Administrator

**ICOM- 911, WA**  
Executive Director

**Island Transit (WA)**  
Executive Director

**Issaquah Food & Clothing Bank (WA)**  
Executive Director

**City of Issaquah, WA**  
City Administrator  
Deputy City Administrator (2)

**Island County**  
County Administrator

**Jefferson County, WA**  
County Administrator

**City of Kelso, WA**  
City Manager

**City of Kenmore, WA**  
City Manager (2)

**City of Ketchum, ID**  
City Administrator

**Ketchum Community Development Corp. (ID)**  
Executive Director

**KITTCOM – 911, WA**  
Executive Director

**City of Lacey, WA**  
City Manager

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

**City of Lake Oswego, OR**  
City Manager

**City of Lake Stevens, WA**  
City Administrator

**City of Lakewood, WA**  
City Manager & Asst. City Manager

**Lane County, OR**  
County Administrator

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

**City of Lebanon, OR**  
City Manager

**City of Lewiston, ID**  
City Manager (2)

**Lincoln City, OR**  
City Manager

**City of Longview, WA**  
City Manager

**County of Los Alamos, NM**  
County Administrator

**City of Louisville, CO**  
City Manager

**City of Lynden, WA**  
City Administrator

**MACC 911, WA**  
Executive Director

**City of McMinnville, OR**  
City Manager

**City of Newcastle, WA**  
City Manager (2)

**City of Pasco, WA**  
City Manager  
Deputy City Manager

**City of Post Falls, ID**  
City Administrator

**City of Port Angeles**  
City Manager

**City of Port Townsend**  
City Manager

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

**City of Puyallup, WA**  
City Manager (2)

**City of Ridgefield, WA**  
City Manager

**City of Riverton, WY**  
City Administrator

**City of Sammamish**  
City Manager

**San Juan County, WA**  
County Manager

**City of Scappoose, OR**  
City Manager

**City of Seattle, WA**  
Labor Standards Division Director  
Fire Chief

**City of Shelton, WA**  
City Administrator (2)  
Management Assistant

**City of Shoreline, WA**  
City Manager  
Deputy City Manager

**SNOCOM 911, WA**  
Executive Director

**Snohomish County, WA**  
Executive Director

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

**South Sound 911**  
Executive Director

**City of Spokane Valley, WA**  
City Manager  
Deputy City Manager (2)

**City of Stanwood, WA**  
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**  
City Manager

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

**Twin Transit (WA)**  
General Manager

**City of Vancouver, WA**  
Assistant City Manager

**City of Walla Walla, WA**  
City Manager

**Washington Association of  
County Officials**  
Executive Director (2)

**Washington Counties Risk Pool**  
Executive Director

**Washington School Information  
Processing Cooperative -  
WSIPC**  
Executive Director

**Water & Sewer Risk  
Management Pool (WA)**  
Executive Director

**City of West Linn, OR**  
City Manager

**City of Whitefish, MT**  
City Manager

**City of White Salmon, WA**  
City Administrator

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

**City of Woodburn, OR**  
City Administrator

**City of Woodinville, WA**  
City Manager (2)

**Woodinville Water District, WA**  
General Manager

**City of Woodland, WA**  
City Administrator

**City of Wrangell, AK**  
Borough Manager

**City of Yakima, WA**  
City Manager  
Assistant City Manager

## **POLICE CHIEF/PUBLIC SAFETY SEARCHES BY GMP CONSULTANTS**

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**City of Albany, OR**  
Police Chief

**City of Arlington, WA**  
Police Chief  
Fire Chief

**City of Battle Ground, WA**  
Police Chief

**City of Bend, OR**  
Police Chief

**City of Blaine, WA**  
Police Chief

**City of Boardman, OR**  
Police Chief

**City of Bothell, WA**  
Police Chief  
**City of Bremerton, WA**  
Police Chief

**City of Brier, WA**  
Police Chief

**City of Burlington, WA**  
Police Chief

**City of Canby, OR**  
Police Chief

**City of Chehalis, WA**  
Police Chief

**City of College Place, WA**  
Police Chief

**City of East Wenatchee, WA**  
Police Chief

**City of Enumclaw, WA**  
Police Chief

**City of Ephrata, WA**  
Police Chief

**City of Ferndale, WA**  
Police Chief

**City of Fife, WA**  
Corrections Administrator

**City of Gillette, WY**  
Police Chief

**City of Issaquah, WA**  
Police Chief

**City of Kalama, WA**  
Police Chief

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

**City of Lake Stevens, WA**  
Police Chief

**City of Marysville, WA**  
Police Chief

**City of Monroe, WA**  
Police Chief

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

**Clackamas Community College,  
OR**  
Director of Campus Safety

**Clatsop County, OR**  
Community Corrections Director

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

**City of Othello, WA**  
Police Chief

**City of Pasco, WA**  
Police Chief

**City of Port Angeles, WA**  
Police Chief

**City of Poulsbo, WA**  
Police Chief

**City of Red Lodge, MT**  
Police Chief

**City of Sandy, OR**  
Police Chief

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

**The Tulalip Tribes, WA**  
Police Chief

**ICOM – 911**  
Executive Director

**Toppenish, WA**  
Police Chief

**SOUTHSOUND 911**  
Executive Director

**COWLITZ 911**  
Executive Director

**KITTCOM – 911**  
Executive Director

**MACC 911**  
Executive Director

**SNOCOM 911**  
Executive Director

**JEFFCOM 9-1-1 (WA)**  
Director

**SECOMM**  
Communications Manager  
Director of Emergency Services

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

## **WORK SAMPLES: POSITION PROFILE AND INVITATION TO APPLY LETTER**

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(Attached). Additional samples available at [gmphr.com](http://gmphr.com).





# CITY MANAGER

SAMMAMISH, WA



EXECUTIVE  
RECRUITMENT BY





# Welcome To SAMMAMISH

Located 20 minutes east of Seattle, Sammamish is a vibrant community overlooking Lake Sammamish and the Bellevue skyline. This family friendly city is known for offering suburban living amid natural beauty with easy access to big city amenities. In 2021, Sammamish was named by WalletHub as “Best Small City to Live In” and by Safewise as “Safest City in Washington.”

Sammamish's idyllic setting of tree-lined streets and well-groomed neighborhoods amid lakes, trails, open spaces, and city parks draws families and professionals alike.

Due to its exceptional quality of life, the city is in high demand. Residents appreciate the safe neighborhoods, excellent schools, diverse cultural activities, and easy access to an abundance of outdoor activities. Roughly one-third of the population is under the age of 18.

Sammamish is a highly educated and diverse city. Many of the city's 66,000 residents work at the numerous corporate headquarters nearby, including Microsoft, Amazon, Nintendo, Starbucks, and Costco. Sammamish is also a culturally diverse city as 30% of residents were born outside of the U.S.

Creating community spaces was among the first priorities for the City of Sammamish after its incorporation in 1999. In the heart of the city lies Sammamish Commons, a 25-acre park that is home to City Hall, the library, skate park and sports courts, community gardens, playground, spray park, and a loop trail. In 2016, the City added a 69,000 square-foot aquatic center with multiple pools and a two-story waterslide.

The City is served by three school districts: Issaquah, Lake Washington, and Snoqualmie Valley. Sea-Tac International Airport is only 35 minutes away.

## Why Apply?

This is a unique opportunity to make a difference in a highly desirable community with a new, inclusive, and aligned city council that is committed to providing a high-quality environment. The new city manager will have the opportunity to provide stability and build upon a positive and effective organization providing excellence in service delivery. The City has no debt and is in good financial condition in an affluent community that has the highest median income in the area.

# THE CITY OF SAMMAMISH



Incorporated in 1999, the City of Sammamish operates as a non-charter optional code city with a Council-Manager form of government. Optional code city status increases the city's operating authority by extending to it the powers of all four city classifications that exist in Washington law.

The Council is comprised of seven members, elected at large by the citizens of Sammamish. They are part-time officials who exercise the legislative powers of the city and determine matters of policy. The Mayor is a Council Member selected by the Council to chair meetings, authenticate documents and serves as the ceremonial head of the city. The Council is supported by several advisory boards and commissions. The Council appoints a full-time City Manager who is the head of the executive branch and serves as the professional administrator of the organization, coordinating day-to-day activities.

Operating on a biennial 2021-2022 budget of \$276 million with a team of 139 FTE's, the City of Sammamish provides a full range of municipal services. The City contracts for police services with the King County Sheriff's Department. Fire Services are provided by Eastside Fire & Rescue, Water and Sewer is provided by Sammamish Plateau Water. Departments include:

- Community Development
- Administrative Services
- Parks, Recreation, & Facilities
- Finance Department
- Information Technology
- Public Works

## RECOGNITION

- [Safest City in Washington \(2021\) - Safewise](#)
- [Best Small City to Live In \(2021\) - Wallethub](#)
- [No. 9 Best Place to Live \(2018\) - Money Magazine](#)
- [America's Friendliest Town \(2012\) - Forbes/Nextdoor](#)

## LEARN MORE

- [2022 Work Plan](#)
- [2022 State Legislative Priorities](#)
- [2021-2022 Budget](#)
- [2035 Comprehensive Plan](#)



# THE CITY MANAGER



The City Manager is appointed by Council to run the City's day-to-day operations and serves as the business manager of the city, recommending and advising the Council on a broad array of issues. With a team of 13 FTEs and 3 LTEs, the City Manager's department provides management direction to all departments and coordinates activities in accordance with City Council policies.

Functions housed in the City Manager's office include the City Clerk's Office, Human Services, Communications, Legal, policy analysis, intergovernmental relations, and more.

## THE IDEAL CANDIDATE

The City of Sammamish is seeking an effective leader as their next City Manager to work in partnership with Council to bring the organization into a period of stability. The ideal candidate will be a creative problem solver who is comfortable advising the Council with well-supported professional recommendations.

This person will be experienced in city management and demonstrate emotional intelligence, empathy, and excellent communication skills. Guided by moral and ethical leadership, they will be an effective and approachable leader who inspires staff to reach their best potential. The ideal candidate will bring to the position solid administrative skills as well as experience in providing services by contract.

## QUALIFICATIONS

The ideal candidate will have a bachelor's degree from an accredited college or university in Business Administration, Public Administration or a closely related field and a minimum of seven years progressively responsible management experience. An advanced degree in public administration or related field is preferred.

However, any combination of education and experience providing the knowledge skills, and abilities necessary for successful performance is qualifying. The City of Sammamish is committed to fostering diversity, equity, inclusion, and belonging in its workforce and community and reviews all candidates holistically.

# OPPORTUNITIES & CHALLENGES

**A Unified City Council** - The new Council is unified and committed to a collaborative partnership with the new city manager. The Council is professional, kind, transparent, and willing to listen.

**Staff Stability** - The next city manager should provide stability by retaining and building trust with the dedicated, well-qualified City staff. The Council expresses a strong level of confidence in City staff. There is an opportunity to rebuild the organization after recent staff turnover and to further develop the underlying positive culture.

**Community Communications** - There is a need to create a culture of transparency to better promote a positive and proactive presence in the community.

**Processes & Planning** - The next city manager should foster process improvement and consistency as well as spearhead transportation plans, climate action plans, and the mandated Comprehensive Plan update in 2024. The planning and completion of Sammamish Town Center is another priority as it will be the heart of the city.

**Budget** - While the City is debt free and has excellent reserves, the new city manager and Council will need to continue to manage budget expectations as well as uncertainties driven by revenue changes and economic conditions to ensure the City remains in a healthy fiscal position.



## COMPENSATION & BENEFITS

The City of Sammamish is offering a salary range of \$215,000 to \$260,000 annually depending on experience. The comprehensive benefits package includes:

- Medical, Dental, Vision, Life/LTD & EAP  
(Medical premiums covered 100% by City, 92% for enrolled dependents)
- Vacation, Sick, & Management Leave
- 13 Paid Holidays
- 401(a) with 6.2% match in lieu of Social Security
- PERS Retirement Program
- Deferred Compensation
- No state income tax



## RESOURCES

[Connect Sammamish](#)

[Chamber of Commerce](#)

[2022 Special Events Calendar](#)



## TO APPLY

Apply Online: [gmphr.com](https://gmphr.com)

First Review: September 11, 2022

More Info: Andrew Neiditz, GMP Consultants  
[aneiditz@gmphr.com](mailto:aneiditz@gmphr.com) / 253-732-8081





# CITY MANAGER

## CITY OF NEWCASTLE, WA

Dear Colleague,

GMP Consultants is assisting the City of Newcastle in finding a **City Manager**. Perhaps this is the right time in your career to consider this exciting opportunity. If not, would you please pass this on to other chief administrative officers and deputies who may be interested?

Thank you for your consideration and assistance.

**Greg M. Prothman**

GMP Consultants  
[gmphr.com](http://gmphr.com)





## THE IDEAL CANDIDATE

The City of Newcastle seeks an experienced city management professional to lead this contract city in the best interest of its citizens with high standards of integrity. The ideal candidate will have the insight to appreciate Newcastle's rich history, quality of life, and role in the region. As a creative problem solver, they will help guide the City as it grows, ensuring that such growth is pragmatic while retaining Newcastle's sense of community.

The successful candidate will be a positive influence and advocate for the City, building trust by nature. This person will bring a collaborative management style and have the ability to both attract, coach, and retain high quality staff. They should bring an exceptional understanding of public sector budgeting and finance as well as demonstrated success at obtaining grants and other funding opportunities.

The individual selected will be a strategic, forward thinker with highly-developed communication skills and the ability to navigate effective working relationships both inside and outside the organization. Patience, honesty, transparency, and diplomacy are key attributes.

## EDUCATION & EXPERIENCE

- A bachelor's degree from an accredited college or university in Business Administration, Public Administration or a closely related field. An advanced degree is preferred.
- A minimum of seven years professional experience, four of which shall be at the department director, assistant city manager, deputy city manager, or similar level of leadership responsibilities.
- All new hires to the City will be required as a condition of employment to be fully vaccinated for COVID-19 prior to start date.

## THE CITY

Located 13 miles southeast of Seattle, Newcastle is a peaceful residential community tucked in the hills between the larger cities of Bellevue, Renton, and Issaquah. Newcastle is known for offering its 13,310 residents the convenience of metropolitan living with the comfort and community of a small town. The City is in close proximity to many corporate headquarters, including Microsoft, Amazon, Starbucks, and Costco. Money Magazine has repeatedly named Newcastle as "100 Best Places to Live" and Safewise named Newcastle the 10th safest city in Washington in 2022.



Incorporated in 1994, the City of Newcastle strives to be one of the best small towns in the country. City staff are an experienced, progressive group who work to provide a high level of service and foster a sense of community for the broad diversity of people who choose to call Newcastle home. The departing City Manager has served the City since 2010.

Operating with a 2022 budget of \$23,264,250 and a team of 28.6 FTEs, Newcastle's departments include: City Manager, Community Development, City Clerk, Human Resources, Finance, Fire & EMS, Police, and Public Works. Police, fire, and attorney services are provided by contract.

**LEARN  
MORE**

Visit [gmphr.com](https://gmphr.com)

Salary: \$175,000 - \$215,000 DOQ

First Review: June 5, 2022

Andrew Nieditz, GMP Consultants  
[Andrew@gmphr.com](mailto:Andrew@gmphr.com) / 253-732-8081



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



**THE CITY OF FIRCREST**

**Leadership is Key to the Sustainability of Any Organization**

*Character, integrity, and the commitment of a leader inspires those in the workplace to go the extra mile and can greatly influence the team's success in achieving its objectives.*

**Finding great leaders is what we do!**

***P*ROTHMAN**

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**Executive Recruitment**

*Interim Staffing. Application Software. Job Board.*



# **STATEMENT OF QUALIFICATIONS**

## **ABOUT PROTHMAN**

Prothman specializes in providing national and regional executive recruitment services to cities, counties, districts, and other governmental agencies throughout the western United States. Founded in 2002, Prothman is an industry leader known and respected for outstanding customer service, quality candidate pools, and our knowledge of local government.

## **OUR EXPERTISE**

**Firsthand Knowledge of Local Government:** Our lead consultants have dedicated their careers to local government and joined Prothman upon retiring from their distinguished careers. Our 20 years of recruiting experience, combined with each of our consultants' 30+ years of local government experience, provides our clients with a solid and effective team that can handle any senior level or highly specialized position recruitment.

**Recruitment Knowledge and Experience:** The Prothman team has conducted over 550 recruitments and interim placements. We have read and screened over 16,000 resumes, and we have personally interviewed over 7,000 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.

## **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 INFORMATION**

Owner / President: Sonja Prothman, [sonja@prothman.com](mailto:sonja@prothman.com), 206.368.0050  
371 NE Gilman Blvd., Suite 310, Issaquah, WA 98027  
[www.prothman.com](http://www.prothman.com)  
[www.prothman-jobboard.com](http://www.prothman-jobboard.com)  
Submittal Date: September 8, 2022

## **COMMITMENT TO PROVIDE SERVICE**

Prothman commits to performing all services represented in this proposal.

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

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### **Cliff Moore - Project Lead**

Cliff Moore joins Prothman after a 30-year career of public service in Washington State. Cliff's background includes service as the City Manager of Yakima and County Manager of Thurston County, WA. Cliff also served as Director of the Planning and Land Use Department in Thurston County and held senior administrative positions at Washington State University in Pullman and executive leadership positions at the university's extension offices in both Jefferson and Thurston Counties. Prior to his years of public service, Cliff worked abroad as a Peace Corps volunteer in Togo, West Africa; he was Assistant Country Director for the CARE mission in Honduras; and he was the Director of the US Refugee Resettlement Office in Khartoum, Sudan. Cliff lives in Port Townsend with his wife Mea and their two dogs, Addie and Lucy.

### **Sonja Prothman - Project Co-Lead**

As Owner and President, Sonja directs the day-to-day operations of the Prothman Company and has over 16 years of experience in local government recruiting, interim placements, and organizational assessments. Sonja is a former councilmember for the City of Normandy Park, Washington, and brings to Prothman the "elected official" side of government – a vital 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 has been a key member of the Prothman team for 17 years and is responsible for office and 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 has been a key member of the Prothman team for seven years and is responsible for profile development and candidate outreach. Jared works one-on-one with the client for position profile development and works with Sonja and the lead consultant on each client's outreach strategies. Jared also functions as recruitment support as a secondary lead consultant on recruitments and special projects. Jared graduated from the University of Washington, earning his BA in Communications.

### **Madison Lindquist - Project Support**

Madison has been a member of the Prothman team for nearly ten years and is responsible for Prothman's social media, direct mail outreach, website development and Online Application Service support. Madison works one-on-one with the client to ensure optimal outreach in all available social networking resources and works with clients who choose to use the Online Application Service. Madison also functions as recruitment support. Madison graduated from the University of Washington, earning her BA in Communications.

## AVAILABILITY, COMMUNICATION & SCHEDULE

### **We are ready to start when you are!**

One of our first tasks will be to coordinate and commit to a schedule. Then, we protect your dates on a master schedule to assure we never miss a commitment. We provide you with our cell phone numbers so that 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 / bolded events represent meetings with the client.**

| <b>Date</b>                                 | <b>Topic</b>  |
|---|---|
| <b>Weeks of September 12 &amp; 19, 2022</b> | <b>Travel to Fircrest and/or meet via Zoom/phone for stakeholder interviews.</b> Gather information for position profile. Send position profile for review and edits. |
| September 26, 2022                          | Post Profile & Start Advertising  |
| September 29, 2022                          | Send Direct Mail  |
| October 23, 2022                            | Application Closing Date  |
| Weeks of October 24 & 31, 2022              | Prothman screens applications & interviews top 6 - 12 candidates  |
| <b>Week of November 7 - 11, 2022</b>        | <b>Travel to Fircrest or meet via Zoom for Work Session to review semifinalists and design final interviews</b>   |
| <i>November 24 &amp; 25, 2022</i>           | <i>Thanksgiving Holiday</i>   |
| <b>Week of November 21 or 28, 2022</b>      | <b>Travel to Fircrest for Final Interview Process</b>   |

## **EXECUTIVE SUMMARY**

Prothman Company has been in the business of finding highly qualified candidates for placement in local government organizations of various sizes with varying political ideologies for over 20 years. We have designed our recruitment process so that all stakeholders are included, listened to, and treated with respect. Our company takes pride in and stakes its reputation on finding qualified candidates who are the right “fit” for our clients.

**Executive Management Recruitments in Progress:** **City of Ephrata, WA** – City Administrator. **City of Toppenish, WA** – Administrative Services Director. **Foothills Rails-to-Trails Coalition, WA** – Executive Director. **Lake Cushman Maintenance Company, WA** – General Manager. **Skagit Transit, WA** – Executive Director. **Thurston County, WA** – Public Health and Social Services Director, Road Operations Supervisor. **City of Hubbard, OR** – City Administrator.

## **References**

Debbie Zabell, City Manager, City of Toppenish, WA – in progress: Admin. Services Director  
debbie.zabell@cityoftoppenish.us  
509.865.1633

Sarah Melancon, HR Director, Jefferson County, WA – in progress: Central Services Director;  
recently completed: County Administrator  
SEMelancon@co.jefferson.wa.us  
360.385.9133

Kyle Dixon, Finance Director, City of Liberty Lake, WA – recently completed: City Administrator  
kdixon@libertylakewa.gov  
509.755.6702

## **COVID Experience**

We have successfully completed many recruitments during the current pandemic and social distancing regulations. We have implemented many levels of Zoom meetings with the client, including work sessions and final interviews with boards. We have held final interviews via Zoom to narrow the candidates down to the top one or two to be invited for a personal onsite interview. We have had a final candidate chosen based solely on the Zoom interviews and we have had boards narrow it down to one final candidate to bring in for in-person interviews based on the Zoom interviews. We have also had final interviews where all candidates were on site and social distancing parameters and masks were adhered to. There is no cookie cutter here; we work with you to address your concerns and comfort level with social distancing and we provide a process that supports your needs.

# **PROPOSED SCOPE OF WORK**

## **1. Develop a Tailored Recruitment Strategy**

### **Project Review**

The first step will be to:

- ◆ Review the scope of work and project schedule
- ◆ Review compensation and decide if a salary survey is needed

### **Information Gathering and Research (*Soliciting Input*)**

**We will travel to Fircrest or meet via Zoom/phone and 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:

- ◆ Meet with the City Council
- ◆ Meet with the leadership team
- ◆ Meet with HR staff, as directed
- ◆ Meet with community and other stakeholders, as directed
- ◆ Review all documents related to the position

### **Position Profile Development (*Identifying the Ideal Candidate*)**

We will develop a profile of your ideal candidate. Profiles include the following:

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

## **2. Identify, Target, and Recruit Viable Candidates**

### **Outreach and Advertising Strategy (*Locating Qualified Candidates*)**

**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 related websites.
- ◆ **Targeted Direct Mail Recruitment Brochures** sent directly to city/county management professionals in approximately fourteen states who are not actively searching for a new position.
- ◆ **Focused Candidate Outreach** via thousands of emails and personal networking from our database of city/county management professionals.
- ◆ **Posting the Position Profile on Prothman's Facebook and LinkedIn pages, and on the Prothman website**, which receives over five thousand visits per week from potential candidates.

### **3. Conduct Preliminary Screening**

#### **Candidate Screening (*Narrowing the Field*)**

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 3 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 question responses (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) **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.
- 3) **Personal Interviews:** We will conduct in-depth videoconference or in-person interviews with the top 6 to 12 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.

#### **Candidate Presentation**

**We will prepare and send to you candidate packets** which include each candidate's application materials and the results of the personal interviews and publication search.

**We will travel to Fircrest or meet via Zoom** 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 3 to 6 candidates to invite to the final interviews. We will discuss the planning and design of the final interview process during this meeting.

### **4. Prepare Materials and Process for Final Interviews**

#### **Final Interview Process (*Selecting the Right Candidate*)**

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, community tours and/or a single interview with the decision maker.

• **Deciding on Candidate Travel Expenses**

We will help you identify which expenses your organization wishes to cover.

• **Identifying Interview Panel Participants & Panel Facilitators**

◆ **Background Checks**

Background checks include the following:

• **References**

We conduct 6-8 reference checks on each candidate.

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

We contract with Sterling for all background checks.

- ◆ **Candidate Travel Coordination**  
After you have identified the travel expenses you wish to cover, we work with the candidates to organize the most cost-effective travel arrangements.
- ◆ **Final Interview Packets**  
The Final Interview Packets include the candidates' application materials and are the tool that keeps the final interview process organized. Each panel member will be provided a binder.
- ◆ **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.

## 5. Warranty

### **Repeat the Recruitment**

If you follow the major elements of our process and a top candidate is not chosen, we will repeat the recruitment with no additional professional fee, the only cost to you would be for the expenses.

## 6. Guarantee

### **Replacement Recruitment**

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 one replacement search with no additional professional fee, the only cost to you would be for the expenses.

## **FEE & EXPENSES**

### **Professional Fee**

**The fee for conducting a City Manager recruitment with a one-year guarantee is \$17,500.** The professional fee covers all Prothman consultant and staff time required to conduct the recruitment. This includes all correspondence and three 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.

Professional fees are billed in three equal installments throughout the recruitment, one at the beginning, half-way point and after the final interviews.

### **Expenses**

Expenses vary depending on the design and geographical scope of the recruitment. We do not mark up expenses and 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. Expenses will not exceed \$4,500 and include:

- Trade journal, websites, LinkedIn Boost, and other advertising (\$1,900)
- Direct mail announcements (\$1,800)
- Consultant travel: No Charge
- Background checks performed by Sterling (approx. \$175 per candidate)

### **Other Expenses**

**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.

### **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.

### **Equal Opportunity**

All qualified applicants are considered in accordance with applicable laws prohibiting discrimination on the basis of race, religion, color, gender, age, national origin, sexual orientation, physical or mental disability, marital status or veteran status or any other legally protected status. We will provide assistance in the recruitment, application and selection process to applicants with disabilities who request such assistance.

We can assure you that we recognize the importance and wisdom of a diversity rich candidate pool and for every recruitment we conduct, we have made it our mission to reach out to and attract the most qualified and diverse candidate pool as possible for our clients. If we are chosen to be your executive recruiting partner, we will do so with the common goal of finding the agency a diverse and qualified pool of candidates.



**EXAMPLE OF POSITION PROFILE**



WASHINGTON

# CITY ADMINISTRATOR

## \$130,000 - \$161,000

*Plus Excellent Benefits*

*Apply by*

**September 4, 2022**

*(First review, open until filled)*

***PROTHMAN***

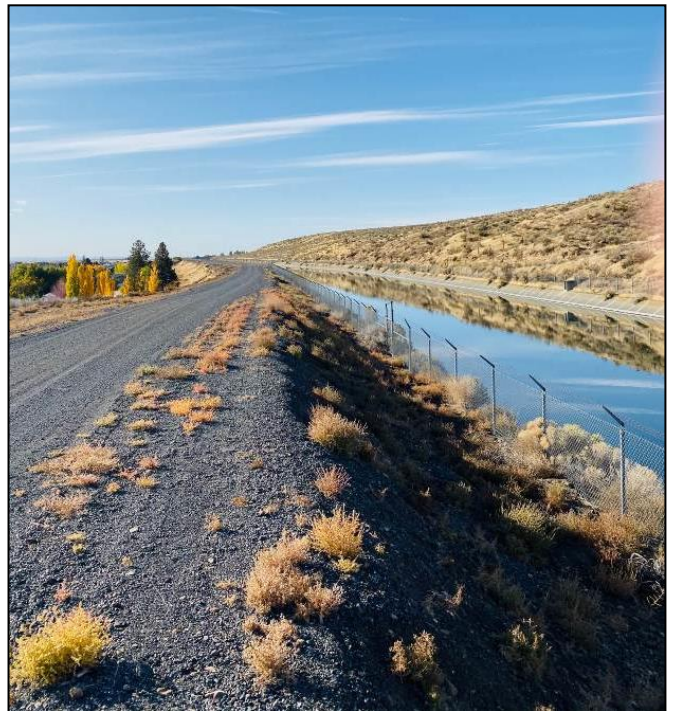


**THE COMMUNITY**



Located in central Washington state, the City of Ephrata is a quaint rural community that sits at an elevation of 1,300 feet and has over 300 days of sunshine per year. The arid continental climate with cold winters and hot, dry summers leads to many outdoor recreational opportunities.

The City of Ephrata is the County Seat in Grant County which has a population of over 100,000 residents, allowing Ephrata's 8,620 residents to be surrounded by both large and small town amenities. The City of Ephrata hosts several annual events including the Sage-n-Sun Festival that includes craft and food vendors and a parade, the Beezley Burn mountain bike race, a free Summer Movie and Concerts in the Park series each summer, and a Miracle on Main Street Christmas event. The City also operates the Splash Zone which is a local community pool that features a beach area, water slide, pre-school frog slide, diving boards, concession stands, swim lessons, and more. Residents also have access to the City's soccer sports complex, recreational programs, and six parks, including the newest addition of a Dog Park which allows for off-leash enjoyment between two fenced areas equipped with a water station, two decommissioned fire hydrants, picnic tables, and shaded tree areas. The Beezley Hills Trails is a popular destination for both hiking trails and mountain biking trails, with over 25 miles of routes that have a varying range of difficulty.



Grant County is known for its varied landscapes of high desert plateaus with coulees, lakes, reservoirs, sand dunes, canals, rivers, creeks, and other waterways. The county as a whole is home to more than 140 bodies of water, including Banks Lake and Lake Roosevelt, which offer world class fishing, hunting, hiking, camping, bird and wildlife watching, boating and water sports, and many spectacular golf courses. Grant County also has an abundance of off-roading areas which feature rolling sand dunes, breathtaking waterfront, and plenty of space to have fun!

To the southeast of Ephrata, the Grant County International Airport is one of the largest airports in the western United States. Formerly the Larson Air Force Base, the airport is now a world class heavy jet training and testing facility that has been used by the Boeing Company, the U.S. Military, and many air carriers from around the world, and serves as a major community asset.



Ephrata has a long history of valuing and supporting education. The area is serviced by the Ephrata School District with K-12 education, a pre-school, and an intermediate school. Ephrata High School students are able to attend college classes at Big Bend Community College in Moses Lake through the Running Start program, and Ephrata consistently has one of the highest graduation rates in the state of Washington.

## THE CITY

Established in 1909, the City of Ephrata operates under the Mayor-Council form of government with seven council members elected to four-year terms. Services provided by the City include: Police, Fire, Water/Sewer, Public Works. Appointed positions within the City include the City Administrator, the City Clerk/Finance Director, the Police Chief, the Community Development Director, the Public Works Director, the Fire Chief, the Recreation Director, and the Building Official. The City of Ephrata employs 49 FTEs and operates on a 2022 budget of \$25,577,623.

## THE POSITION

Under the direction of the Mayor, the City Administrator acts as the Chief Administrative Officer of the city for day-to-day operations. The City Administrator directs the administration of city government functions and services, and provides leadership in the long- and short-term goals of the city. The City Administrator makes recommendations to the Mayor and Council for policy and action. This position will have direct supervision over the City Clerk/Finance Director, Community Development Director, Parks & Recreation Director, Public Works Director, Police Chief, and the Fire Chief. For a full job description please view the attachment found [here](#) or on [www.prothman.com](http://www.prothman.com).

## OPPORTUNITIES AND CHALLENGES

**City Updates:** The City Administrator will facilitate the process of having city codes and ordinances assessed and updated as necessary. The new Administrator will lead the city through the process of identifying funding to build a new City Hall which includes the police department and potentially the fire department. The City Administrator will also explore opportunities to annex land outside of current city limits to accommodate growth while still maintaining a small-town feel.

**Internal Relationships:** The incoming City Administrator will have the opportunity to be a liaison between staff and the elected officials, providing a space for conversation, growth, and direction to ensure the best interests of the City are met. The City Administrator will also work with Human Resources to create a plan to assist the process for succession planning for senior leadership positions within the City.

## IDEAL CANDIDATE

### Education and Experience:

A Bachelor's Degree from an accredited college or university in Public Administrator or a closely related field is required. A minimum of five (5) years' experience in a senior management position is required. Experience as a City Manager or City Administrator, deputy/assistant City Manager or City Administrator, or department director in a city, county, or other applicable public-sector agency of similar or greater complexity and size is preferred. Any equivalent combination of experience, education and training may be considered.



### Necessary Knowledge, Skills, and Abilities:

- Knowledge of the principles and practices of municipal administration, including municipal budgeting and knowledge of city organization, operations, policies, and objectives.
- Knowledge in capital improvement programming and funding methods.
- Knowledge of Federal and State laws and regulations, city ordinances, rules, and regulations relating to the administration of city government.
- Ability to have strong interpersonal skills, using respect, tact, and courtesy in an environment with diverse viewpoints, personalities, and with a multi-generational workforce.
- Must have the mental and physical ability to endure a demanding, high stress position, and must possess strong conflict resolution skills; may be involved in highly sensitive and/or emotional interactions requiring skills in gaining the trust and confidence of others.
- Skills in analyzing situations accurately and adopt an effective course of action.
- Must have excellent writing and communications skills both verbally and in writing, including excellent public speaking skills.

- Ability to be both a manager and a leader, and develop plans for improvement for senior staff, following up with progressive discipline as necessary. An ability to delegate to senior staff and trust subject matter experts when appropriate.
- Ability to show proper deference to the Mayor and Council while maintaining a strong "backbone".
- Demonstrated success in team building and succession planning.
- Experience with technological innovation and diversity, equity and inclusion.
- The selected candidate will be an active community member who integrates into the community and continually aims to work well alongside the Mayor and City Council.

## COMPENSATION & BENEFITS

- **\$130,000 - \$161,000 DOQ**
- Zero Cost Medical Plan (medical, dental, vision, and prescription for employee and eligible dependents).
- Monthly employer contribution to HRA VEBA.
- Long-Term Disability insurance.
- 457 deferred compensation plan.
- Washington PERS.
- Vacation leave and sick leave.
- 8 paid holidays annually.
- 40 hours floating holidays annually.
- Flexible Spending Accounts (FSA).
- 24/7 Employee Assistance Program (EAP).
- Reimbursable Moving Expenses up to \$5,000.

**For more information on the  
City of Ephrata, please visit:**

**[www.ephrata.org](http://www.ephrata.org)**



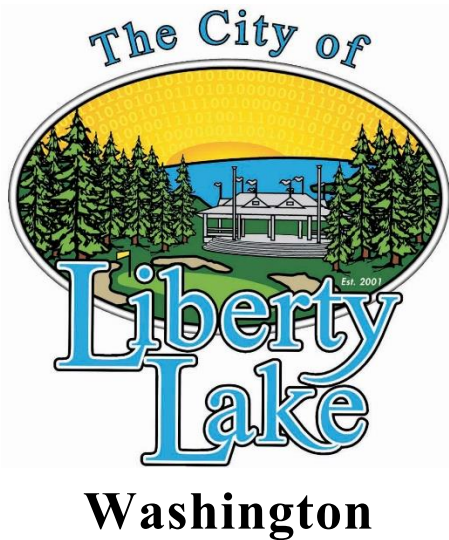
The City of Ephrata is an Equal Opportunity Employer. All qualified candidates are strongly encouraged to apply by **September 4, 2022** (first review, open until filled). Applications, supplemental questions, resumes and cover letters will only be accepted electronically. To **apply online**, go to **[www.prothman.com](http://www.prothman.com)** and click on "Open Recruitments", select "City of Ephrata, WA – City Administrator", and click "Apply Online", or click [here](#). Resumes, cover letters and supplemental questions can be uploaded once you have logged in. (Photo Credit: Top middle and bottom front cover photos, and right photo page 2 taken and provided by Ephrata local and friend of Prothman, Ms. Jane M.)



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

371 NE Gilman Blvd., Suite 310  
Issaquah, WA 98027  
206.368.0050

## EXAMPLE OF INVITE LETTER



# CITY ADMINISTRATOR

## \$126,033 - \$141,933

First Review:  
**May 1, 2022**  
(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 Liberty Lake, Washington**. We invite you to review the position details on the back page, and if you find that this position is not right for you, we kindly ask you please pass this on to other management professionals who may be ready for this next step in their career.

Thank you for your consideration and help!

**PROTHMAN**



## THE COMMUNITY



Located just over a mile west of the Washington - Idaho border in the heart of the Inland Northwest, Liberty Lake is approximately 16 miles east of Spokane and 16 miles west of Coeur d'Alene, Idaho. Liberty Lake is home to over 12,000 residents and is experiencing rapid growth. The City's estimated build out will occur when the city reaches around 18,000 residents. Liberty Lake is a safe, family-friendly and engaged community that offers great civic pride, quality recreational and educational opportunities, abundant trails and green space, and many golf courses.

The lake of which the City is named after was made through glacial activity and is surrounded by hills on three sides, which offer stunning panoramic views. With all four seasons represented, the region has an abundance of recreational activities including five distinct ski resorts within one and one-half hours' drive, 75 lakes within an hours' drive, many hiking and biking trails and abundant golfing opportunities to enjoy.

Liberty Lake's numerous community volunteers support special events and many family-focused activities each year for residents and visitors to enjoy. From bike rides and a Farmers Market to the 4th of July celebrations and Movies in the Park, there are many activities for enjoyment and relaxation for every age group.

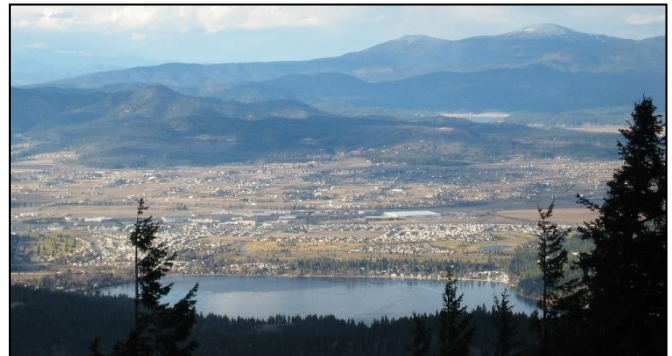
In addition to recreation and relaxation, Liberty Lake is known as a family and business friendly community. The City's business environment supports a diverse, sustainable, and financially secure economic base, and the city is fortunate to be home to many cutting-edge technology companies.



## THE CITY

Incorporated in 2001, Liberty Lake operates with a strong Mayor/Council form of government with seven officials elected at large, serving staggered four-year terms. The City provides Policing, Library, Planning, Building, and Engineering, Park Operation and Maintenance, and Street Operation Maintenance services.

Liberty Lake operates with 71 FTEs on a 2022 budget that has approved expenditures totaling \$33 million. The City also owns and operates the Trailhead municipal golf course and helps facilitate countless community events throughout the year, and is well known for being a very active and attractive community with outstanding public amenities. Liberty Lake enjoys strong and positive relations with neighboring jurisdiction and the Greater Spokane Economic Development consortium and transit authority.



## THE POSITION

Under the direction and authority of the Mayor, the City Administrator is the executive officer and liaison officer for the City. This position directs the administration of city government functions and services and provides leadership in the long- and short-term goals of the city. This position makes recommendations to the Mayor and Council for action, and manages, coordinates, formulates, and monitors internal operating policies that facilitate achieving efficient and fair delivery of services for the City of Liberty Lake. The City Administrator coordinates and directs various city departments, is responsible for all purchases and expenditures by city offices, departments, commissions and boards in carrying out the requirements of City ordinances, resolutions and policies of the City Council, and is the primary contact for the news media for the City.

**Please visit [www.prothman.com](http://www.prothman.com) to review the full position profile and compensation package, and to learn more about Prothman.**



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



**THE CITY OF FIRCREST**

**Leadership is Key to the Sustainability of Any Organization**

*Character, integrity, and the commitment of a leader inspires those in the workplace to go the extra mile and can greatly influence the team's success in achieving its objectives.*

**Finding great leaders is what we do!**

***P*ROTHMAN**

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**Executive Recruitment**

*Interim Staffing. Application Software. Job Board.*

# **STATEMENT OF QUALIFICATIONS**

## **ABOUT PROTHMAN**

Prothman specializes in providing national and regional executive recruitment services to cities, counties, districts, and other governmental agencies throughout the western United States. Founded in 2002, Prothman is an industry leader known and respected for outstanding customer service, quality candidate pools, and our knowledge of local government.

## **OUR EXPERTISE**

**Firsthand Knowledge of Local Government:** Our lead consultants have dedicated their careers to local government and joined Prothman upon retiring from their distinguished careers. Our 20 years of recruiting experience, combined with each of our consultants' 30+ years of local government experience, provides our clients with a solid and effective team that can handle any senior level or highly specialized position recruitment.

**Recruitment Knowledge and Experience:** The Prothman team has conducted over 550 recruitments and interim placements. We have read and screened over 16,000 resumes, and we have personally interviewed over 7,000 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.

## **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 INFORMATION**

Owner / President: Sonja Prothman, [sonja@prothman.com](mailto:sonja@prothman.com), 206.368.0050  
371 NE Gilman Blvd., Suite 310, Issaquah, WA 98027  
[www.prothman.com](http://www.prothman.com)  
[www.prothman-jobboard.com](http://www.prothman-jobboard.com)  
Submittal Date: September 8, 2022

## **COMMITMENT TO PROVIDE SERVICE**

Prothman commits to performing all services represented in this proposal.

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

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### **Robert Carden - Project Lead**

Bob brings more than 37 years of law enforcement experience to the Prothman team, including having been Police Chief for three cities with populations ranging from 20,000 to 125,000. Bob retired as Police Chief from the City of Visalia, CA, in 2009. Prior to Visalia, he was Police Chief for the City of Marysville, WA, for eight years, and was also Chief of Police for the City of Lemoore, CA. Earlier in his career, Bob also served the Tulare County Sheriff's Department and the Wasco Police Department, both in California, and he is an active member of the California Police Chiefs Association. Bob has also worked through Prothman as interim Police Chief for the City of Battle Ground, WA. Bob has a Bachelor of Science degree in Criminal Justice from Culver-Stockton College, Missouri, and a Master of Science degree in Management from Cal State Polytechnic University. He also is a graduate of the California Command College, the Washington Command College, and serves as an Instructor in Criminal Justice for Columbia College, having developed and is currently teaching courses in "Ethics and Morality in Criminal Justice", and "Corrections and Penology".

### **Sonja Prothman - Project Support**

As Owner and President, Sonja directs the day-to-day operations of the Prothman Company and has over 16 years of experience in local government recruiting, interim placements, and organizational assessments. Sonja is a former councilmember for the City of Normandy Park, Washington, and brings to Prothman the "elected official" side of government – a vital 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.

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Barry has been a key member of the Prothman team for 17 years and is responsible for office and 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 has been a key member of the Prothman team for seven years and is responsible for profile development and candidate outreach. Jared works one-on-one with the client for position profile development and works with Sonja and the lead consultant on each client's outreach strategies. Jared also functions as recruitment support as a secondary lead consultant on recruitments and special projects. Jared graduated from the University of Washington, earning his BA in Communications.

### **Madison Lindquist - Project Support**

Madison has been a member of the Prothman team for nearly ten years and is responsible for Prothman's social media, direct mail outreach, website development and Online Application Service support. Madison works one-on-one with the client to ensure optimal outreach in all available social networking resources and works with clients who choose to use the Online Application Service. Madison also functions as recruitment support. Madison graduated from the University of Washington, earning her BA in Communications.

## AVAILABILITY, COMMUNICATION & SCHEDULE

### We are ready to start when you are!

One of our first tasks will be to coordinate and commit to a schedule. Then, we protect your dates on a master schedule to assure we never miss a commitment. We provide you with our cell phone numbers so that 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 / bolded events represent meetings with the client.

| Date                                      | Topic   |
|---|---|
| <b>Weeks of December 5 &amp; 12, 2022</b> | <b>Travel to Fircrest and/or meet via Zoom/phone for stakeholder interviews.</b> Gather information for position profile. Send position profile for review and edits. |
| January 3, 2023                           | Post Profile & Start Advertising  |
| January 9, 2023                           | Send Direct Mail  |
| February 5, 2023                          | Application Closing Date  |
| Weeks of February 6 & 13, 2023            | Prothman screens applications & interviews top 6 - 12 candidates  |
| <b>Week of February 20 – 24, 2023</b>     | <b>Travel to Fircrest or meet via Zoom for Work Session to review semifinalists and design final interviews</b>   |
| <b>Week of March 6 – 10, 2023</b>         | <b>Travel to Fircrest for Final Interview Process</b>   |

## **EXECUTIVE SUMMARY**

Prothman has been in the business of finding highly qualified candidates for placement in local government organizations of various sizes with varying political ideologies for 20 years. We have worked for small organizations like Yachats, Oregon, population 800, to large organizations like the City of Tacoma and King County, WA. We understand politics, council and board dynamics and community passion, and we are experts in facilitating. We have designed our recruitment process so that all stakeholders are included, listened to and treated with respect. Our company takes pride in and stakes its reputation on finding qualified candidates who are the right “fit” for our clients.

## **References**

### **City of Loveland, CO - Police Chief, in progress**

Contact - Julia Holland, HR Director  
julia.holland@cityofloveland.org  
720.413.1832

### **City of Bellingham, WA – Police Chief, recently completed**

Contact - Ameleah Sullivan, Senior HR Analyst  
amsullivan@cob.org  
360.778.8223

### **City of Toppenish, WA - Police Chief**

Contact - Debbie Zabell, City Manager  
debbie.zabell@cityoftoppenish.us  
509.865.1633

### **City of Sheridan, WY - Police Chief**

Contact - HR Director, Heather Doke  
hdoke@sheridanwy.net  
307.674.6483

## **COVID Experience**

We have successfully completed many recruitments during the current pandemic and social distancing regulations. We have implemented many levels of Zoom meetings with the client, including work sessions and final interviews with boards. We have held final interviews via Zoom to narrow the candidates down to the top one or two to be invited for a personal onsite interview. We have had a final candidate chosen based solely on the Zoom interviews and we have had boards narrow it down to one final candidate to bring in for in-person interviews based on the Zoom interviews. We have also had final interviews where all candidates were on site and social distancing parameters and masks were adhered to. There is no cookie cutter here; we work with you to address your concerns and comfort level with social distancing and we provide a process that supports your needs.

## **PROPOSED SCOPE OF WORK**

### **1. Develop a Tailored Recruitment Strategy**

#### **Project Review**

The first step will be to:

- ◆ Review the scope of work and project schedule
- ◆ Review compensation and decide if a salary survey is needed

#### **Information Gathering and Research (*Soliciting Input*)**

**We will travel to Fircrest or meet via Zoom/phone and 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 Police Chief. We will:

- ◆ Meet with the (new) City Manager
- ◆ Meet with the Retiring Chief
- ◆ Meet with the City Council
- ◆ Meet with Police Department staff, all shifts
- ◆ Meet with Union Representatives, as directed
- ◆ Meet with community and other stakeholders, as directed
- ◆ Review all documents related to the position

#### **Position Profile Development (*Identifying the Ideal Candidate*)**

We will develop a profile of your ideal candidate. Profiles include the following:

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

### **2. Identify, Target, and Recruit Viable Candidates**

#### **Outreach and Advertising Strategy (*Locating Qualified Candidates*)**

**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 related websites.
- ◆ **Targeted Direct Mail Recruitment Brochures** sent directly to police management professionals in approximately fourteen states who are not actively searching for a new position.
- ◆ **Focused Candidate Outreach** via emails and personal networking from our database of police management professionals.
- ◆ **Posting the Position Profile on Prothman's Facebook and LinkedIn pages, and on the Prothman website**, which receives over five thousand visits per week from potential candidates.

### **3. Conduct Preliminary Screening**

#### **Candidate Screening (*Narrowing the Field*)**

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 3 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 question responses (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) **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.
- 3) **Personal Interviews:** We will conduct in-depth videoconference or in-person interviews with the top 6 to 12 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.

#### **Candidate Presentation**

**We will prepare and send to you candidate packets** which include each candidate's application materials and the results of the personal interviews and publication search.

**We will travel to Fircrest or meet via Zoom** 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 3 to 6 candidates to invite to the final interviews. We will discuss the planning and design of the final interview process during this meeting.

### **4. Prepare Materials and Process for Final Interviews**

#### **Final Interview Process (*Selecting the Right Candidate*)**

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, community tours and/or a single interview with the decision maker.

• **Deciding on Candidate Travel Expenses**

We will help you identify which expenses your organization wishes to cover.

• **Identifying Interview Panel Participants & Panel Facilitators**

◆ **Background Checks**

Background checks include the following:

• **References**

We conduct 6-8 reference checks on each candidate.

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

We contract with Sterling for all background checks.

- ◆ **Candidate Travel Coordination**  
After you have identified the travel expenses you wish to cover, we work with the candidates to organize the most cost-effective travel arrangements.
- ◆ **Final Interview Packets**  
The Final Interview Packets include the candidates' application materials and are the tool that keeps the final interview process organized. Each panel member will be provided a binder.
- ◆ **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.

## **5. Warranty**

### **Repeat the Recruitment**

If you follow the major elements of our process and a top candidate is not chosen, we will repeat the recruitment with no additional professional fee, the only cost to you would be for the expenses.

## **6. Guarantee**

### **Replacement Recruitment**

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 one replacement search with no additional professional fee, the only cost to you would be for the expenses.



## **FEE & EXPENSES**

### **Professional Fee**

**The fee for conducting a Police Chief recruitment with a one-year guarantee is \$19,500.** The professional fee covers all Prothman consultant and staff time required to conduct the recruitment. This includes all correspondence and three 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.

Professional fees are billed in three equal installments throughout the recruitment, one at the beginning, half-way point and after the final interviews.

### **Expenses**

Expenses vary depending on the design and geographical scope of the recruitment. We do not mark up expenses and 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. Expenses will not exceed \$4,500 and include:

- Trade journal, websites, LinkedIn Boost, and other advertising (\$1,700)
- Direct mail announcements (\$1,800)
- Consultant travel: No Charge
- Background checks performed by Sterling (approx. \$175 per candidate)

### **Other Expenses**

**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.

### **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.

### **Equal Opportunity**

All qualified applicants are considered in accordance with applicable laws prohibiting discrimination on the basis of race, religion, color, gender, age, national origin, sexual orientation, physical or mental disability, marital status or veteran status or any other legally protected status. We will provide assistance in the recruitment, application and selection process to applicants with disabilities who request such assistance.

We can assure you that we recognize the importance and wisdom of a diversity rich candidate pool and for every recruitment we conduct, we have made it our mission to reach out to and attract the most qualified and diverse candidate pool as possible for our clients. If we are chosen to be your executive recruiting partner, we will do so with the common goal of finding the agency a diverse and qualified pool of candidates.

**EXAMPLE OF POSITION PROFILE**



# POLICE CHIEF

## \$141,800 - \$226,800

*Plus Excellent Benefits*

Apply by  
**September 4, 2022**  
*(open until filled)*

**PROTHMAN**



## WHY APPLY?



Loveland is an exceptional community with many positive attributes, where citizen participation is abundant, positive, and forward-thinking. Residents are proud of their community and are deeply invested in its success. The region offers excellent local schools including Colorado State University close by in Fort Collins, a vibrant downtown with great dining opportunities, outstanding medical services, and proximity to numerous recreational outdoor activities.

The City of Loveland is a city committed to diversity, inclusion, and listening to diverse viewpoints to enhance the city and community. The incoming Police Chief will have an opportunity to work alongside a welcoming, knowledgeable, communicative, and a strong and supportive city leadership team. The City has a financially sound economic base, exceptional infrastructure, and a modern police facility.

This is a wonderful opportunity for a dynamic individual with a strong work ethic who has extensive experience as a Chief or top-level police executive of a medium to large law enforcement agency to lead the department and the community now and into the future and make a real and lasting difference.



## LOVELAND, COLORADO

Nestled in a lush valley at the entrance to the Big Thompson Canyon, Loveland, Colorado (Pop. 81,127) is known as the “gateway to the Rockies” and is conveniently located just 35 minutes east of the Rocky Mountain National Park, just 45 minutes north of Denver and world class ski resorts, and 45 minutes south of Wyoming. One of two incorporated cities within Larimer County, Loveland and its’ surrounding communities enjoy over 300 days of sunshine with warm summers and snowy winters, making the area an outdoor paradise with an abundance of both indoor and outdoor activities. Residents and visitors are surrounded with over 5,000 acres of open space and natural areas, available for scenic views, camping, mountain biking, hiking, horseback riding, motorized off roading, and winter snowmobiling. The area has a multitude of scenic lakes, rivers, and streams available for swimming, water skiing and boarding, rafting, boating, and fishing. Loveland boasts 35 parks with picnic tables and BBQ pavilions, 27 playgrounds, and numerous sporting fields from soccer fields and basketball courts to skate parks.

Loveland has been a mecca for artists and the city’s affection for art is scattered around the community. With more than 200 sculptures, three annual art shows, two foundries, and two sculpture parks, it is clear that art is appreciated around every corner. Anyone can enjoy the arts through visiting local art shows, museums, galleries, and the theater, or visiting the Benson Sculpture Garden where over 154 eclectic sculptures can be found.

Loveland hosts several signature events annually that bring our community together, such as Sculpture in the Park, the largest outdoor sculpture show in the U.S., The Corn Roast Festival, Winter Wonderlights and the Sweetheart Festival, which pays homage to Loveland’s nickname, “The Sweetheart City” due to its’ world-famous 73-year Valentine Remaining Program. As well, the Ranch Event Complex has become an entertainment hub to the northern Colorado area for a variety of indoor and outdoor local and international traveling events. The outdoor area is used for car shows, festivals, and concerts, while the Budweiser Events Center at the Ranch is an indoor, 7,200 seat venue that can host anything from rodeos, to concerts, to any sporting event such as basketball, and hockey; home to the Colorado Eagles of the American Hockey League.

Thompson School District (TSD) serves approximately 15,000 students from the area; Pre-K through 12<sup>th</sup> grade with 13 school-based preschool programs, a dedicated preschool building, one K-8 building, 18 elementary schools, five middle, five high schools, two charter schools, and one career campus. Loveland is conveniently located in a triangle of continuing education opportunities at three nearby universities: University of Colorado, University of Northern Colorado, and Colorado State University.



## THE CITY

The City of Loveland operates as a home rule city according to a city charter and ordinances, under a council-manager form of government. The Council has a total of nine members. Each of four city wards elects two councilors to serve staggered four-year terms. The mayor is elected at large to serve a two-year term. The mayor pro-tem is chosen by the Council from its membership.

The City's 2022 Budget authorizes a total of 820.66 regular, benefitted Full-time Equivalent Positions (FTEs) within the Total City Budget. In addition to this, there are 123.40 FTEs that the City contributes funding toward for Other Entities (Loveland Fire Rescue Authority (114.40 FTEs), Loveland/Larimer Building Authority (1.0 FTEs), and the Northern Regional Colorado Airport (8.00 FTEs). In addition, a varying number of non-benefitted positions are employed on a temporary and seasonal basis as needed. The total city budget expenditures for 2022 is \$388,393,692.

Departments of City include Finance, Human Resources, Economic Development, Parks and Recreation, Library, Cultural Services, Development Services, Water and Power, Public Works, Airport, City Attorney's Office, Municipal Court, City Clerk, Office of Communication and Engagement, and the Community Partnership Office.

## THE POLICE DEPARTMENT

The City of Loveland Police Department is a CALEA accredited police department comprised of four division which include Administration, Operations, Special Operations, and a Support Services Division. The Department operates on a 2022 budget of \$27,658,905 with 171.1 FTEs, of which 115 are Sworn. The current staff includes three chiefs, one deputy chief and two assistant chiefs.

The Administration Division directs the overall operations of the Police Department through the Office of the Chief of Police, Deputy Chief, and Assistant Chiefs. This division also includes the Professional Standards Unit (PSU).

The Operations Division primarily houses the uniform patrol officers and addresses response to calls for service from citizens, as well as officer-initiated proactive enforcement activities. Operations personnel provide visible patrols on foot, bicycle, and patrol vehicles throughout the City. The Operations Division also oversees SWAT, Traffic, the Bomb Squad, K-9, and the Field Training Officer (FTO) program.

The Special Operations division reports to the Deputy Chief of Police and is responsible for Recruiting, Training, and the Firearms Unit. Special Operations also conducts staff inspections and completes special projects.

The Support Services Division houses personnel including Criminal Investigations, Special Investigations Unit, Forensic Services (Property and Evidence), Communications, and Records. Additional Services provided by the department include Community Education/Safety which includes the Citizen Academy and Youth Cadets Program; a School Resource Unit/Program, and a Victims Assistance Program.

The Department answered 44,402 911 calls in 2021, averaging 3,700 per month. The Loveland Emergency Communications Center (LECC) is the Public Safety Answering Point (PSAP) for 911, covering over 260 square miles of southern Larimer County. LECC Communications Specialists answer both emergency calls and non-emergency calls. The Center is dispatching for Loveland Police Department, Loveland Fire and Rescue, Loveland Rural Fire, Big Thompson Canyon Fire, Thompson Valley EMS and the Berthoud Fire Protection District.

Currently, LECC employs one Manager, three Supervisors, one Lead Communications Specialist, and 19 Communication Specialists. The Communications Center utilizes the Tri-Tech computer aided dispatch system (CAD). In 2007 the Loveland Emergency Communications Center became one of 82 dispatch centers in the world to become accredited in Emergency Medical Dispatching (EMD). An average of 110 calls are listened to and evaluated each month to ensure that our EMD's maintain high standards.

## THE POSITION

Under the direction of the City Manager, the Police Chief leads, builds, and maintains trust with the organization and community, while directing and leading all Police Department operations and activities in order to maximize effective and efficient service delivery to the community of Loveland. It is the duty of the Police Chief to plan, organize, coordinate, and supervise the operations and administrative personnel within the Loveland Police Department, and consistently communicate to the region, community, and staff to keep them apprised of developments and expectations relating to all elements of Departmental functions. Other responsibilities include the coordination and collaboration with internal and external stakeholders to lead and support police partnerships throughout the organization, region and community including under-served, vulnerable populations. This position will establish strategic and annual internal and external goals for all police work units by soliciting input from various internal and external sources directed toward determining overall needs of community and Department.

The Police Chief must have exceptional leadership and communication skills with an emphasis on community relations and internal team building. The selected Police Chief must have knowledge of police department operations and management, as well as public administration, the ability to speak and write effectively to complete required reports, projects, and forms, including council and community presentations, and have knowledge of Colorado Law specific to use of force and SB20-217.

For a full job description and to view all of the essential functions and responsibilities of this position, please view the attachment found [here](#).

## OPPORTUNITIES & CHALLENGES

**National Controversies and an Independent Organizational Assessment:** In June of 2020, the arrest of a senior citizen who was suffering from dementia, garnered national attention regarding inappropriate use of force. The incident and subsequent public outcry resulted in the city hiring the firm of Jenson Hughes to conduct an independent organizational assessment of the Loveland Police Department. While this assessment suggested that the department has many areas where it functions well, there are areas that require serious attention. The incoming Police Chief must have a full understanding of the current issues surrounding the Department, as well as the numerous recommendations outlined in the Jenson Huges report, which can be found [here](#). The report reflected that residents feel that trust and confidence can be restored and improved if the Department addressed the concerns and observations noted.

**Senate Bill 20:217:** It is imperative that the incoming Police Chief is knowledgeable of and understands SB20:217; the Colorado "Enhancing Law Enforcement Integrity" Bill that was adopted by the Colorado General Assembly in June of 2020. This bill provides sweeping changes in law enforcement, including the enforced use of body-worn cameras, limits on qualified immunity, use of force issues, and reporting of officer misconduct.

**Funding and Expanding Policing Services:** There is strong support within Loveland to fully fund the Police Department to expand police presence and services in the downtown core and surrounding neighborhoods, expand mental health services and training to respond and engage with people in crisis in an effective and safe manner, implement additional training in de-escalation techniques to promote a community policing approach. This may require the Department to find new and creative partnerships to provide support for police and social needs. Residents have also recommended creating opportunities for BIPOC members to meet and engage with Department members in a non-enforcement manner to discuss how to improve police encounters. Suggestions include creating programs to engage with the community through community events and working with youth organizations and underserved and diverse communities on a personal level to establish a positive image of the Department among all residents of Loveland.

**Data-Driven Policing:** The Department has focused on the Data-Driven Approaches to Crime and Traffic Safety Program (DDACTS) which has not fully captured community policing efforts and has impacted the officers' ability to engage in other proactive activities, such as engaging with the community in a positive manner and working with citizens on solving recurring issues and building positive relationships. An innovative modification of this model that addresses these concerns will be needed.

**Communication and Transparency:** Improving communication both internally and with external professional and community partners will be a priority for the incoming Chief. Citizens are actively looking towards the department to implement plans to improve transparency of operations and timely communication through a variety of mediums to ensure citizens of all ages and backgrounds are informed of how the Department is operating and improving. In addition, the next Chief will need to reach out to other allied agencies to further enhance professional relationships.

## THE IDEAL CANDIDATE

### Education, Experience, and Residency:

A bachelor's degree from an accredited college or university in criminal justice, law enforcement, public administration, or a related discipline, and ten (10) years of progressively responsible experience in law enforcement positions including three (3) years of successful experience as Chief and/or top-level management tier positions in law enforcement required (five years preferred), and a high-level of community interaction is required. Candidates must be state certified or eligible to become state certified by the Colorado POST board upon appointment, and have possession of, or the ability to obtain, a valid Colorado driver's license. A graduate degree, advanced training such as FBI National Academy, Southern Police Institute or equivalent training programs, and municipal law enforcement experience is preferred.

All Department personnel issued a take-home police vehicle, such as the Police Chief, are required to live within a 22-mile radius from I-25 and E. Eisenhower Blvd. Newly hired employees have up to 12 months from date of hire to establish residency within the 22-mile radius.

To view the 22-mile radius, please click [here](#).

### Necessary Knowledge, Skills, and Abilities:

- Strong decisive leadership and effective communication skills.
- Extensive experience as a Chief or top-level management tier of a municipal police agency.
- A collaborative style of management.
- Strong people skills, a humanitarian, and a willingness to get out in the community, maintaining a strong visible presence.
- A commitment to a full work week and a focus on Loveland policing local issues.
- Excellent political acumen, with the ability to remain apolitical.
- Well-rounded in both operational and administrative aspects of policing.
- The ability to listen and accept alternative ideas and points of view.
- The ability to hold members of the department accountable at all levels, including self-accountability.
- Strong unification skills.
- Strong strategic planning experience.
- Understanding the importance of transparency.
- Proven ability to embrace diversity reflective of the community.
- Policing ideas that address the needs of the underrepresented and disadvantaged in the community.
- A commitment to the professional development of department employees, and to mental health/social work/police partnerships.
- An openness to alternative approaches to traditional enforcement within the local schools.
- Understanding of restorative justice principles.
- Experience with a Public Safety Answering Point (PSAP/Dispatch Center).
- An understanding of hiring and retention best practices.
- Strong understanding of Colorado rules governing use-of-force.
- Technical skills and abilities to operate MS Office Suite and police technology system and equipment.



## COMPENSATION & BENEFITS

- **\$141,800 - \$226,800 DOQ**
- Medical, Dental, Vision, Hearing, and Prescription Insurance.
- Basic and Supplemental Life Insurance.
- Voluntary Accident & Critical Illness insurance.
- Voluntary Accident Coverage.
- Wellness Center dedicated for Employees and Dependents with no out of pocket cost.
- Employee Health, Wellness & Financial Program.
- Flexible Spending Accounts.
- FMLA.
- Short- and Long-Term Disability Insurance.
- Medical Leave.
- 15 Days of Vacation accrued annually and increases with length of service.
- 9 Paid Holidays, plus 3 Floating Holidays.
- Jury Duty Leave.
- Bereavement Leave.
- Military Leave.
- Volunteer Time.
- Employee Assistance Program.
- 401(a) Money Purchase Plan.
- 457 Deferred Compensation/Roth.
- 529 College Savings Program.
- Relocation Expense Reimbursement/Sign-on Bonus up to \$20,000.

For more information on the City of Loveland and the Loveland Police Department, please visit:

[www.lovgov.org](http://www.lovgov.org)

[www.lovgov.org/services/police](http://www.lovgov.org/services/police)



For detailed benefits information please see the City of Loveland's [2022 Benefits Guide](#).

The City of Loveland is an Equal Opportunity Employer. All qualified candidates are strongly encouraged to apply by **September 4, 2022** (first review, open until filled). Applications, supplemental questions, resumes, and cover letters will only be accepted electronically, and can be uploaded once logged in. **To apply:** go to [www.prothman.com](http://www.prothman.com), click on "Open Recruitments" select "City of Loveland, CO – Police Chief" and click "Apply Online" or click [here](#).

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

371 NE Gilman Blvd., Ste 310  
Issaquah, WA 98027  
206.368.0050



## EXAMPLE OF INVITE LETTER



## POLICE CHIEF

**\$162,720 - \$196,884**

First Review:  
**February 6, 2022**  
(Open Until Filled)

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

Dear Colleague,

Prothman is currently recruiting for the **Police Chief** position for the **City of Bellingham, Washington**. We invite you to review the position details on the back page, and if you find that this position is not right for you, we kindly ask that you please pass this on to other public safety, police professionals who may be ready for this next step in their career.

Thank you for your consideration and help!

The Prothman Company

**PROTHMAN**



## BELLINGHAM, WASHINGTON



The City of Bellingham is among the most livable, vibrant communities in the country. Located in the northwest corner of the United States, Bellingham is centered just 90 miles north of Seattle and 60 miles south of Vancouver, B.C. The city consists of 25.5 square miles and has a population of over 90,000. With Puget Sound and the San Juan Islands to the west, snowcapped Mt. Baker and the Cascade Mountains to the east, and the surrounding area dotted with lakes, Bellingham is a breathtakingly beautiful place to live and work. Residents can ski the slopes of Mt. Baker and sail Bellingham Bay on the same day, explore miles of hiking and bike trails, or stay in town and enjoy a vibrant arts scene, unique shops and restaurants, and community-wide emphasis on locally produced food and other products.

The community proudly supports an active and innovative arts culture with numerous museums, art galleries, and a rich variety of musical and theatrical performing arts. The Mount Baker Theatre hosts more than 100 live performances each year. Bellingham's rich historic heritage has been well preserved, and historic districts now house specialty shops, bookstores, and fine dining. The area has a wide variety of desirable neighborhoods and housing styles, from regal Victorians to waterfront hideaways, country farmhouses, condominiums and thoughtfully planned new developments. Bellingham is among the fastest growing metropolitan areas in the country, and the town and surrounding wilderness make it a distinctly livable city. Bellingham is the recipient of a long list of awards, including many designations as a "best place" for livability and outdoor adventures and recognition for leadership in sustainability.



## THE CITY, DEPARTMENT, & POSITION

The City of Bellingham has a non-partisan Mayor-Council form of government with seven Council positions. Six are elected by ward and serve four-year terms, and one at-large position serves a two-year term. The City has \$780 million in planned expenditures for the 2021/2022 biennium and nearly 1,000 employees; many of whom are represented by nine collective bargaining units and a civil service system.

The Police Department consists of 188.4 FTEs, including 122 commissioned officers and 66.4 civilian personnel, and operates on a departmental budget of \$70.4 million for the 2021-2022 biennium. The department is currently accredited by WASPC and is comprised of two divisions, each commanded by a Deputy Chief. The department enjoys a supportive, collaborative relationship with city council members and other city departments. The leadership team is progressive, with the executive team comprised of the department's Chief, Deputy Chiefs, Lieutenants, What-Comm Dispatch Deputy Director, Records Manager, Legal Advisor and Administrative Coordinator. In 2021 the department responded to more than 71,656 calls for service.

Reporting directly to the mayor, the Police Chief actively provides leadership, direction, and general administrative oversight to the Police Department and employees responsible for police protection and law enforcement services within the jurisdictional boundaries of Bellingham, for the operation of the county-wide public safety emergency dispatch center, and for cooperative relationships and initiatives with regional law enforcement agencies. This position involves significant community engagement and public involvement with elected officials, law enforcement agencies and institutions, residents, neighborhood groups, and other governmental entities. As a member of the City's senior management team, the Police Chief collaborates with the Executive Department, City Council, and other city departments on strategy and policy to ensure that the City's mission and core values are incorporated into operational activities and services.

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