

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

**MONDAY, NOVEMBER 21, 2022
6:00 P.M.**

**FIRCREST CITY HALL
115 RAMSDELL STREET**

1. **CALL TO ORDER**
2. **PLEDGE OF ALLEGIANCE**
3. **ROLL CALL**
4. **[AV SYSTEM DISCUSSION](#)**
5. **[CITY MANAGER RECRUITMENT DISCUSSION](#)**
6. **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

COUNCIL STUDY SESSION
November 21, 2022

Mayor and Councilmembers,

Some background information on the current audio system:

The current system was installed in 1999 when the building was constructed. There have been problems with the system for several years.

In 2019, Prior City Clerk Nappi received bids to replace the system. Nappi worked with Court Administrator Perry and Planning & Building Administrator Stahlnecker to understand the needs for the multiple departments who use the AV system. The bids were in the \$80k range and Staff thought that price was too high. We determined to continue with the old system and attempt to make it last longer.

In 2020, the recording software stopped working. Staff did a band-aid fix and spent around \$1,500 on a new processor and the Motu box to keep the system running and accommodate hybrid meetings

In 2021, City Clerk Westman was instructed to get updated bids to include wireless mics. Westman, Stahlnecker, and Court Administrator Olivarez worked with Avidex, who is on the State contract. At that time the bid was approximately \$150,000. Council did not want to spend that much money. Staff attempted to rework the bid with Avidex to bring down the cost, but Avidex was nonresponsive.

In 2022, Administrative Services Director Westman was instructed to get bids that did not include wireless mics to bring down the cost. Westman and Court Administrator Olivarez worked with Desco, who is on the State contract. We received a quote from Desco, and the price is just under \$88,000. This amount is in the 2023 Budget using ARPA funding.

Over the years staff has tried many times to see how we could get better audio quality. The problem is not the actual microphones. The mics have been moved around and tested at different spots and the mics work. The problem is the audio equipment that processes the sound. There is a rack at the end of the dais with all the audio equipment. There seems to be a disconnect between the mics and the sound system.

One AV repair person said he could help 'balance' the inputs and outputs but more than likely the equipment has failed and so it would be a waste of time/money. Plus, he didn't want to service a system that is 23 years old. When the Desco and Avidex people came out, they said that the equipment is just worn out, but it was quality equipment for its time. The computer is running Windows XP which is no longer supported or protected by Windows Security. Ultimately, no staff member has an AV background and we have done all we can do at our level which is why professional AV firms were consulted.

The question some Councilmembers have asked is, are two screens needed? Staff believes that the cost/benefit of two screens outweighs the downside. One screen would be mounted on the wall where the clock currently is located. This would allow Council, Judge, and various Commissions to see the screen without having to turn their heads. The other screen would be on a cart that can be moved around to where it best fits the audience, prosecutor, and defense counsel. Normally this would be in front of the dais, so the citizens and staff can view the screen without having to turn around.

Staff recommends accepting the Desco bid as quoted and sign the contract at the December 13th meeting with installation taking place in January or as soon as possible using the funds in the 2023 Budgeted.

Attachment: [Desco Proposal](#)



Estimate Prepared For: City of Fircrest Attn: Jayne Westman 253-238-4123 jwestman@cityoffircrest.net	Site Address: 115 Ramsdell Street Council Chambers AV Upgrade v2	Prepared By: Dustin Carter Desco AV 360.943.1393 dustinc@descoav.com
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Description	Quantity	Unit Price	Amount
Sony KD85X85K 85" 4K LED Display	2	\$1,899.00	\$3,798.00
Chief MFG XTM1U XL Tilting Flat Panel Display	1	\$390.00	\$390.00
Salamander FPS1XL/FH/GG Mobile Cart for XL Displays	1	\$2,218.00	\$2,218.00
Salamander FPSA/CR Cable Reel	1	\$276.00	\$276.00
SurgeX SA-82 FlatPak Surge Eliminator	2	\$374.00	\$748.00
Netgear M4250-26G4F-PoE+ AV Line Network Switch for System Comm	1	\$1,806.00	\$1,806.00
VSI DuetE-2 PacketAV Duet 2 Encoder	3	\$1,193.00	\$3,579.00
VSI DuetD-2 PacketAV Duet 2 Decoder	4	\$1,193.00	\$4,772.00
DataPro 70H00W HDMI Wallplate	2	\$15.00	\$30.00
DataPro 1160-10E Panel Mount Extension Cable	2	\$57.00	\$114.00
Barco ClickShare C-10 Wireless presentation System	1	\$1,450.00	\$1,450.00
QSC Core 110f v2 Audio DSP and Control System Core	1	\$3,616.00	\$3,616.00
QSC QIO-GP8x8 Q-SYS peripheral providing control expansion	1	\$363.00	\$363.00
QSC TSC-101-G3 Q-SYS 10.1" PoE Touch Screen Controller	1	\$2,534.00	\$2,534.00
QSC TSC-710t-G3 Table top mounting accessory for TSC-101-G3	1	\$363.00	\$363.00
QSC SLQUD-110-P Q-SYS Core 110 UCI Deployment Software License	1	\$184.00	\$184.00
QSC SLQSE-110-P Q-SYS Core 110 Scripting Engine Software License	1	\$369.00	\$369.00
Touch-Plate Custom Button Plates	7	\$193.00	\$1,351.00
Extron SMB 111 Desktop Mounting Box for Touch Plate Cnontrols	7	\$150.00	\$1,050.00
Extron OCS 100 Occupancy Sensor	1	\$287.00	\$287.00
Shure MX412D/C Gooseneck Microphone	12	\$327.00	\$3,924.00
Shure SLXD24D/B58 Handheld Wireless Microphone	1	\$1,424.00	\$1,424.00
Extron XPA U 1004-70V Amplifier	1	\$1,102.00	\$1,102.00
Sonance PS-S63T Surface Mount Speaker	4	\$250.00	\$1,000.00
Sonance PS-C63RT Flush mount Ceiling Speaker	2	\$206.00	\$412.00
Crestron HD-CONV-USB-300 USB Converter with HDMI	1	\$678.00	\$678.00
Lumens LC-200 CaptureVision System - 4 HDMI Inputs and IP Video Source	1	\$3,529.00	\$3,529.00
Lumens VC-A51P 20x Optical Zoom, 1080p PTZ Camera	2	\$2,129.00	\$4,258.00
Lumens VC-WM12 Camera Wallmount	2	\$47.00	\$94.00
SurgeX UPS-1000-Li-2 Rack Mount Surge Eliminator/UPS	1	\$1,587.00	\$1,587.00
Wattbox WB-100-VPS-6 Power Strip	1	\$110.00	\$110.00
Williams AV CA C3 Real-time AI-based live captioning system	1	\$4,128.00	\$4,128.00
QSC I/O-USB Bridge Q-SYS PoE bridging endpoint for AV-to-USB Bridging	1	\$1,712.00	\$1,712.00
Misc. Parts and Wiring (Estimate, billed as consumed)	1	\$2,250.00	\$2,250.00
2 Person Custom Installation (Estimate, billed hourly)	42	\$237.28	\$9,965.76
1 Person Custom Programming, Calibration, and 1st Use Support	1	\$7,500.00	\$7,500.00
Primacoustic Broadway Sound Absorbtion Panels (6/case)	5	\$807.00	\$4,035.00
Primacoustic Mounting Hardware	5	\$38.00	\$190.00
2 person Custom Acoustic Installation (Estimate, billed hourly)	6	\$331.89	\$1,991.34

All pricing and labor rates in compliance with AVMC #03418

Desco AV
2306 Harrison Ave NW
Olympia WA 98502

www.descoav.com
360.943.1393



Subtotal	\$ 79,188.10
Tax Rate	10.00%
Tax	\$ 7,918.81
Total	\$ 87,106.91

City Clerk

Memo

To: City Council

From: Jayne Westman, City Clerk

cc: Colleen Corcoran, Interim City Manager

Date: November 18, 2022

Re: City Manager Recruitment

Honorable Mayor & Councilmember,

City Staff was instructed to solicit proposals/ qualifications for a person or firm to assist the City with the City Manager recruitment.

The Request for Qualifications was posted to our website, the Tacoma Daily Index, and emailed to a few firms that we found via a Google search.

The closing date for the RFQ was November 18, 2022, at 2 pm.

Below is an alphabetical list of the responsive firms. Each is hyperlinked to take you to their respective submittal.

- [Colin Baenziger & Associates](#)
- [GMP Consultants](#)
- [GovHR](#)
- [Prothman](#)
- [SGR](#)
- [Slavin Management Consultants](#)
- [WBCP](#)

Staff would like a consensus from the Council as to which firm to move forward with. We intend to bring a contract to the Council at the December 13, 2022, meeting



**PROPOSAL TO PROVIDE EXECUTIVE RECRUITMENT SERVICES
FOR
FIRCREST, WA**

Volume I: Proposal

Colin Baenziger & Associates

Project Manager and Contact Person:

Lynelle Klein (970) 433-7189
Colin Baenziger & Associates
2055 South Atlantic Avenue • Suite 504
Daytona Beach Shores, FL 32118
e-mail: Lynelle@cb-asso.com
Fax: (561) 621-5965

...Serving Our Clients with a Personal Touch...

PROPOSAL TO PROVIDE EXECUTIVE SEARCH FIRM SERVICES

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November 8, 2022

The Honorable Mayor Brett L. Wittner, Mayor Pro Tempore Joe Barrentine, and Council Members Jim Andrews, Nikki Bufford, Hunter T. George, Shannon Reynolds, and David M. Viafore

Attn: Jayne Westman, City Clerk
Email: jwestman@cityoffircrest.net
Phone: (253) 564-8901

City of Fircrest, WA
115 Ramsdell St, Fircrest, WA 98466

The Honorable Mayor Wittner, Mayor Pro Tempore Barrentine, and Council Members Andrews, Bufford, George, Reynolds, and Viafore:

Colin Baenziger & Associates (CB&A) would like to thank you for the opportunity to submit this proposal to assist in finding your next City Manager. While selecting key personnel is never easy, CB&A has developed a problem-free process that has been tested across the country and found to be extremely effective.

While CB&A is a municipal recruiting firm which has conducted assignments across the country, we have focused our efforts in Florida, Virginia and Washington. We pride ourselves on providing not just high-quality results, but, equally important, providing a great deal of personal attention to each of our local government clients. To conduct a proper recruitment, we feel the project manager must do more than just drop by occasionally. He/she must get to know the appropriate government officials and the community firsthand. That effort takes time, but it is the only way to ensure the candidates we recommend are well qualified and a good fit for your community. As a result, we only take a few clients at a time and focus on getting the job done properly. Further, we routinely complete our work in sixty to ninety days. This timeframe includes preparation of recruitment and advertising materials, candidate outreach, candidate screening, finalist interviewing, and selection. We also offer one of the best warranties in the industry.

Some of our Washington searches include City Managers for Bellevue, Burien, Carnation, Connell, Ellensburg, Fife, Lake Forest Park, Medina, Mill Creek, Mountlake Terrace, Normandy

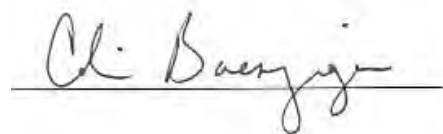
Park, Prosser, Sammamish, Sequim, Sunnyside, Tacoma, and Yakima. Nationally we have found City Managers for Ankeny, IA; Clewiston, FL; Cocoa Beach, FL; Doraville, GA; Fayetteville, NC; Holly Hill, FL; Indianola, IA; Islamorada, FL; Petersburg, VA; Portland, ME; Roanoke, VA; Savannah, GA; Scottsdale, AZ; Spring Garden Township, PA; and Winchester, VA. We have also found the Borough Manager for Matanuska-Susitna Borough, Alaska (a county the size of West Virginia) as well as County Managers for Brevard County, FL; Clackamas County, OR; Clay County, FL; El Paso County, TX; James City County, VA; Polk County, IA; St. Lucie County, FL; St. Johns County, FL; and Union County, NC.

Some of our current searches include County Administrators for Camden County, GA, Indian River County, FL, and St. Lucie County, FL, a Town Manager for Juno Beach, FL, and a General Manager for the Beaufort-Jasper Water & Sewer Authority, SC.

Those authorized to bind the company are myself, Colin Baenziger, and Lynelle Klein, Vice President for Operations.

We look forward to formally presenting our credentials and working with you in the near future. If you have any questions, please feel free to contact me at (561) 707-3537.

Sincerely,



Colin Baenziger
Principal / Owner

...Serving Our Clients with a Personal Touch...

I. Qualifications and Experience of the Firm

The Firm, Its Philosophy, & Its Experience

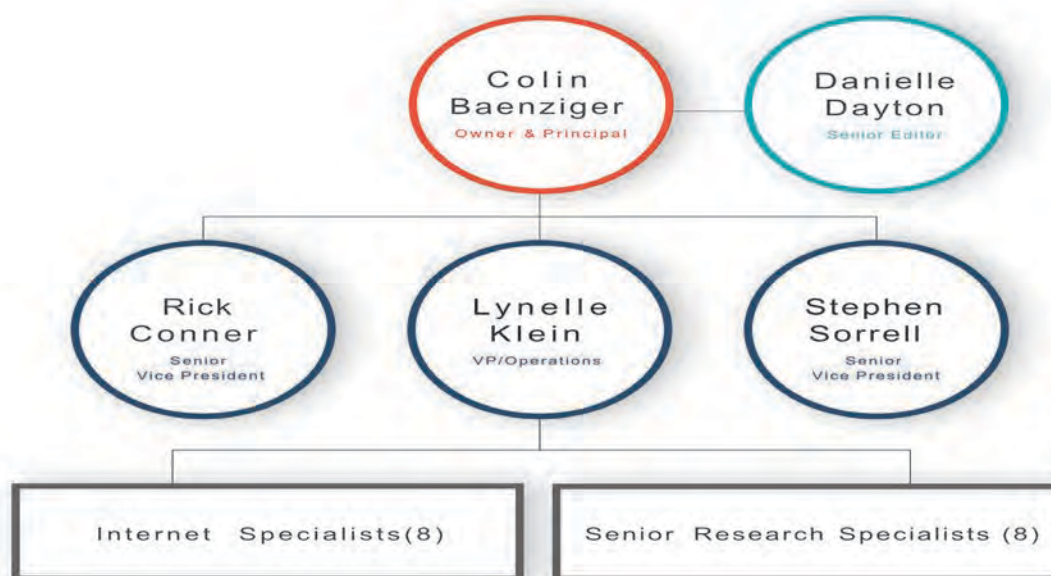
Colin Baenziger & Associates (CB&A) is a nationally recognized executive recruiting firm established in 1997 and owned and operated by Colin Baenziger. We are a sole proprietorship headquartered in Volusia County, FL with satellite offices in Grand Junction, CO, and Pensacola, FL. As a sole proprietorship, we are not registered with any state as a corporation, foreign or otherwise.

Colin Baenziger & Associates' outstanding reputation is derived from our commitment to the quality of our product and the timeliness of the delivery. Further, our work is not done until you are fully satisfied. That means we go the extra mile and, at times, expend more effort and energy than originally anticipated in our action plan. When we do so, we do not ask for more than the originally quoted price. We feel you are hiring us as your experts and once a contract is signed, we have an obligation to fulfill its requirements with excellence, on time, and within budget. We simply do not believe in unforeseen circumstances.

Since beginning our executive search practice in 1998, we have conducted searches for clients in thirty-four states. Overall, we have sought over 230 CEOs for cities, counties, and special districts. We have also conducted over 415 searches overall. The basic approach outlined herein has been refined to the point where it is problem-free.

Technical Capabilities and Organizational Structure

Colin Baenziger & Associates has developed its business model over the past 25 years, and it has proved to be extremely effective. Our work has focused primarily on Executive Search and our staff is extremely capable and experienced. See Section III for more details. The structure of our firm is outlined below.



I. Qualifications and Experience of the Firm (continued)

Completion of Projects within Budget

Colin Baenziger & Associates is proud of its record of completing searches within budget. Once we quote a price to the client, that price is what the client will pay, no matter how difficult the search is or what circumstances may develop. ***We have never requested anything beyond the originally quoted price, even when we were probably entitled to do so, and we never will.***

Completion of Projects on Schedule

Colin Baenziger & Associates routinely completes its assignments within ninety days. Further, since CB&A began performing recruitments, ***it has never missed a significant project milestone.***

Diversity

CB&A has extensive contacts with individuals and organizations representing women and minorities. We are thus able to identify and bring a diverse group of finalists to the City. The proof is that from the beginning of 2009, 25% of the candidates selected as semi-finalists have been females and/or minorities. In one recent year, 47% of our placements were either females or minorities.

Prior Names and Litigation

Colin Baenziger & Associates has always operated under its current name and has never been involved in any litigation, except to testify as an expert witness on behalf of one of the parties. Our performance has never been questioned nor have we or any of our clients been involved in any legal action as a result of our work.

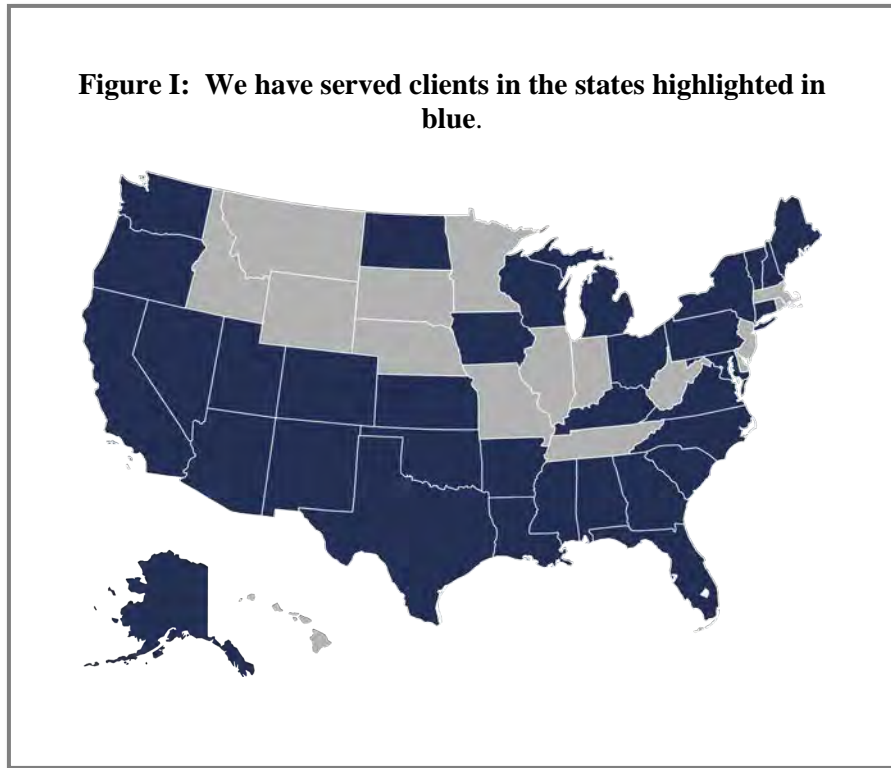
Insurance

To protect our clients, Colin Baenziger & Associates maintains the following insurance coverages: (1) general liability insurance of \$1 million combined single limit per occurrence for bodily injury, personal injury, and property damages, (2) automobile liability insurance of \$1 million per accident, and (3) professional liability insurance of \$1 million per occurrence and \$2 million aggregate. As a small firm, predominantly utilizing independent contractors, we are not typically subject to the requirements for workers compensation and employer liability insurance in many states. If required by the client, and if it is available to us, we will obtain these coverages prior to contract execution.

I. Qualifications and Experience of the Firm (continued)

Geographic Reach

Since initiating its search function in 1998, CB&A has become a nationwide recruiting firm. See Figure I below for the states we have conducted searches in. A complete list of our searches can be found in Appendix A.



II. Proposed Work Plan

The following search methodology has been refined over the past twenty-five years and is virtually foolproof. That said, we will integrate any ideas you have into the process to the extent possible. Our goal is to ensure you have the right people to interview as well as all the information you need to make the right decision.

Phase I: Information Gathering / Needs Assessment / Brochure Preparation

Task One: Needs Assessment

An important part of the recruiter's work is selling the community to the very best candidates (including those who are not actively looking for the next job) while providing an honest portrayal of the community and the opportunity. As such, CB&A must first determine the needs of the client and the characteristics of the ideal candidate. Our approach is as follows:

- Gather information from the jurisdiction, its website and other sources;
- Interview the elected body and other key parties (such as City staff). Our goal is to develop a strong sense of your organization, its leadership, its short- and long-term expectations, and its challenges;
- Determine the characteristics of the ideal candidate. These will include experience, longevity, education, personality, demeanor, skills, and achievements as well as other items you and the community consider important;
- Determine a reasonable compensation package; and
- Finalize the timeline with the City so both the elected body and the candidates will know when the interviews will be held and when they need to be available.

If the City wishes, we will gladly incorporate meetings with other stakeholders (such as the business community, non-profit organizations, the religious community, and so on) to gather their insights. We can also solicit the input of your residents through an on-line survey (see Appendix D for a sample).

Task Two: Develop Position Description and Recruitment Materials

Based on the information we gather, CB&A will next develop a comprehensive recruitment profile for your review. We will then incorporate any additional suggestions you may have and finalize the document. A sample profile is included as Appendix B. Other examples can be found on our firm's website under the "Executive Recruitments" / "Active Recruitments" tabs.

II. Proposed Work Plan (Continued)

Phase II: Recruitment

Task Three: Recruit Candidates

CB&A uses a number of approaches to identify the right people for your position. We say people (and not person) because our goal is to provide you with six to ten outstanding semi-finalists. You then select the top three to five people to interview and ultimately choose the candidate who is the best fit with you and your community. The approaches we use are:

- ***Networking:*** The best approach is diligent outreach. We will network with potential candidates and consult our data base of government professionals. As we identify outstanding candidates (many of whom are not in the market), we will approach them and request that they apply. Often excellent candidates are reluctant to respond to advertisements because doing so may alienate their current employers.
- ***Advertising:*** While we will network to find the best, we will not ignore professional organizations and trade press which sometimes yield strong candidates. These might include the International City/County Management Association, related state associations, the National Association of Counties, and sites aimed as female and minority candidates. LinkedIn is another vehicle we may use.
- ***CB&A Website:*** We will also post the recruitment on our website, www.cb-asso.com. With our reputation, many candidates consult it regularly.
- ***Email:*** We will e-mail the recruitment profile through our listserv of almost fourteen thousand managers and professionals who are interested in local government management positions. One of the advantages of e-mail is that if the recipient is not interested, he/she can easily forward the recruitment profile to someone else who may be interested.

We generally do not use local, newspapers, national newspapers or generic websites because while they produce large numbers of applications, they generally do not produce the caliber of candidates we are seeking. If the City wants to have ads placed in these venues, it will need to bear the cost.

Phase III: Screening and Finalist Selection

Task Four: Evaluate the Candidates

Based on our most recent recruiting efforts, we anticipate receiving resumes from forty to sixty applicants. We will use the information we developed in Phase I to narrow the field. Selecting strong candidates is, in reality, more of an art than a science and a mixture of in-depth research and subjective evaluation. While we consider standard ranking factors and the elements of the job, ultimately the most important factor is who we believe will be an outstanding fit with the City and the community as your next City Manager

II. Proposed Work Plan *(Continued)*

Specifically, our efforts will involve:

Step One. Resume Review. CB&A will evaluate all resumes and identify the eight to fifteen candidates of the highest quality.

Step Two. Screening Interview. Our lead recruiters, and possibly other senior representatives of the firm, will interview each of the top candidates. Using what we learned in Phase I and our experience as managers and recruiters, as well as our unique ability to assess candidates, we will determine whether to consider each candidate further.

Step Three. Evaluate the Best Candidates. We will conduct thorough research into the backgrounds of the best six to twelve candidates. Specifically, CB&A will:

- **Ask the Candidates to Prepare a Written Introduction:** We will ask the candidates to answer a series of questions about themselves as an adjunct to their resumes and cover letters. By so doing, (1) the candidates can tell their story *in their own words*, and balance the negativity that is so often characteristic of the press, and (2) the City to evaluate the candidates written communication skills.
- **Interviews of References:** We provide the candidate with the positions of the references with whom we wish to speak. These will include current and former elected officials, the municipal attorney, the external auditor, staff members, peers, news media representatives, the director of the local chamber of commerce, community activists, the Human Resources Director they work with, and others who know the candidate. All told, the list will include approximately 20 individuals. We will also attempt to contact some individuals who are not on the candidate's list. Typically, we reach eight to twelve people and prepare a written approximately page lone summary of each conversation.
- **Legal Checks:** Through our third-party vendor, American DataBank, we will conduct the following checks: criminal records at the county, state and national level; civil records for litigation at the county and federal level; motor vehicle records; and bankruptcy and credit. As an aside, while only police departments have access to the gold standard for criminal records (the NCIC data base), our vendor has developed a very reliable substitute.
- **Search the Internet, Newspaper Archives, and Social Media:** Virtually every local newspaper has an electronic archive that provides stories about perspective candidates, the issues they have dealt with, how they resolved them and the results. These articles can also provide valuable insights into the candidate's relationship with the public and the governing body. Of course, not all news sources are unbiased, and we consider that in our evaluation. Further, we will review the candidate's social media accounts.
- **Verification of Education and Work History:** We will verify all claimed educational degrees as well as the candidate's work history for the past 15 years to assure the candidate has been completely forthright.

II. Proposed Work Plan (Continued)

- **Candidate Disclosure Statement:** We ask candidates to disclose anything controversial in their background that we need to be aware of. While it is unlikely that they will disclose anything we are not already aware of at this point, we believe redundant checks are beneficial.

As part of our efforts, we will crosscheck sources, search for discrepancies, and resolve them. When sensitive or potentially embarrassing items are discovered, they will be thoroughly researched. Depending on what we discover, we may decide to drop the candidate or to present them with an explanation.

Note: We firmly believe that all background work and checks should be completed prior to presenting them to you. That way you will know the individuals you select to interview are all top performers and do not have anything embarrassing in their pasts that might come to light after selection. It also means that once you have made a selection, you can move forward promptly, negotiate a contract and make an announcement.

Task Five: Preparation and Presentation of Candidate Materials

CB&A will select six to ten candidates and present them for your consideration as finalists. We will provide to you electronically a complete written report for each recommended candidate which will include: the candidate's cover letter, resume, introduction, references, background checks and internet / newspaper archive search results. A complete sample candidate report is included as Appendix C. We will also provide advice on interviewing, a series of questions the elected officials may wish to ask (as well as outlining some areas that it is not wise to get into), and some logistical information.

Task Six: Finalist Selection

Approximately a week after the City has received the candidate materials, CB&A will meet with the elected officials to discuss our findings and to select finalists (ideally five with an alternate) to be invited to interview.

Task Seven: Notify All Candidates of Their Status

We will notify the finalists by telephone and give them the opportunity to ask additional questions. Additionally, we will provide them with information concerning the interviews and travel if necessary.

CB&A will also contact those not selected to be interviewed. Part of the notification will include advice concerning their application materials, even though they were not selected to go forward, they will have gained something valuable from participating in the process.

II. Proposed Work Plan (Continued)

Phase IV: Coordinate the Interview Process and City Manager Selection

Task Eight: Coordinate the Candidate Assessment Process

Prior to the interviews, we will recommend an /evaluation process including mechanisms to assess the candidates' communication skills, interpersonal skills, and decision-making skills. Typically, we suggest the Council observe the finalists in three settings: a social setting (since the selected candidate will frequently represent the City at community functions), one-on-one interviews, and a Council meeting.

Day #1: The finalists are given a tour of the community by a knowledgeable staff member or resident. Communities often also include a reception with the City's senior staff at this point.

Later, that evening, the Council can host a reception for the candidates. The purpose is to observe how the finalists respond to a social situation. As noted, your next City Manager will, after all, represent your local government in a variety of venues. It is thus important to know how the individual will respond to your citizenry. The reception also serves as an icebreaker whereby the Council Members and the candidates get to know one another informally.

Day #2: The next morning, each candidate will interview individually with each Council Member for approximately 40 minutes. These meetings provide you with an opportunity to assess how the candidates might interact with you on an individual basis. Ultimately, Managers succeed or fail based on their interaction with the Council and its individual members. One-on-one interviews are an excellent way to test that interaction.

After lunch, the Council, as a group, will interview each finalist one at a time for approximately 30 minutes. Part of the interviews might include a PowerPoint presentation, so the Council can observe the candidates' presentational skills.

We recommend you invite the finalists' spouses to the interviews, so they can become familiar and feel comfortable with the community.

Finally, if you it would make you feel more comfortable, we can recommend several third party management and personality assessment tools that the City can use to provide additional input. They are available at a relatively small cost and are not included in our fee.

Task Nine: Debriefing and Selection

After the interviews are completed, we have developed a simple methodology that moves the elected body quickly and rationally to selecting your next Manager.

II. Proposed Work Plan (Continued)

Phase V: Negotiation and Continuing Assistance

Task Ten: Notification, Contract Negotiations and Warranty

If requested, we will assist in the employment agreement negotiations. Generally, a member of the elected body and the attorney conduct the actual negotiations while we provide advice and assistance concerning the compensation package and contract. We can also take the lead role in the negotiations if desired. We have a standard contract you are welcome to use with the selected candidate. Your attorney, of course, will prepare the final contract. Since the basic parameters will have been discussed with the candidates and the candidates have been thoroughly vetted, we expect prompt agreement.

Task Eleven: Continuing Assistance

Our work is not done when the contract is executed. We will stay in touch with you and your new City Manager. Our goal is to be there to assist in resolving any issues that arise before they become intractable. We simply feel it is part of our job to assure a successful relationship.

Communications: We will provide weekly reports about the status of the search, in writing or by phone, depending upon your preference. At significant milestones we will make the reports in person. We are also available at any time, day or night, to address any questions you have along the way. To do so, we will provide you with our cellphone numbers and you should feel comfortable contacting us whenever you have a question whether it is directly related to the search or, for that matter, anything else related to local government. We are, in addition to being exceptional recruiters, students of local government, and can often provide insights and names of parties who have dealt a wide variety of issues, often with innovative solutions. We want to be responsive and to assist in any way we can.

The City's Obligations

The City will be responsible for providing the facilities for the interview process, coordinating lodging for candidates from outside the area, and making arrangements for the reception. The City will also be responsible for reimbursing the candidates (and spouses, if invited) for all expenses associated with their travel, meals, and incidentals for the interview process.

II. Proposed Work Plan (Continued)

Proposed Project Schedule

The following is the project schedule we suggest for this recruitment. It can be adjusted based on availability of the Council.

Phase I: Needs Assessment / Information Gathering

- December 7th: CB&A begins meeting with the Council Members and other stake holders to understand the job and its challenges.
- December 13th: CB&A submits the draft of the full recruitment profile to the City for its review.
- December 20th: City provides comments on the recruitment profile.

Phase II: Recruiting

- December 23rd: CB&A posts the full recruitment profile on its website and submits it to the appropriate publications. It is also e-mailed to almost 14,000 local government professionals.
- January 14th: Closing date for submission of applications.
- January 18th: CB&A reports on the results of the recruitment.

Phase III: Screening, Reference Checks and Credential Verification

- February 13th: CB&A forwards its reports and materials to the City for the recommended candidates. These will include the candidates' cover letters, resumes and introduction as well as the results of our reference, background and Internet/newspaper archives/social media checks.
- February 20th: City selects approximately five finalists and an alternate to interview.

Phase IV: Interview Process Coordination and City Manager Selection

- March 2nd: City holds reception for the finalists.
- March 3rd: One-on-one and full Council interviews and decision.

Phase V: Negotiation, Warranty & Continuing Assistance

- Post-Selection: CB&A works with City representatives and the selected candidate on an employment agreement.

III. Pricing

Fee

CB&A offers a firm, fixed price of \$29,500, which includes all the expenses we will incur in the search. The only other expenses the City will incur are those associated with bringing the finalists (and spouses, if invited) to interview with the City (travel, meals, hotel etc.). Bills will be rendered as the search progresses and due at the end of each Phase as indicated below:

Requested Services	
Phase I: Needs Analysis / Information Gathering	\$ 4,000
Phase II: Recruiting	12,000
Phase III: Screening	11,000
Phase IV: Interview Process Coordination and Selection	1,500
Phase V: Negotiation and Warranty	1,000
Firm, Fixed Fee Total*	\$29,500

If the City asks us to perform work that is clearly beyond the scope of this proposal, it will be billed at a rate of \$150 per hour. No such work will be performed without your written authorization. Please note, as previously stated, that we have never billed nor requested additional funds beyond our originally quoted fee – even when circumstances suggested we were entitled to them and where the work we performed extended beyond the scope of our assignment.

IV. Qualifications

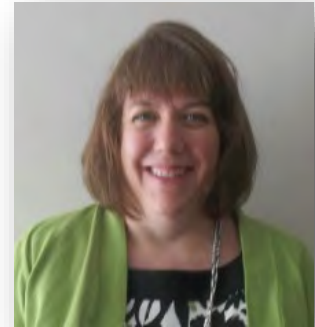
Project Team and Involvement

Colin Baenziger & Associates has assembled an outstanding project team to serve your needs.

Colin Baenziger will have overall responsibility for the execution of the search. Mr. Baenziger has spent ten years local government as a senior manager and over 30 years as a consultant. In addition to his 25 years in executive search, he specialized in operational reviews of governmental agencies and private sector clients such as the Recording Industry Association of America, and the Marriott Corporation. Mr. Baenziger has a master's degree with distinction in public administration from Cornell University's Graduate School of Management, and a Bachelor of Arts degree from Carleton College. He is also active in the International City Management Association and the Florida City and County Management Association.



Lynelle Klein, Vice President for Operations, is a skilled professional with extensive expertise in executive search. Starting as a research assistant with CB&A 12 years ago, she has now firmly established herself as the number two person at CB&A. Prior to joining the firm, she worked primarily in the private sector providing financial and administrative services. Ms. Klein has an Associate's Degree from Brigham Young University in Rexburg, Idaho. She currently resides in Mesa County, CO.



Stephen Sorrell, senior vice president, brings over 35 years of management and technical experience in municipal, county, state, and special district agencies in addition to his work with Colin Baenziger & Associates (CB&A). Some of the leadership positions Steve has held include serving as Executive Director, Emerald Coast Utilities Authority in Pensacola, Florida, and as City Manager, Director of Public Safety, Assistant City Manager, and Director of Finance, all for Hamilton, Ohio. He is a P.E. and earned a Bachelor of Science in Civil Engineering Degree from the University of Dayton, Ohio, and Master of Public Administration Degree from the University of Cincinnati, Ohio. He is a member of the International City/County Management Association, Florida City/County Management Association, Florida Finance Officers Association, American Water Wastewater Association, President of the Exchange Club, President of the Safety Council, Chairman of the Neighborhood Watch Program, and served on the Board of Directors for Senior Services and the Chamber of Commerce. One day, he hopes to slow down – just not yet.



IV. Qualifications *(continued)*

Rick Conner, Senior Vice President, has over 30 years of experience in executive recruiting and in local government (serving as a city manager in Florida and Texas) as well as a public works and utilities director. That experience provides him with an excellent perspective of the needs of local government operations and staffing. Rick earned Bachelor of Science Degrees in Business Administration and Engineering from the University of Missouri. He is a Registered Land Surveyor and a Professional Engineer in Missouri, as well as a Professional Engineer in Florida, Tennessee and Texas. In his spare time, he invents scuba diving equipment and accessories.



V. Experience

City Manager, Bartow, FL (population 19,309)

Contact: Vice Mayor Leo E. Longworth at 863-533-8350 or
llongworth@cityofbartow.net



CB&A was selected in June 2022 to assist Bartow in finding its next City Manager. Our work included scouring the nation to find the right person for the job, interviewing the candidates, conducting thorough background checks, recommending finalists for the City to interview and helping with the contract negotiations. The search was extended to allow time to interview community members about the recruitment as public involvement was very important to the City. *Mike Herr, former City Manager for Winter Haven, FL*, was selected on November 2, 2022. Total amount paid to Colin Baenziger & Associates was \$30,500.

City Manager, Mill Creek, WA (population: 20,930)

Contact: Mayor Brian Holtzclaw at 425-745-1891 or
bholtzclaw@cityofmillcreek.com
Councilmember Melissa Duque at
mduque@cityofmillcreek.com



CB&A was selected in March 2022 to assist the City in finding its next City Manager. As part of our work, we interviewed the City Council to determine what they were looking for in a City Manager, conducted extensive outreach networking to local and regional governments, thoroughly researched the backgrounds of the top applicants, provided the materials to the City and then coordinated the interview process. *Martin Yamamoto, former Deputy City Manager for Mill Creek, Washington*, was selected on June 28, 2022. Total amount paid to Colin Baenziger & Associates was \$29,500.

City Manager, Sanibel, FL (population 7,319)

Contact: Mayor Holly Smith at 239.707.4800, or
Holly.Smith@mysanibel.com



CB&A was hired in July 2021 to find Sanibel's next **City Manager**. Sanibel Island is unique because it incorporated in 1974 to protect the natural aspects of the area and the community's small town feel. Sanibel was looking for a manager who would protect Sanibel for the long term and continue the goals in their vision statement. Our efforts involved searching the country for strong candidates, conducting extensive background checks, recommending a strong field of candidates, overseeing the interviews and providing assistance with the contract negotiations. *Dana Souza, formerly the Interim City Manager of Naples, FL*, was selected in late September. Mr. Souza remains with the City. Total amount paid to Colin Baenziger & Associates was \$26,500.

VI. References

Town Manager, Bay Harbor Islands, FL (population 5,938)

Contact: Former Mayor and current Councilmember Stephanie Bruder at (305) 866-6241, or sbruder@bayharborislands-fl.gov

CB&A began its work in May of 2020 to find Bay Harbor Islands' next Town Manager. Our work included searching the nation to find the right person for the job, interviewing the candidates, conducting thorough background checks, and recommending finalists for the Town to interview. Through our targeted marketing and outreach efforts, we were able to bring an excellent pool of candidates to the Town. After careful deliberation, the Town selected *Maria Lasday*, formerly the Village Manager for Bannockburn Village, IL in August 2020. Ms. Lasday remains with the Village and is highly respected.



City Manager, Clewiston, FL (population 7,943)

Contact: Commissioner Mali Gardner at 863-983-1484, or Mali.Gardner@clewiston-fl.gov

CB&A was hired in February 2019 to find Clewiston's next City Manager. We advertised the position, met with the Council and staff to learn what they were looking for, interviewed candidates, completed background checks, and recommended ten candidates to the City. The City eliminated four of the ten candidates, and asked us to readvertise the position to add to the pool. We extended the application deadline, as requested and presented additional candidates to them for consideration. The individual they hired was included in the first ten candidates that we recommended. *Randy Martin*, former Interim Manager for Emerald Isle, NC, was selected in June 2019 and he remains with the City.



City Manager, Doraville, GA (population 8,500)

Contact: Former Mayor Donna Pittman at (678) 328-9181, or Mayor Joseph Geierman at 404.885.3557, or joseph.geierman@doravillega.us

Doraville changed its charter in 2012 to become a city manager form of government. Although contracted to do just the **City Manager** search, we also assisted the City in preparing the implementing ordinances. Our work included scouring the nation to find the right person for the position, interviewing the candidates, conducting thorough background checks, and recommending finalists for the city to interview. *Mr. Shawn Gillen*, City Administrator for Grand Rapids, MN, was selected on January 14, 2013. Mr. Gillen became the City Manager for Tybee Island, GA in June of 2017. Our firm was hired to find his replacement. Ms. Regina Williams-Gates was hired in July of 2017 and she resigned in 2019 to pursue other opportunities. We were hired once again to find her replacement and *Chris Eldridge*, former County Administrator for Horry County, SC, was selected in May of 2020. Mr. Eldridge remains with the City.



VI. References (continued)

City Administrator, Lake Forest Park, WA (population 13,266)

Contact: Mayor Jeff Johnson at 206-368-5440, or
jjohnson@ci.lake-forest-park.wa.us

CB&A was hired on July 14, 2017 to find Lake Forrest Park's next **City Administrator**. Per the City's request, we did not post the job until November of 2017. Our work included extensive interviews with the City Council, preparation of a recruitment profile, searching the nation to find the right person for the job, interviewing the candidates, conducting thorough background checks, and recommending finalists for the City to interview. We also oversaw the interview and selection processes. While negotiations were not successful with the top rated candidate, the City was very impressed with three of the other finalists. After further deliberation, it selected *Phillip Hill, Assistant City Manager for Midvale, UT* in February of 2018. Mr. Hill remains with the City, and they are extremely pleased with his performance.



City Manager, Orange City, FL (population 11,569)

Contact: Mayor Gary Blair at (386) 775-5403 or
gblair@ourorangecity.com

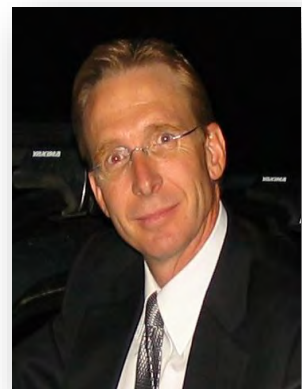
CB&A began work in September 2015 to assist the city in finding its next **Manager**. Our work included scouring the nation to find the right person for the job, interviewing the candidates, conducting thorough background checks, recommending finalists for the city to interview and helping with the contract negotiations. *Dale Arrington, former Assistant City Manager for DeLand, Florida*, was selected on January 9, 2016. The announcement of the selection led to applause from the audience waiting in council chambers. She remains with the City.



City Manager, Sequim, WA (population 6,670)

Contact: Councilmember William Armacost at (360) 582-2462, or
warmacost@sequimwa.gov

CB&A was selected in early March 2015 to perform the search for Sequim's **City Manager**. Our effort involved searching the country to locate the best people for the job, interviewing them, conducting thorough background checks, and recommending finalists for the city to interview. Interviews were held on June 19th and 20th. *Charlie Bush, Development Services Director for Issaquah, WA*, was selected on June 20, 2015. Mr. Bush resigned in 2021 and we were hired to find his replacement. Matt Huish, formerly the City Administrator for Sandy, Utah, was selected and he remains with the City.

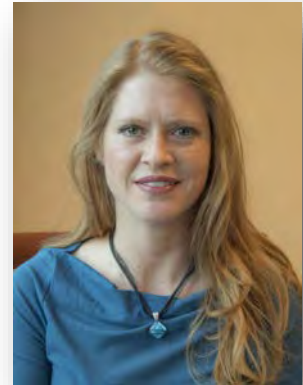


VI. References (continued)

Township Manager, Spring Garden Township, PA (population 12,840)

Contact: President Daniel Rooney at (717) 848-2858, or
drooney@sgtwp.org

On March 14, 2018, CB&A was hired by the Spring Garden Township to find their next Township Manager. Our work included recruiting and advertising for candidates, conducting background checks, selecting the most qualified, recommending them for interviews, coordinating the interview process, and assisting in the contract negotiations. Interviews were held on June 13. *Marcy Krum-Tinsley, formerly the Transportation Planner for Michael Baker International and consultant to the Pennsylvania Turnpike Commission*, was hired and remains with the Township.



City Manager, St. Pete Beach, FL (population 9,700)

Contact: Mayor Al Johnson at (727) 543-2794
or ajohnson@stpetebeach.org

We began our work in November of 2018 to find the next City Manager for St. Pete Beach. Located on a barrier island in the Gulf of Mexico just west of Tampa/St. Petersburg in Pinellas County, St. Pete Beach is a special place. Our work included searching the nation to find the right person for the job, interviewing the candidates, conducting thorough background checks, and recommending finalists for the county to interview. In February 2019 the Board selected *Alex Rey, formerly the Town Manager for Miami Lakes, FL*. Mr. Rey remains with the City and in 2021 he received unbridled praise along with a contract extension that included a 5% salary increase and a \$500 a month housing stipend.



City Manager, West Park, FL (population 13,700)

Contact: Former Mayor Eric Jones at (954) 410-8139

West Park is a relatively new city in Broward County, FL. CB&A began meeting with the City's elected officials on January 13, 2010 to find its next **City Administrator**. It was critical to the Council that the finalists all understand the character of the community and be able to function well in an urban environment. The City also wanted a panel of local City Managers to review the finalists and to make recommendations concerning CB&A's finalists (which elongated the process slightly). Interviews were conducted on April 16th and 17th with *Ajibola Balogun, formerly the City Manager of South Miami* being selected on April 21st 2010. Mr. Balogun remains with the City.



VI. References (continued)

Candidate References

While it is important to deliver what the City expects, it is also important to keep candidates informed and to treat them with respect and dignity. Accordingly, we have provided references from four of those candidates.

Placement	Formerly	Recruited To Be	Contact at
Dale Martin	City Manager Winchester, CT	City Manager Fernandina Beach, FL, in September 2015	(904) 557-5047 dmartin@fbfl.org
Eden Freeman	Assistant City Manager Sandy Springs, GA	City Manager Winchester, VA Appointed June, 2014, she left in March 2020 to become the Deputy City Manager for Greenville, SC, and then returned to Sandy Springs as the City Manager in January 2022	(404) 683-4816
Bryan Hill	Deputy County Administrator Beaufort County, SC	County Administrator James City County, VA Appointed July 2014 Hired as the Fairfax County, VA, CEO in January 2018	(843) 368-7458
Chris Morrill	Assistant City Manager, Savannah, GA	City Manager, Roanoke, VA Appointed December 2009 Hired as the Executive Director of the Government Finance Officers Association in February 2017	(843) 368-7458

VII. Work Samples

Please see the appendices for samples of our work.

VIII. Guarantee

Warranty

Colin Baenziger & Associates offers one of the best warranties in the industry. We can offer it because we have confidence in our work. Provided we conduct the full search (Phases I-V), follows our recommendations, and selects from among the candidates we recommend, we warrant the following:

- 1) We will not approach the selected candidate for any other position as long as the individual is employed by the City.
- 2) If the selected individual leaves for any reason other than an Act of God (such as total incapacitation or death) within the first year, CB&A will repeat the search for the reimbursement of our expenses only.
- 3) If you are not satisfied with the candidates we present, CB&A will repeat the search until you are satisfied.
- 4) Our price is guaranteed and will not be exceeded for any reason, even if conditions change after the contract is executed.



NOVEMBER 2022

City Manager Recruitment Proposal

FOR THE CITY OF FIRCREST

PRESENTED BY

Greg M. Prothman

President, GMP Consultants

GMP CONSULTANTS

Greg@gmphr.com

(206) 714-9499

www.gmphr.com





November 15, 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.

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.

GMP is in an excellent position to assist the City with this important recruitment as we are currently conducting Washington city manager recruitments for the cities of Mountlake Terrace, Sammamish & Pasco and have just completed the city manager recruitment for Astoria, OR and Livingston, MT.

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. I look forward to hearing from you and hope to have the opportunity to work together soon.

Sincerely,

A handwritten signature in black ink, appearing to read "Greg Prothman", written in a cursive style.

Greg M. Prothman
President,
GMP Consultants LLC

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ABOUT GMP CONSULTANTS

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

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 accomplished municipal manager who has held senior management positions in local government since 1987. His service includes 17 years with two communities in Washington State and 17 years with three communities in Minnesota. Bob is a past-president of the Washington City-County Manager Association (WCCMA). He also served on the board of directors of the Association of Washington Cities (AWC), Sound Cities Association (SCA) and 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. He has a Bachelor of Science degree and a Master of Arts degree, both in Urban & Regional Studies. He is an avid cross-country skier, cyclist 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 Veniezia – 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

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.



PROFESSIONAL REFERENCES

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
 zabelld@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

PROFESSIONAL FEE

Our normal fee for conducting a City Manager recruitment is \$18,500. However, if the City wishes to also conduct a Police Chief recruitment, the fee for each would be reduced to \$17,000. 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

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

Association of Washington Cities

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 (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 (2)
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

WORK SAMPLES: POSITION PROFILE AND INVITATION TO APPLY LETTER

(Attached). Additional samples available at 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

First Review: September 11, 2022

More Info: Andrew Neiditz, GMP Consultants
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





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

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

First Review: June 5, 2022

Andrew Nieditz, GMP Consultants
Andrew@gmphr.com / 253-732-8081



City of Fircrest, Washington
Request for Proposal
City Manager Recruitment & Selection

November 18, 2022



630 Dundee Road
Suite 225
Northbrook, IL 60062

Primary Contact Person:

Laurie Pederson
Director of Administrative Services
847-380-3198
LPederson@GovHRusa.com

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Executive Summary

November 18, 2022

Fircrest City Hall
Re: City Manager Recruitment Services
115 Ramsdell St
Fircrest, WA 98466

To the Procurement Division of the City of Fircrest, Washington:

GovHR USA (“GovHR”) submits this proposal in response to the City of Fircrest, Washington’s Request for Proposal for City Manager Recruitment Services. GovHR USA (“GovHR”) prides itself on a tailored, personal approach to executive recruitment and selection, able to adapt to your specific requirements for the position. GovHR is a public management consulting firm serving municipal clients and other public-sector entities on a national basis. Our employees and project consultants are located across the country.

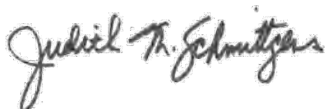
Our Understanding: GovHR understands that the City seeks to engage the services from an experienced executive search consulting firm or individual to assist the City with conducting a search that will lead to the selection of a new City Manager. The selected search firm will work in conjunction with the City Council and other key individuals selected by the City to develop the candidate profile, develop the recruitment brochure, screen applicants, assist with the conduction of interviews, etc.

Proposed Project Team Overview: GovHR Vice President Ryan Cotton will be responsible for your recruitment and selection process. He will be assisted by a home office Recruitment Coordinator and a Reference Specialist. We have provided an overview of his experience in our Qualifications section of our proposal and have provided his full resume as part of the Appendix.

Summary of the Proposed Services: In the subsequent pages of our proposal, we have included our detailed Project Approach and Methodology, which details the five (5) phases of our Recruitment Process which includes but is not limited to: Develop detailed marketing brochure, position advertisement, candidate evaluation, conducting interviews and background checks, presentation of candidates, schedule and facilitate candidate interview process, news media search conducted, present draft interview questions, interviews of top candidates, assist with negotiations and offer to selected candidate, and notification of all applicants of appointed candidate.

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see, let us know. Please contact Laurie Pederson, Director of Administrative Services, 847-380-3198, if you have questions regarding our proposal or need additional information. We look forward to hearing from you and hope to have the opportunity to work with you on this important recruitment.

Sincerely,



Judith Schmittgens
Corporate Secretary and Compliance Manager

Project Approach and Methodology

A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your position search. GovHR clients are informed of the progress of their recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.

Phase I: Position Assessment, Position Announcement & Brochure

GovHR treats each executive recruitment as a transparent partnership with our client. We believe in engaging with stakeholders early in each recruitment process to fully understand the challenges and opportunities inherent in the position. Understanding the organizational culture is critical to a successful recruitment. We gain this insight and information through meetings (one on one and small groups), surveys and a review of relevant information. This information is reflected in a polished marketing piece that showcases the organization and the area it serves.

Information Gathering:

- One-on-one or group interviews with the City Council and other key individuals selected by the City.
- GovHR can establish a dedicated email address for feedback from stakeholders or the community.
- Community forums (In-person or via video) can be used to gather input and feedback.
- Surveys can be used for department personnel and/or the community to gather feedback.
- Conversations/interviews with department heads.

A combination of the above items can be used to fully understand community and organizational needs and expectations for the position (this proposal includes 12 hours of meetings – additional meetings can be added for a fee of \$125/hours plus actual expenses if incurred. Dedicated email address and one organizational survey are included. Community Survey can be conducted for \$2,500. Community Forums can be conducted as an optional service.

Development of a **Position Announcement** to be placed on websites and social media.

Development of a thorough **Recruitment Brochure** for the City Council's review and approval.

Agreement on a detailed **Recruitment Timetable** – a typical recruitment takes between 90 to 120 days from the time you sign the contract to appointment of the finalist candidate.

Phase II: Advertising, Candidate Recruitment & Outreach

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. In addition, our website is well known in the local government industry – we typically have 14,000+ visits monthly to our website and career center. Additionally, our weekly jobs listings are sent to over 7,000 subscribers.

Phase II will include the following:

- GovHR consultants will personally identify and contact potential candidates.
- Develop a database of potential candidates from across the country unique to the position and to

the City, focusing on:

- Leadership and management skills
- Size of organization
- Experience in addressing challenges and opportunities also outlined in Phase I
- The database will range from several hundred to thousands of names and an email blast will be sent to each potential candidate.
- Placement of the Position Announcement in appropriate professional online publications:
 - Public sector publications & websites (approximately 20 online sources)
 - Social media: LinkedIn (over 20,000 connections), Facebook, Instagram and Twitter
 - GovHR will provide you with a list of advertising options for approval

Phase III: Candidate Evaluation & Screening

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure
- Candidates will be narrowed down to those candidates that meet the qualification criteria
- Candidate evaluation process:
 - Completion of a questionnaire explaining prior work experience
 - Live Video Interview (45 minutes to 1 hour) conducted by consultant with each finalist candidate
 - References provided by the candidate are contacted
 - Internet/Social Media search conducted on each finalist candidate

All résumés will be acknowledged and inquiries from candidates will be personally handled by GovHR, ensuring that the City Council's process is professional and well regarded by all who participate.

Phase IV: Presentation of Recommended Candidates

Phase IV will include the following steps:

- GovHR will prepare a Recruitment Report presenting the credentials of those candidates most qualified for the position.
- GovHR will provide an electronic recruitment portfolio which contains the candidates' materials along with a "mini" résumé for each candidate so that each candidate's credentials are presented in a uniform way.
- City Council will receive a log of all applicants and may review résumés if requested.
- Report will arrive in advance of the Recruitment Report Presentation.

GovHR will spend approximately 2 hours with the City Council and other stakeholders reviewing the recruitment report and providing additional information on the candidates.

Phase V: Interviewing Process & Background Screening

Phase V will include the following steps:

GovHR will:

- Develop the first and second round interview questions for your review and comment

- Coordinate candidate travel and accommodations
- Provide you with an electronic file that includes:
 - Candidates’ credentials
 - Set of questions with room for interviewers to make notes
 - Evaluation sheets to assist interviewers in assessing the candidate’s skills and abilities

Background screening will be conducted along with additional references contacted:

GovHR USA Background Screening	
✓ Social Security Trace & Verification	✓ County/Statewide Criminal
✓ U.S. Federal Criminal Search	✓ Civil Search
✓ Enhanced Verified National Criminal	✓ Bankruptcy, Leans and Judgements
- National Sex Offender Registry	✓ Motor Vehicle Record
- Most Wanted Lists FBI, DEA, ATF, Interpol	✓ Education Verification – All Degrees Earned
- OFAC Terrorist Database Search	Optional: Credit Report – Transunion with score (based on position and state laws)
- OIG, GSA, SAM, FDA	Optional:
- All felonies and misdemeanors reported to the National Database	Professional License Verification
	Drug Screen
	Employment Verification

GovHR will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. GovHR consultants will be present for all the interviews, serving as a resource and facilitator.

GovHR will coordinate a 2-Step Interview process. The first round interviews will include four to five candidates. The second round interviews will include two or three candidates. GovHR will supply interview questions and an evaluation form.

In addition to a structured interview, the schedule can incorporate:

- Tour of City facilities
- Interviews with senior staff

Phase VI: Appointment of Candidate

- GovHR will assist you as much as you request with the salary and benefit negotiations and drafting of an employment agreement, if appropriate.
- GovHR will notify all applicants of the final appointment, providing professional background information on the successful candidate.

Project Timeline

Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14
Phase I		Phase II				Phase III			Phase IV	Phase V		Phase VI	

Weeks 1 & 2	Phase 1: Interviews & Brochure Development
Weeks 3 thru 6	Phase 2: Advertising, Candidate Recruitment & Outreach
Weeks 7 thru 9	Phase 3: Candidate Evaluation & Background Screening
Week 10	Phase 4: Presentation of Recommended Candidates
Week 11 & 12	Phase 5: Interview Process & Additional Background Screening
Weeks 13 & 14	Phase 6: Appointment of Candidate

Commitment to Diversity, Equity & Inclusion in Recruitments

GovHR has a long-standing commitment to Equity, Diversity and Inclusion in all of our recruitment and selection processes. Since our firm's inception we have supported, with our time and financial resources, organizations that advance women and other underrepresented minorities in local government. These include the National Forum for Black Public Administrators, the Local Government Hispanic Network, The League of Women in Government and CivicPride.

GovHR Team Members have moderated and spoken on DEI initiatives at the International City and County Management Association conference and state conferences in Illinois, Michigan, Wisconsin, and North Carolina. Our employees and consultants have undergone Implicit Bias Training and we are frequent speakers on incorporating DEI values into recruitment and selection processes. We have a list of DEI resources on the front page of our website (<https://www.govhrusa.com/diversity-equity-and-inclusion-resources/>) that can be accessed by anyone who visits our website.

GovHR has formally partnered with the National Forum for Black Public Administrators' consulting arm, i4x, in several recruitment and selection processes throughout the country including Toledo, OH, Fort Collins, CO, Ann Arbor, MI, Oakland, MI and Arlington, TX. Our partnership reflects our mutual commitment to advancing DEI values and increasing the diversity of local government leaders at the highest levels of local government organizations.

Pricing

Summary of Costs: Full Scope	Price
Recruitment Fee:	\$19,500
Recruitment Expenses: (not to exceed) <ul style="list-style-type: none"> ➤ Expenses include candidate due diligence efforts 	\$1,500
Advertising: <i>*Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, Client is billed only for actual cost.</i>	\$2,500*
Total:	\$23,500**

****There will be a \$1,000 discount if GovHR is awarded multiple recruitments (i.e. both the Chief of Police and City Manager contracts).***

Consultant travel expenses are not included in the price proposal. If the consultant is requested to travel to the client, travel costs will be estimated at time of request. Only actual expenses will be billed to the client for reimbursement to GovHR.

Possible in-person meetings could include:

1. Recruitment brochure interview process
2. Presentation of recommended candidates
3. Interview Process

Any additional consultant visits requested by the Client (beyond the three visits listed above) will be billed at \$125/hour; \$500 for a half day and \$950 for a full day. The additional visits may also result in an increase in the travel expenses and those expenses will be billed to the client.

This fee does not include travel and accommodations for candidates interviewed.

Payment for Fees & Services

Professional fees and expenses will be invoiced as follows:

1st Invoice upon acceptance of proposal: 40% of the Recruitment Fee

2nd Invoice upon recommendation of candidates: 40% of the Recruitment Fee & expenses incurred to date

Final Invoice upon completion: 20% of the Recruitment Fee plus all remaining expenses

Payment of invoices is due within thirty (30) days of receipt (unless the client advises that its normal payment procedures require 60 days.)

Qualifications

GovHR employs a team of professionals with backgrounds in local government and the not-for-profit sector. With your staff needs in mind and due to the significance of this recruitment, we have assigned our highly knowledgeable and experienced Vice President Ryan Cotton. He will act as your project manager and primary point of contact for this project. He will be responsible for your recruitment and selection process. His full biography can be found as part of the Appendix and his client list is available on our website.



Ryan Cotton
Vice President
616-638-8910
RCotton@GovHRusa.com

Ryan Cotton is a Vice President with GovHR USA and has over 35 years of experience as a local government management professional in multiple communities in three states including Duvall, Washington, Montpelier, Vermont and Grand Haven, Spring Lake, Eastpointe, Caledonia, and Holland, Michigan.

Ryan has extensive leadership experience as a city manager and assistant city manager in Illinois, Michigan and Vermont. Throughout his career he has had a 95% success rate, bringing in more than \$20 million in grants and other non local tax funding to communities he served. Ryan continues that success with his clients, currently assisting them in seeking and tracking COVID related grants.

Mr. Cotton is an ICMA Credentialed Manager with a track record of successful recruitments. Two of his recruitments include a City Administrator for Duvall, WA (Professional Outreach) and a Chief Financial Officer for Issaquah, WA.

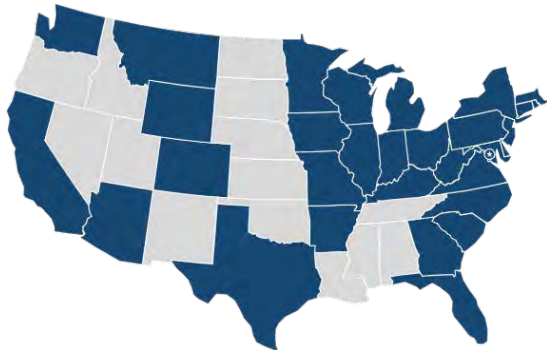
Proposal Inquiries



Laurie Pederson
Client Services & Administrative Director
847-380-3198
LPederson@GovHRusa.com

Experience

GovHR is a public management consulting firm serving local government clients and other public-sector entities across the country. The firm was originally formed as Voorhees Associates in 2009 and changed its name to GovHR USA in 2013. Our headquarters are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois and work exclusively in the public and non-profit sectors. GovHR offers customized executive recruitment services, management studies and consulting projects for local government and organizations who work with local government.



GovHR has 21 full-time and 8 permanent part-time employees including 6 full-time recruiters and 26 additional project consultants who are based in Arizona, Colorado, Florida, Georgia, Illinois, Indiana, Massachusetts, Michigan, Minnesota, Ohio, Tennessee, Texas and Wisconsin, giving us a national presence. Additionally, GovTempsUSA, GovHR's subsidiary, provides interim staffing solutions to keep operations moving during the recruitment process.

Our consultants are experienced executive recruiters who have conducted over 1,000 recruitments, working with cities, counties, special districts, and other governmental entities of all sizes throughout the country. In addition, we have held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public sector leaders.

Our Leadership



Heidi Voorhees

President

847-380-3240

HVoorhees@GovHRusa.com

Ms. Voorhees has conducted more than 400 recruitments in her management consulting career, with many of her clients being repeat clients, attesting to the high quality of work performed for them. In addition to her 17 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, including ten years as Village Manager for the Village of Wilmette, Illinois.



Joellen Cademartori

Chief Executive Officer

847-380-3238

JCademartori@GovHRusa.com

Ms. Cademartori is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Cademartori has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.

Why Choose GovHR?

Unparalleled Expertise and Level of Service: We are a leader in the field of local government recruitment and selection with experience in **41 states**, in communities ranging in population from 1,000 to 3,000,000. Since our establishment in 2009, more than 40% of our clients are repeat clients showing a high level of satisfaction with our work. We encourage you to call any of our previous clients. Surveys of our clients show that 94% rate their overall experience with our firm as **Outstanding** and indicate that they plan to use our services or highly recommend us in the future.

Delivering the Best: We conduct comprehensive **due diligence** on candidates. Our state-of-the-art process, includes extensive use of **social media** for candidate outreach and video interviews with potential finalist candidates, ensure a successful recruitment for your organization. Our high quality, thorough Recruitment Brochure reflects the knowledge we will have about your community and your organization and will provide important information to potential candidates. Additionally, before we recommend a candidate to you, we will have interviewed them via video, conducted reference calls, and news media and social media searches. Our knowledge of local government ensures that we can ask probing questions that will verify their expertise.

A Partner from Start to Finish: We are your partners in this important process. You are welcome to review all the resumes we receive, and we will share our honest assessment of the candidates. Our goal is your **complete satisfaction**. We can strategize with you on a variety of approaches for meeting your recruiting needs, including evaluation of internal candidates, identification of non-traditional candidates who meet your recruitment requirements, succession planning and mentoring options. We are committed to working with you until you find the candidate that is the best fit for your position.

Services for Any Budget and Any Search: We strive to meet the specific needs of our clients. We offer several options for recruitment services to meet your needs and your budget. Our services range from Full Executive Recruitments to Virtual Recruitments and even simply Professional Outreach for those who want to reach a broader network. In the following proposal, we have provided the scope we believe that best fits your needs. However, you may find all our services [here on our website](#).

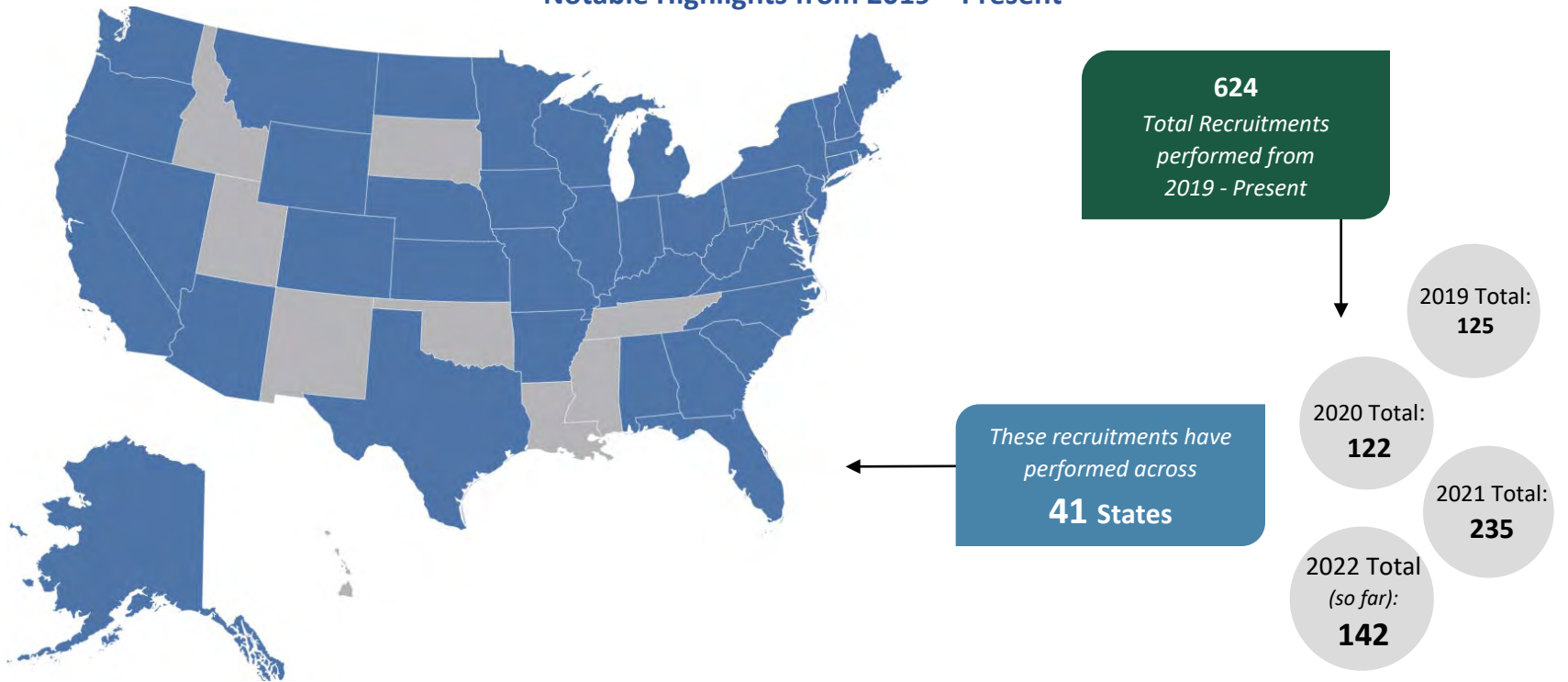
City Manager Recruitment Success

GovHR consultants have successfully conducted more than two-hundred and forty (240) City Management recruitments (City Manager, Village Manager, County Manager) across thirty-three (33) states since the firm's inception in 2009. Eighty-five (85) of these two-hundred and forty (240) recruitments were City Manager positions.

Additionally, our team has recruited several positions on the Administrator level. We have successfully recruited over one-hundred and seventy-five (175) Administrator positions ranging from Town Administrators, City Administrators, Parks Administrator, etc.

A full list can be found as part of the Appendix.

Notable Highlights from 2019 – Present



Administrative Assistance	4	Healthcare	6	Public Safety Communications	11
Animal Services	4	Housing	4	Public Works	36
Aviation/Marine	2	Human Resources	33	Transportation	3
Building Officials	8	Information Technology (IT)	13	Utility & Water	17
City Management	124	Intergovernmental Agency	19	Other	56
Community Development & Public Info.	46	Law Enforcement	38		
County Management	11	Legal & Judiciary	13		
Diversity & Inclusion	10	Library	2		
Engineering	16	Parks & Recreation	18		
Finance	71	Planning	10		
Fire	43	Procurement & Purchasing	6		

Recruiting During the Great Resignation

The GovHR team is aware of the lasting impact that the Great Resignation has had on nearly all local government positions. Data shows annual quit rates have been at record highs the past two years. Additionally, there is a growing trend of public workers accelerating retirement plans, a drastic change from when workers were *postponing* retirement.

Our team of consultants work diligently to ensure the success of each recruitment and will be transparent upfront and throughout the process regarding any obstacles or delays they anticipate. Despite these challenging times, we have still seen a tremendous amount of success in our recruitments largely due to our consultants' outreach methods and our team's marketing strategies.

GOVHR'S RECOMMENDATIONS TO RECRUIT AND RETAIN TOP TALENT

Responsive: Roll out the Welcome Mat! Candidates may struggle with relocating for a new position as well as be concerned about the "fit" with a new team. It is important to include costs for your top candidate(s) to travel to your location for the final interview process. Our team will work with you to create a welcoming, informative experience for both you and the candidate(s).

Encouraging: Employee development is a must-have in today's market. Candidates appreciate their employer investing in them as much as they are investing themselves in the job. Consider "up and coming" candidates who may lack one or two preferred skills and assign a mentor or invest in a course to encourage their professional development. A mentor/training program will also help establish a peer-to-peer connection and make them feel more comfortable about the transition to a new job.

Competitive: Our team will guide you in offering a competitive market rate compensation and competitive benefits package attractive to today's candidates. Competitive employers must include relocation expenses and should consider signing bonuses and temporary housing.

Resourceful: Review your job description – do you need public sector experience? Are the years' experience you list essential, or can that be preferred? Consider a more resourceful approach when reviewing candidates' experience. Carefully consider requirements such as CPA, Professional Engineer and others that will limit your talent pool – consider using the word "ideally" or "preferably."

Understanding: These past few years have, without a doubt, changed the work environment. Competitive employers have recognized this and are offering flexible/hybrid/remote work options. Those positions that offer this type of flexibility consistently receive a better candidate response rate.

Innovative: Think about what is unique and attractive about your community and organization and highlight that in your recruitment efforts. Talk about organizational culture and what your values are with respect to your employees. GovHR will assist you in being as innovative as possible in your outreach.

Transparent: Some states now mandate listing salary ranges in any job advertisements or postings. More and more companies are now showing at least a salary range in their postings to promote pay transparency and equity. Post the salary range you will use for hiring – it is public information if we make it too difficult for candidates to find out the salary, they will move on to the next opportunity.

References

We are a proven leader in public sector consulting. **More than one-third of the organizations served by GovHR are repeat clients.** Our team provides a growing pool of highly qualified candidates who are well-suited to handle the challenges and expectations of professional positions in local government and the not-for-profit sector.

The following references can speak to the quality of service provided by GovHR.

Burien, WA

(City Manager, 2022)

Adolfo Bailon, City Manager
400 SW 152nd St., Ste. 300
Burien, WA 98166
206-241-4647

adolofob@burienwa.gov

Cathy Schrock, Administrative Services Director

Cathys@burienwa.gov

Duvall, WA

(City Manager, 2021)

Amy Ockerlander, Mayor
15535 Main Street NE
Duvall, WA 98019
206-305-8258

amy.ockerlander@duvall.wa

Eastpointe, MI

(City Manager, 2019) - Ryan Cotton

Sarah Lucido, Council Member
City Hall, City of Eastpointe
23200 Gratiot
Eastpointe, MI 48021
586-445-3661

slucido@eastpointecity.org

Monique Owens, Mayor
313-658-3392

mownes@eastpointecity.org

Guarantee

GovHR is committed to assisting our clients until a candidate is appointed to the position. Therefore, no additional professional fee will be incurred if the client does not make a selection from the initial group of recommended candidates and requests additional candidates be developed for interview consideration. If additional advertising beyond the Phase I advertising is requested, client will be billed for actual advertising charges. Reimbursable expenses may be incurred should the recruitment process require consultant travel to the Client.

Upon appointment of a candidate, GovHR provides the following guarantee: should the selected and appointed candidate, at the request of the Client or the employee's own determination, leave the employ of the Client within the first 12 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements only. This request must be made within 6 months of the employee's departure.

Optional Add-ons

Optional Assessment Center

If requested, GovHR will perform an Assessment Center for candidates selected for interview as part of the selection process. An Assessment Center is a useful tool for identifying and evaluating the strengths, areas for improvement, skills, and abilities of the candidates. GovHR consultants will prepare all the related documents and scoring sheets for any three (3) of the following exercises to be completed on the Assessment Center day:

- ◆ In-Basket Exercise
- ◆ Written/Oral Presentation Exercise
- ◆ Leaderless Group Exercise
- ◆ Structured Interview
- ◆ Budget Analysis Exercise
- ◆ Personnel Issues Exercise
- ◆ Other exercise of the Client's choosing

Optional Assessment Center Fee: \$8,000*

*The fee assumes that the Assessment Center will be held on one day and be limited to no more than five candidates. For each additional candidate, the fee will increase by \$750.

The fee includes the preparation of the Assessment Center material and a written report outlining the findings of the Assessment Center as reported by the Assessors. We will assist the client in selecting three (3) professionals from outside the organization to serve as Assessors in evaluating each candidate's strengths and weaknesses. The client will be responsible for paying a \$600 stipend to each Assessor (and possible mileage or other transportation costs for the assessors).

The Assessment Center fee does not include lodging, travel and meal expenses for the GovHR facilitator(s) to be on-site for the Assessment Center. Actual expenses will be billed in addition to the fee. If the client chooses to add the Assessment Center option, the fees and expenses for this will be billed separately.

Optional Services

GovTemps USA

Need an Interim? GovTempsUSA, a subsidiary of GovHR USA, specializes in the temporary placement of positions in local government. The firm offers short-term assignments, in addition to long-term and outsourced arrangements. Our placement professionals at GovTempsUSA have typically enjoyed distinguished careers in local government and displayed a commitment to public service throughout their career.

Recorded One-Way Video Interview of Candidates

Candidates we recommend for your consideration can complete a one-way video interview with 3 to 5 questions that will be recorded and which you can review electronically at your convenience. This can occur prior to making your decision on which candidates to invite for an interview. Cost \$100 per candidate.

Leadership/Personality Testing

GovHR has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the client is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC and others. Depending on the evaluation type selected fees can range between \$100 to \$500 per candidate.

360° Evaluation

As a service to the Client, we offer the option to provide you with a proposal for a 360° performance evaluation for the appointed position at six months into his or her employment. This evaluation will include seeking feedback from both elected officials and department directors, along with any other stakeholder the Client feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, GovHR will prepare a proposal for this service.

Work Samples

Please see the following pages for sample brochures our team has put together for previous clients.

BURIEN, WASHINGTON

CITY MANAGER



GovHR USA
GovTEMPS USA



BURIEN, WASHINGTON CITY MANAGER

Burien, WA (pop. 52,066) is searching for a city manager with excellent administrative, communication, and leadership skills. Burien needs a city manager excited to lead an ethnically and culturally rich city and welcomes the challenge of leading a dynamic and transforming city that will celebrate its 30th Anniversary in 2023.

Burien is located in King County, 10 miles south of downtown Seattle, five minutes from SeaTac International Airport, 5 miles from a major retail hub. The city is conveniently located Burien is the 23rd largest city in the state, covering 13 square miles. The City manages more than 360 acres of parks, including a unique beachfront park that serves as a regional destination and marine sanctuary. The parks system also includes 18 miles of trails and two community centers. The transportation system consists of 59 miles of sidewalks and 170 miles of roadways. In fact, Walk Score ranks Burien as the third most walkable city in Washington state. The city is serviced by King County Metro's bus transit center in Downtown and a new rapid ride bus that will run north-south through the city. Buses quickly connect to the Sound Transit light rail system.

The city manager will need to be committed to values of equity and social justice. The city manager is expected to work with the City Council and staff to provide opportunities for all people in Burien to benefit equally from city services,

processes, and investments, regardless of identity, community, or socioeconomic circumstances. The City Council recently adopted the Comprehensive Plan and it will be the city manager's responsibility to implement the plan. More than half of Burien residents are from communities of color. Individuals who identify as Latino or Hispanic make up Burien's largest ethnic group at nearly a quarter of the total population. More than 50 different languages are spoken and approximately 35 percent of residents speak a language other than English at home.

Many residents are new to the city, while others have historic ties. The community is one of the fastest growing in the Seattle area and many young families choose to make Burien their home. Burien is a popular place to move given lower housing costs. NerdWallet lists Burien as one the top places to raise a family.

Residents enjoy a multitude of outdoor adventures including hiking, boating, fishing, kayaking, water skiing, and golf, a variety of cultural and arts experiences nearby, as well as vistas of Mt. Rainier and six miles of Puget Sound shoreline. Burien's downtown is noted for its small-town charm, featuring many small businesses such as boutique retail and restaurants. Diners enjoy food from every continent (except Antarctica!). The [New York Times](#) praised Burien's diverse restaurants, and local news outlets regularly highlight Burien's growing restaurant scene.



Burien has a growing creative economy, with many artists and arts businesses now calling the community home. Residents visit the Farmers Market and monthly art walks. Seasonal festivals generate year-round activity and excitement. Downtown has an infectious sense of vitality and diversity, including numerous outdoor dining choices.

The City actively collaborates with local jurisdictions, King County, the Port of Seattle, and state and federal agencies and officials to address complex issues affecting Burien. The City also has strong relationships with a network of local nonprofits supporting social services and other community-based organizations.

While most businesses in Burien are small, the key large employers are related to healthcare and public education. The city is home to two significant medical centers and several smaller healthcare providers. Highline Public Schools enjoys strong public support and offers unique educational opportunities designed to educate a 21st century workforce with several choice schools and has rebuilt several new schools over the past decade, including the historic Highline High School located in the heart of Burien.

The ideal city manager will welcome the challenge of leading a dynamic and transforming city as a policy convener, governance resource, and staff mentor. Community stakeholders and employees are looking for a collaborative, trustworthy, approachable, and communicative leader. www.burienwa.gov/CityManagerSearch



QUALITY OF LIFE IN BURIEN

Burien is a 100-year-old community that was just incorporated in 1993. Burien's residents feel immense pride in their community. Burien is where people want to be because of its proximity to Seattle, downtown, rich diversity, affordability, walkability, access to SeaTac International Airport, the Puget Sound shoreline, and reputation as a "foodie paradise." Burien is fondly described by its staff and residents as being "fun" and "vibrant" and "one of the coolest cities."

Burien residents are welcoming, know their neighbors, and work together, enjoying robust civic and cultural participation. Burien promotes community vitality with health and wellness services for all ages. Burien encourages active living to support physical and mental health. Burien ensures public safety through both crime prevention and law enforcement. Burien embraces diversity and welcomes all residents. Burien celebrates the many cultures and backgrounds of its residents. Burien cultivates a thriving array of businesses and community centers. Burien promotes and supports arts, culture, and heritage. Burien fosters partnerships with other civic groups and nonprofits.

Burien's institutions actively promote early childhood education and life-long learning. Burien supports its youth with programs to augment its schools. Programs for special needs are well respected. Burien believes that quality schools are essential to its long-term success.

The Highline School District offers a comprehensive public-school education from preschool to high school. Students graduate prepared for college, career, and citizenship. Highline Schools are perceived by nearby school systems as being progressive in supporting young people of color. The school district has made a promise to "know every student by name, strength, and need." Two dual language schools are provided: Spanish/English and Vietnamese/English. A variety of nearby high schools provide occupational preparatory services and include an Aviation and a Maritime High School as well as Evergreen High School for health and human services track students. All high schools are internship oriented. <https://www.highlineschools.org/about/district-information>

Both public and parochial school systems provide high quality instruction with a 20:1 or better teacher ratio. School choices include Three Tree Montessori School with a regionally respected Montessori program pre-k-6th. and Tiny Trees Preschool which is an innovative outdoor preschool that offers classes at Seahurst and Dottie Harper Parks. Additional school choices are St. Bernadette, St. Francis of Assisi School, and John F. Kennedy Catholic High School.

Burien conserves its natural environment and public waterfronts. Burien treasures parks and open spaces and welcomes opportunities for more. The City of Burien makes sustainable land, energy, water, and transportation choices. Burien has 23 parks on 363 acres of land, and 18 miles of pathways and trails.

The Highline Heritage Museum in downtown Burien and the nearby Museum of Flight aviation museum are best-in-class cultural experiences.

ECONOMY

Burien is one of the fastest growing communities in King County, which is in itself one of the fastest growing metro areas in the country. It is increasingly eclectic and diverse. There are thousands of employment opportunities across hundreds of different sectors. With an unemployment rate of 4.5%, multiple job opportunities exist for the new city manager's family members. All forecasts show Seattle will continue to be a high demand area for the foreseeable future.

Although Burien is an inner suburb, it does not lack growth. Downtown Burien continues to add new forms of housing and capital investments. Small, eclectic businesses epitomize the Pacific Northwest's creative economy, featuring new award-winning culinary choices. Burien has diverse grocery options, including a Trader Joe's and PCC (a local cooperative grocery outlet similar to Whole Foods) and has a wide range of shopping options. Market-rate and affordable housing continues to be built in downtown Burien, creating a vibrant, multi-generational neighborhood right outside Burien's City Hall.

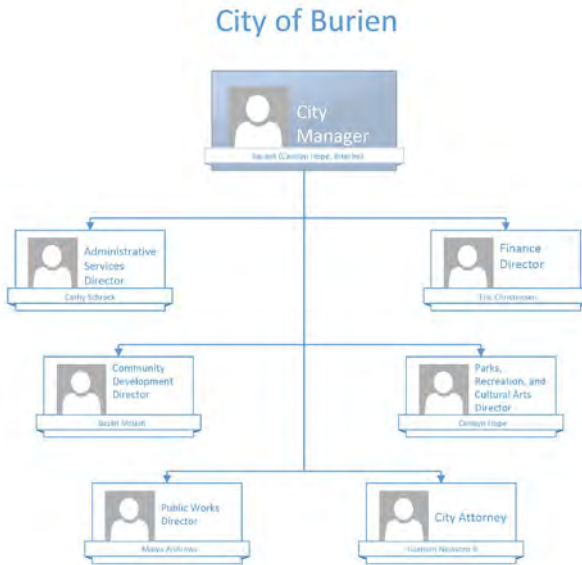
The city manager's office and the Seattle Southside Chamber of Commerce are active in promoting economic development and business attraction programs whose goals include increasing the property tax base as well as sales tax revenue, and diversifying the economy. Another goal is to capitalize on the international airport's proximity with future hotels, conferences, offices, and tourism. A second plan is to synergize the large healthcare economy with existing businesses and the downtown. Land assembly is a primary task. [Discover Burien.](#)



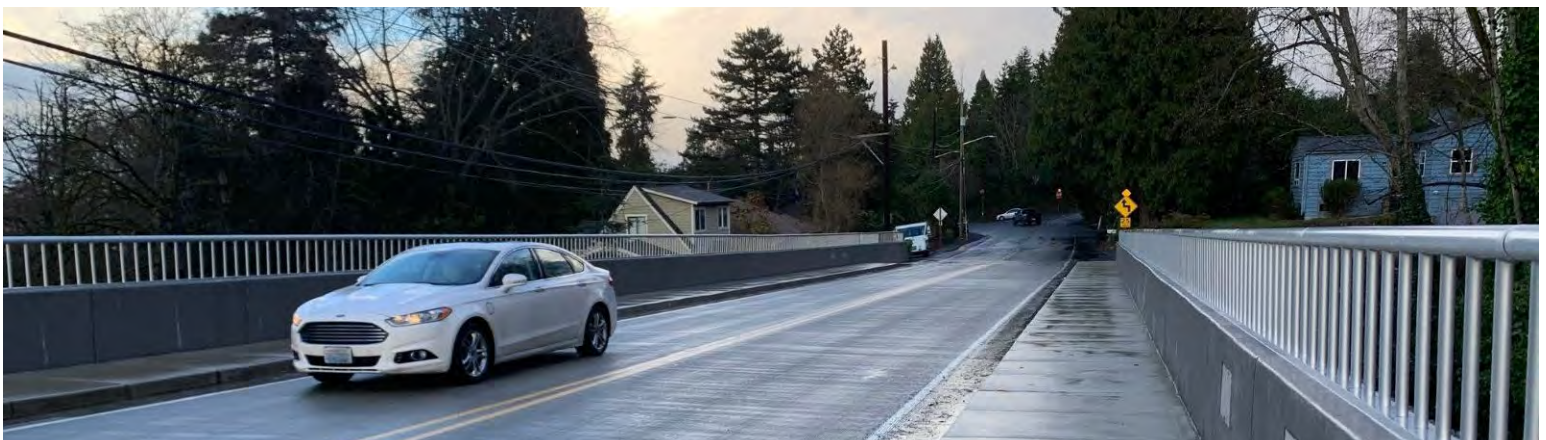
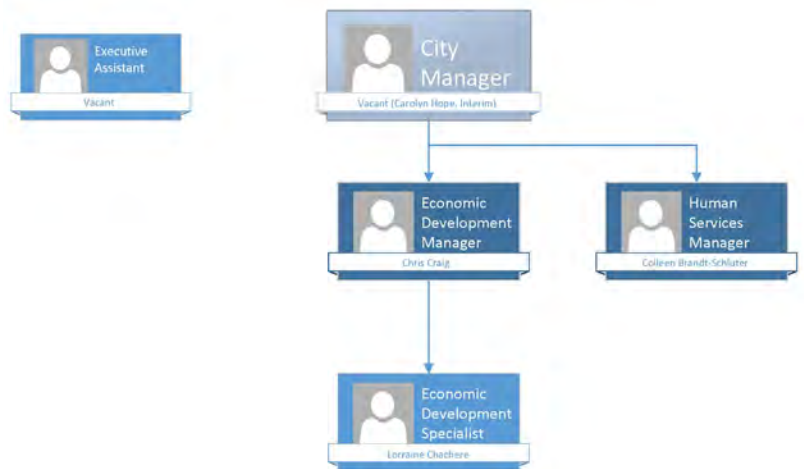
ORGANIZATION AND BUDGET

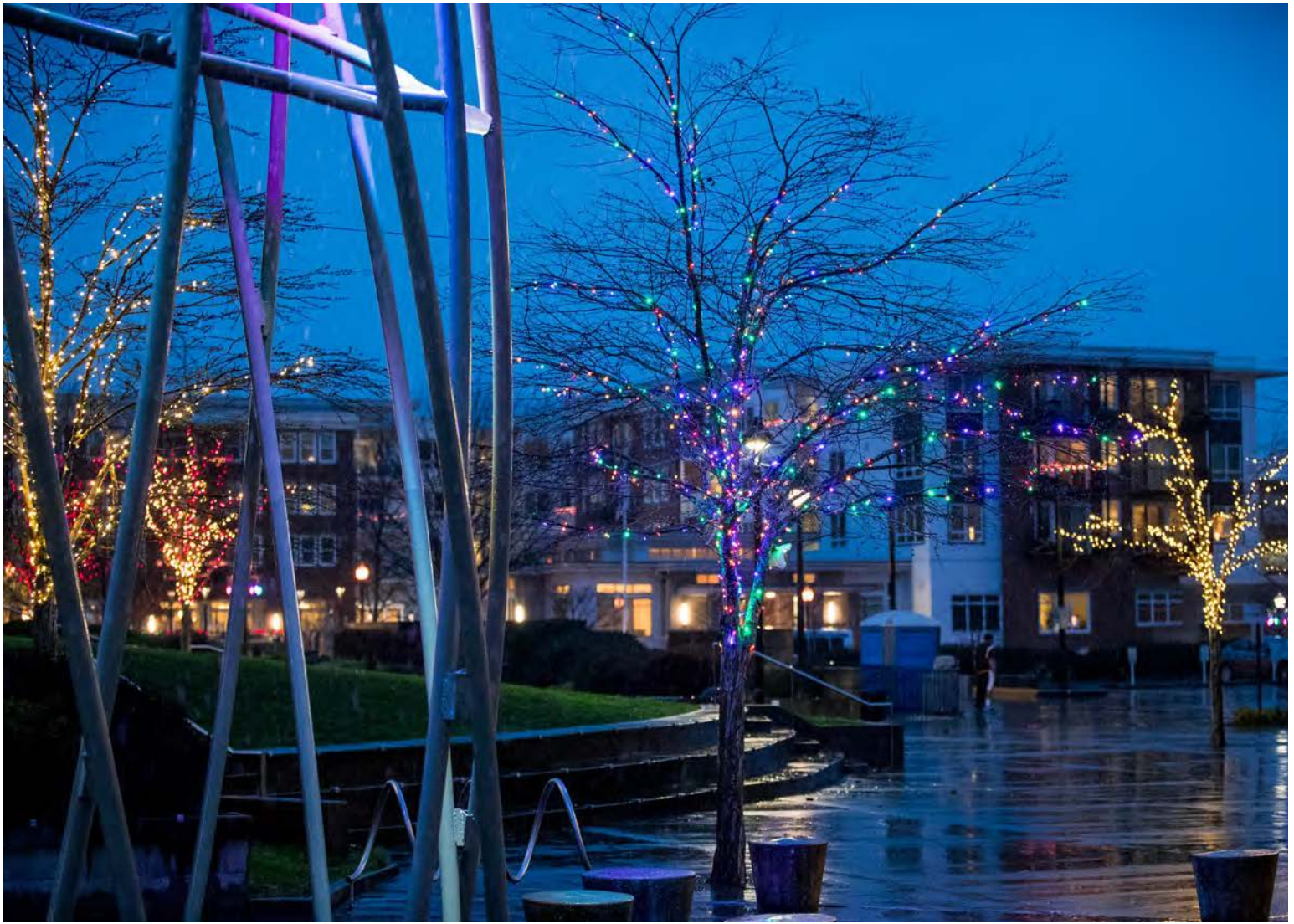
The City of Burien has a Council-Manager form of government. The seven members of the City Council are elected to serve four-year terms. The Mayor is elected by the Council for a two-year term, the Deputy Mayor is elected annually by the Council. Three new Council members took office in January. The new City Council is ambitious and wants progressive programmatic and policy changes.

The city manager serves as the Chief Executive Officer of the municipal government and is responsible for managing Burien's administrative operations and ensures the delivery of quality services consistent with the City Council's policy direction. The city manager is appointed by and serves at the will of the City Council.



City Managers Office





The City Council is looking for a city manager that is not concerned about seeking a majority vote but rather someone who is able to balance objective and nuanced information in a timely way that cuts through political opinion. The City Council also needs a culturally competent professional manager to lead training and teambuilding on governance systems for the purpose of maximizing each participant's role, expectation, and results. As a progressive board, the City Council knows it needs a city manager to help with what is possible collectively, rather than what is individually wanted. Their intent is to find ways to maximize communication and shared learning.

The City provides a range of services to its residents through its departments including Community Development, Finance, Administrative Services, Public Works, Legal, Parks, Recreation and Cultural Services, and the city manager's Office that includes Economic Development and Human Services. The City contracts with King County Sheriff's Office for police services. Fire services are provided by King County Fire District 2. Water, sewer, and power are provided by outside public and private entities.

The City's operations budget totals \$54 million, including \$35 million for the General Fund and a capital plan of \$5 million. The City has 100 employees and one bargaining unit. The largest expenditure is for police services (40%). The General Fund's fund balance meets the 20 percent required reserve as well as \$9 million extra reserved for funding for a future Public Works/ParCS Maintenance Facility. The City has earned the Certificate of Achievement for Excellence in Financial Reporting for multiple years (GFOA) and recently achieved a Aa1 credit rating upgrade. Both the City Council and City staff will be working during the next biennial budget process to secure more resources to support services or risk a budget imbalance in 2025 or 2026.



KEY 2022 PROJECTS & PROGRAMS

Burien is interested in specifically addressing social justice needs and fostering housing and community improvements while enhancing existing services and increasing the tax base. The following plans are currently being accomplished:

- Implementation of ARPA Funding Allocation (\$10.8 million)
- Council Strategic Plan
- Parks, Recreation and Open Space Plan
- Comprehensive Plan
- Transportation Master Plan
- Stormwater Management Action Plan
- Ambaum and Boulevard Park Subarea Plans
- Emergency Management Plan
- Equitable Community Engagement Program
- Advancing Racial Equity Chartering
- Contract policing updates with King County
- Affordable Housing Demonstration Program
- Enhanced Safety Program Implementation (EMS, Mental, Police)
- Prepare and Adopt 2023-24 Biennial Budget



BURIEN BY THE NUMBERS

Number of City Employees: **100**

Housing Units: **19,874**

Homeownership Rate: **55%**

Household Income, Median: **\$71,233**

Home Sale Values, Median: **\$645,000** (Redfin)

Rent, Median: **\$1,365**

RACE AND ETHNICITY:

47.5% White

24.5% Hispanic or Latino;

14% Asian

7.6% Black or African American

Foreign Born: **25.1%**

High School Graduation Rate: **84%**

Bachelor's Degree: **19.6%**

Poverty: **12.2%** (Statewide is 10.2%)





BURIEN TEAM STRENGTH AND DYNAMICS

The city manager is the head of the administration, serves as the principal advisor to the City Council, and acts as the liaison between the Council and the staff. The phrase "policy convener" is being used to express that Burien City government is looking for an active participant in the city manager hire to help move the social justice needle. Although remaining neutral and objective is essential, being able to flexibly grasp the needs, weigh options, and chart the implementation steps necessary will be essential.

To this end, the new city manager will want to become enmeshed in the community, exercise compassionate leadership, and attend a variety of events and programs recommended by City Council and staff. This will build relationships and help the city manager better understand the operational impacts of new policies on financial, staffing, and regulatory matters. Building on existing community partnerships will be key.

Although the City Council is interested in moving multiple new policies forward at once, the city manager will need to rely on their experience to create a shared learning environment on governance. Recognizing that the city manager and the administrative teams are responsible for policy implementation, the community will be asked to understand the advance steps necessary for effective implementation. Time, coordination, sequencing, and proper staffing is needed.

The staff is enthusiastic and willing to implement new and better ideas. The staff is known for their sense of humor and flexibility. The City staff are not stuck in silos and work well with multiple local, state, and federal agencies and nonprofits in seeking additional funding opportunities and partnerships.

City managers who want an eclectic environment to apply their skills of servant leadership and public service will be energized, yet the new city manager may wish to reorganize/add staff support within budgetary means to ensure long-term effectiveness. The organization is flat with many administrative leaders handling implementation details. The new city manager will need to conscientiously support the staff, recognize their accomplishments, and occasionally push back on the prioritization of changes. The new city manager can be most impactful by addressing governance knowledge needs and mutual team building.

The new city manager will need to be strategic, decisive, and stick to their word while being willing to try unconventional and innovative strategies, including a reliable communications system between Burien's policy advocates and staff implementation teams.

In summary, the City is looking for a city manager who will be:

- Effective and transparent in establishing mutually beneficial working relationships with elected officials, staff, and the general public.
- Able to work with City Council and staff to speed up, or slow down as the case may be, to assist in creating a more harmonious and effective whole. One Council member described this as "finding the rhythm to Burien's song."
- Able to make Council aware of financial policies, limitations, and procedures and is open to questions and in educating, as well as being educated, on policy options.
- A consensus builder and statesperson who is calm, level-headed, and an effective project manager and who can have uncomfortable conversations and communicate well about things that may cause discomfort.
- Empathetic and compassionate and have a demonstrated solid foundation, training, knowledge, and/or lived experience with racial equity and undoing structural racism.
- Invested in the community, building relationships, asking good questions, and understanding that people without privilege need the means to achieve equal access. Embody transparency, integrity, trust, and promote equitable outcomes and leads by example with face-to-face availability.
- Available in times of crisis and invested in staff development and retention.

UPCOMING ACTIONS

The Burien community and Council will need assistance with coordinating and completing the following additional priorities and opportunities. Although some feel that Burien is changing too fast, Burien City Council believes it must innovate to promote equity, address social issues, and remain vibrant. The staff and Council believe that leading with services and restorative practices to address mental health and other behaviors before they become criminal is the best public safety strategy, for example.

The City is also implementing new zoning and other policies to enhance livability and housing for all residents across the socio-economic spectrum in all neighborhoods. Business entrepreneurship will continue to be embraced since small businesses in Burien are some of largest sales taxpayers and job creators:

- Address Diversity/Equity/Inclusion goals in policy implementation, staff recruitment, and citywide systems.
- Facilitate and direct long-term, strategic planning to improve parks, human services, police, and economic development services.
- Construct a Public Works and Parks Maintenance facility and increase active uses of parks by adding park active plan facilities.
- Add additional programs to address youth violence, gang prevention, poverty, and the mental health crisis.
- Create a plan to resolve flooding and septic issues in the northeast area of the city.
- Address organizational development, staff team building, strategic conversations, and mentoring needs. Assist staff with work/life balance.
- Maximize bringing businesses into Burien.

IDEAL CANDIDATE ATTRIBUTES AND RESPONSIBILITIES

The ideal candidate will be an enthusiastic and hardworking public official who is willing to make difficult and potentially controversial decisions on multiple fronts to move Burien forward.

The ideal candidate will need to be a dynamic leader who will have the soft skills necessary to listen, care, and appropriately act within a governance system to prioritize actions associated with diverse values, voices, and beliefs. Although the Council is in charge of policymaking decisions, a strong yet empathetic city manager is needed to both recognize what needs to be researched to enable policy change while not falling victim to advocating personal opinions.

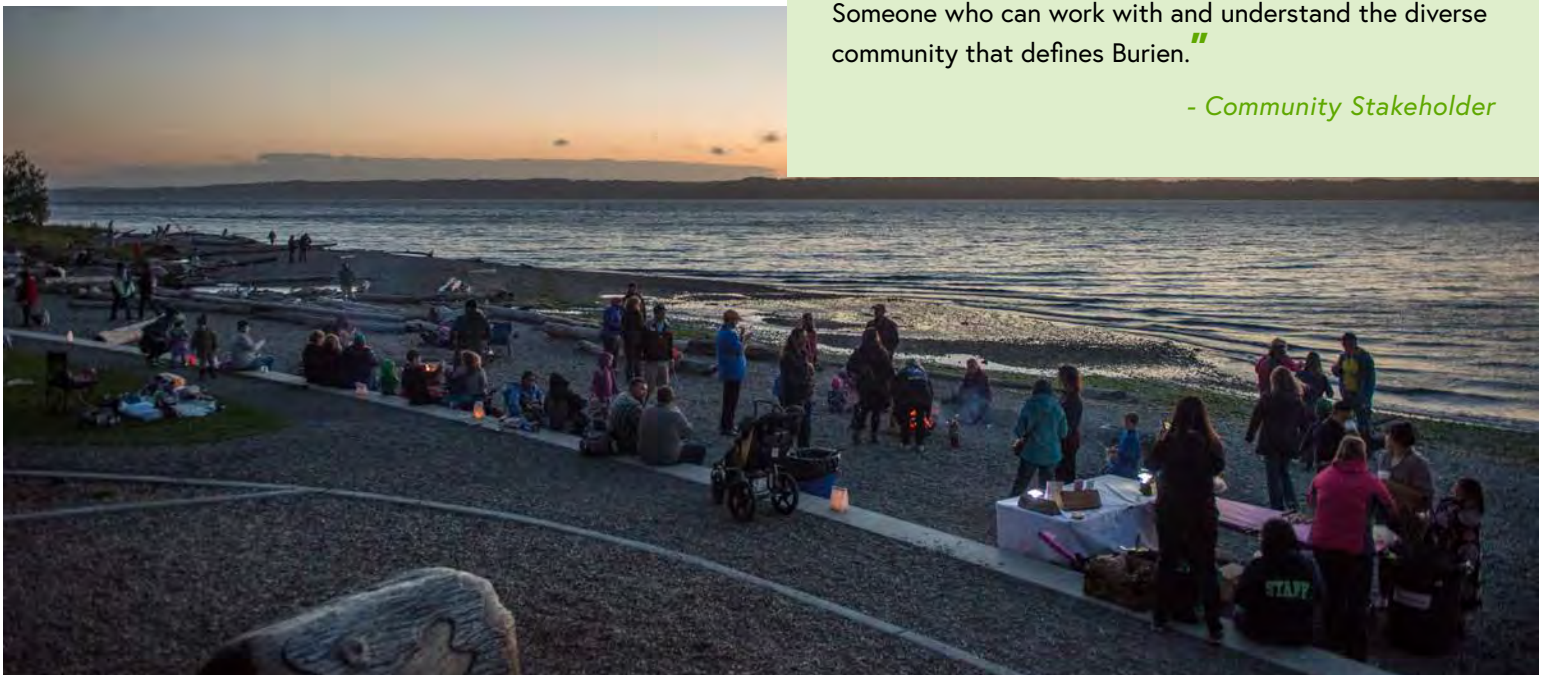
The ideal candidate will need to provide appropriate buffering between the City Council and the staff, as well as to be a patient and effective coordinator of viable policy ideas. The new city manager can be assured that the professional staff is energetic and ready to get behind a strong leader. It will be essential to maintain this respect by managing staff workloads and priorities, yet also being responsive to new policy ideas in a way that achieves realistic consensus.

The ideal candidate will demonstrate proven effectiveness in negotiating beneficial outcomes with County, State, and Federal Governments, special districts, and authorities.

In summary, the ideal candidate will demonstrate effectiveness at supervising administrative affairs, hiring and managing staff, enforcing codes and updating them per Council's direction, and delivering a budget to Council. See the [job description](#) and State of Washington Code. [RCW 35A.13.080: City Manager—Powers and duties.](#)

“Burien is the 23rd largest city in Washington state. It is important to find a communicative, collaborative, trustworthy, and strong manager and voice for the city. Someone who can work with and understand the diverse community that defines Burien.”

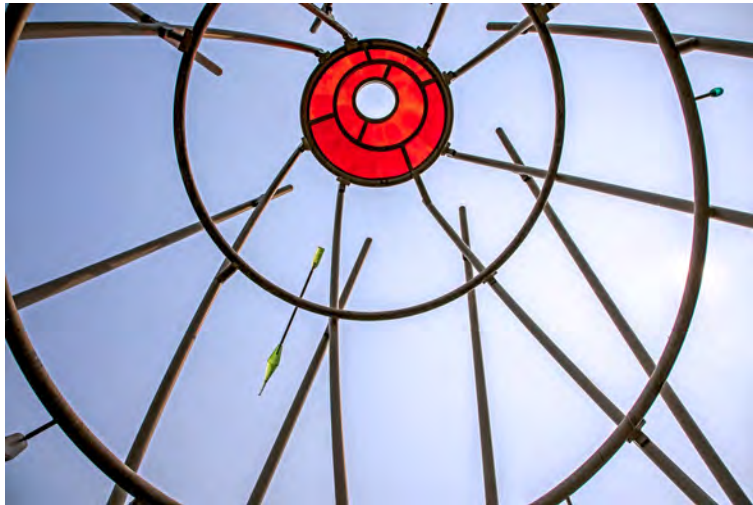
- Community Stakeholder



SUCCESSFUL CANDIDATE REQUIREMENTS

- Bachelor's degree in Public Administration or related field
- Five (5) years of leadership experience in municipal government or related public institutions involving responsibility for the planning, organization and execution of a varied work program, or a combination of education, experience and training that provides the candidate with the knowledge and skills to perform the job
- Knows the principles and techniques of policy development and collaboration and capable of providing unbiased information to the City Council
- Ability to plan strategically and implement complex and creative programs
- Experience with being a policy convener and demonstrated capability with evaluating alternative policy approaches objectively
- Skilled in recruiting and developing talent
- Exercises sound and ethical judgment
- Knowledge of systems and implementation tools for enhancement of diversity and inclusion
- Skilled in local and regional governmental collaboration
- Knowledge of institutional systems and inequities as they relate to diversity and inclusion
- Demonstrated ability to listen to, and work with, elected and appointed teams on meaningful solutions with a sense of calm and stability
- Work with and coordinate personnel while encouraging their professional development
- Honesty, integrity, and compassion
- Knowledge of principles and techniques of project management
- Demonstrated accountability for services provided to the community
- Demonstrated public speaking proficiency





PREFERRED CANDIDATE CREDENTIALS

- A master's degree in a related field
- Experience as a city manager in a comparable city
- Experience with contracted governmental services
- Residency is preferred yet not required

COMPENSATION & BENEFITS

Burien offers an excellent opportunity for an experienced professional looking to make a difference in a beautiful community in a dynamic and growing region. The annual salary range for this position is \$215,000 - \$235,000, DOQ/E. Burien has a strong collaborative work environment culture. Some telework is allowed.

Burien offers a generous compensation and benefits package which includes a vehicle allowance, medical, dental, vision, two retirement plans (a Public Employee Retirement System defined benefit plan and a 401A Social Security Replacement plan), a 457 deferred compensation option, long term disability and life insurance, 13 paid holidays plus one additional floating holiday, management leave, vacation, sick leave, and a Flexible Spending Account for daycare and other health expenses, plus a qualified tax-free commuter expense reimbursement program.

TO APPLY AND INTERVIEW DATES

Submit cover letter, resume, and five professional references by May 13, 2022. Click on www.GovHRjobs.com to apply. For questions, email: rcotton@govhrusa.com. Interviews will be June 9, 10 & 13. Applicants will be screened continuously. Applications are confidential until permission given. Expected start date is late July 2022. Equal Opportunity/ADA Employer. Position open until filled. <https://www.burienwa.gov>.



GovHR USA
GovTEMPS USA

Client List

Please see the following pages for our full list of City Management Recruitments.



City Management Client List

<i>STATE</i>	<i>CLIENT</i>	<i>POSITION</i>	<i>POPULATION</i>	<i>YEAR</i>	
Alabama	Lee County	Chief Administrative Officer	166,831	2021	
Alaska	Bethel	City Manager	6,500	2019	
	Homer	City Manager (Professional Outreach)	5,300	2019	
	Seward	City Manager	2,693	2019	
	Unalaska	City Manager	4,768	2017	
Arizona	Buckeye	City Manager	69,744	2021	
Colorado	Eagle	Town Manager	6,739	2017	
	Englewood	City Manager	34,957	2019	
Connecticut	Cheshire	Town Manager	29,261	2017	
	East Hampton	Town Manager	13,000	2019	
	Enfield	Town Manager	45,246	2015	
				2018	
				2021	
	Manchester	General Manager	59,710	2021	
	Meriden	City Manager	60,838	2018	
Delaware	Newark	City Manager	33,398	2018	
Florida	Deerfield Beach	Assistant City Manager	80,000	2022	
	Gainesville	Assistant City Manager	133,997	2021	
	Lakeland	City Manager	110,000	2020	
	Largo	Assistant City Manager	82,244	2018	
	Palm Beach	Assistant City Manager	85,933	2021	
Georgia	Albany	City Manager	77,434	2021	
	College Park	City Manager	14,500	2021	
	Decatur	Assistant City Manager	25,000	2018	
		City Manager	25,000	2018	
Illinois	Algonquin	Village Manager	30,947	2012	
	Arlington Heights	Village Manager	75,500	2014	
	Barrington	Village Manager	10,455	2018	
	Bensenville	Village Manager	20,703	2015	
	Bloomington	City Manager	78,005	2018	
	Buffalo Grove	Village Manager	42,909	2010	
	Carbondale	City Manager	25,092	2011	
	Cary	Village Administrator	18,713	2011	
	Centralia	City Manager	13,000	2020	
	Clarendon Hills	Village Administrator	8,653	2014	
			Village Manager	8,653	2010
		Crest Hill	City Administrator	21,169	2015
					2021
	Decatur	City Manager	76,178	2014	
				2018	
		Deputy City Manager	76,178	2019	

	DeKalb	City Manager	43,849	2018
			44,862	2013
	Dixon	City Manager	18,601	2015
	East Moline	City Administrator	21,300	2011
				2016
	East Peoria	City Administrator	23,503	2016
	Effingham	City Administrator	12,384	2010
			12,577	2018
	Elmhurst	City Manager	46,387	2010
	Forsyth	Village Administrator	3,490	2021
	Fox Lake	Village Administrator	10,550	2013
				2021
	Freeport	City Manager	25,000	2017
	Galesburg	City Manager	33,706	2010
	Geneseo	City Administrator (Virtual)	6,500	2019
	Glen Ellyn	Assistant Village Manager	27,000	2013
		Village Manager	27,000	2010
	Glencoe	Assistant Village Manager	8,723	2015
		Village Manager	8,723	2013
	Greenville	City Manager	7,000	2021
	Hanover Park	Village Manager	38,510	2012
	Highland Park	City Manager	31,365	2011
	Hinsdale	Village Manager	16,816	2013
	Homer Glen	Village Manager	24,220	2011
	Homewood	Assistant Village Manager (Virtual)	19,464	2017
				2021
	Inverness	Village Administrator	7,400	2013
	Joliet	City Manager	147,500	2013
				2017
	Kenilworth	Village Manager	2,562	2012
	La Grange	Assistant Village Manager (Virtual)	15,610	2017
	La Grange	Village Manager	15,610	2017
	La Grange Park	Assistant Village Manager	13,579	2020
	Lake Bluff	Assistant to the Village Manager	5,700	2016
	Lake Forest	City Manager	19,375	2018
	Lake Villa	Village Administrator	8,774	2013
	Lake Zurich	Village Manager	19,631	2015
	Libertyville	Village Manager	20,431	2016
	Lincoln	City Administrator	14,500	2014
		Assistant Village Manager/Community Development Director		
	Lincolnshire		7,500	2016
		Village Manager	7,500	2012
	Lindenhurst	Village Administrator	14,468	2017
	Lombard	Village Manager	43,815	2013
	Marengo	City Administrator	7,614	2011
	Mettawa	Part-time Village Administrator	500	2010
	Mokena	Village Administrator	19,042	2015
	Moline	City Administrator	43,100	2017

Monmouth	City Administrator	9,444	2014
Morton Grove	Village Administrator	23,500	2011
Mt. Prospect	Village Manager	54,771	2015
Mundelein	Village Administrator	31,385	2020
New Lenox	Village Administrator	25,000	2011
Niles	Village Manager	30,001	2021
Normal	City Manager	54,264	2017
North Chicago	Chief of Staff	30,020	2021
Northbrook	Village Manager	35,000	2021
Oak Brook	Village Manager	8,058	2014
			2021
Oak Park	Assistant Village Manager/Human Resources Director	52,000	2019
	Village Manager	52,000	2021
Orland Park	Village Manager	60,000	2016
			2019
Palos Heights	City Administrator (Virtual)	12,480	2021
Pekin	City Manager	33,223	2016
Peoria	Assistant City Manager	115,234	2021
Pingree Grove	Village Manager	10,000	2020
Plainfield	Village Administrator	41,734	2021
Princeton	City Manager	7,700	2011
Princeton	City Manager	7,700	2019
River Forest	Village Administrator	11,635	2010
			2021
Rock Island	City Manager	39,684	2011
			2021
Savoy	Village Administrator (Virtual)	8,607	2020
Schaumburg Township	Township Administrator (Virtual)	140,000	2021
Schiller Park	Village Manager	11,692	2015
Shorewood	Village Administrator	17,495	2018
Skokie	Village Manager	65,000	2013
St. Clair Shores	Assistant City Manager (Professional Outreach)	59,984	2021
Sycamore	City Manager (Professional Outreach)	18,557	2021
Tinley Park	Village Manager	56,831	2013
Vernon Hills	Village Manager	25,911	2021
Villa Park	Assistant Village Manager (Virtual)	22,038	2021
	Village Manager	22,038	2022
Volo	Village Administrator	6,283	2013
Washington	City Administrator	15,700	2015
			2021
Wauconda	Village Administrator	14,125	2013
			2017
			2021
Willowbrook	Village Administrator	8,967	2019
Winnetka	Assistant Village Manager	12,417	2019
Woodridge	Village Administrator	33,256	2017

Indiana	Munster	Town Manager	23,603	2014
	St. John	Town Manager (Professional Outreach)	18,047	2020
Iowa	Bondurant	City Administrator	5,493	2017
	Burlington	City Manager	25,663	2011
	Indianola	City Manager	15,833	2022
	Knoxville	City Manager	7,300	2021
	Muscatine	City Administrator	23,819	2020
	Newton	City Administrator	15,000	2016
	Washington	City Administrator	7,266	2011
	Webster City	City Manager	8,000	2016
	West Liberty	City Manager	3,736	2013
	Windsor Heights	City Administrator	4,860	2019
Kentucky	Paducah	City Manager	24,850	2021
	Paris	City Manager	9,846	2021
Maine	Bangor	City Manager	33,039	2021
Maryland	Greenbelt	City Manager	23,753	2016
	Hagerstown	City Administrator	40,612	2015
	Sykesville	Town Manager	3,941	2019
	Westminster	City Administrator	18,522	2021
Massachusetts	Cambridge	City Manager	110,000	2016
	Eastham	Town Administrator	4,956	2016
	Provincetown	Town Manager	2,990	2015
	Williamstown	Town Manager	7,806	2021
			8,400	2015
Michigan	Adrian	City Administrator	20,676	2018
	Albion	City Manager	8,337	2018
	Alpena	City Manager	10,410	2012
	Caro	City Manager	4,208	2012
	Charlotte	City Manager	9,100	2020
	Clawson	City Manager	11,946	2021
	Delta Charter Township	Township Manager	32,400	2014
	Eastpointe	City Manager	32,673	2019
	Ferndale	City Manager	20,428	2019
	Hamtramck	City Manager	21,752	2017
	Kalamazoo	City Manager	75,000	2013
	Lincoln Park	City Manager	36,665	2019
	Oakland Township	Township Manager	16,779	2013
			19,132	2018
	Rochester	City Manager	13,000	2015
	Royal Oak	City Manager	59,112	2020
	Royal Oak Township	Township Manager	2,600	2021
	Troy	Assistant City Manager	83,181	2019
		City Manager	83,181	2018
Minnesota	Becker	City Administrator	4,874	2021
	Buffalo	Assistant City Administrator	15,855	2021
	Hibbing	City Administrator	15,855	2021
	Minnetonka	City Manager	53,953	2022

	St. Louis Park	City Manager	48,662	2021
	Waconia	City Administrator	13,500	2021
	Woodbury	Assistant City Administrator	68,820	2017
Missouri	Ballwin	City Administrator	30,181	2020
	Cape Girardeau	City Manager	38,000	2020
	Ferguson	City Manager	21,111	2015
	Maryland Heights	City Administrator	27,436	2015
	Republic	City Administrator	15,590	2016
	South Lyon	City Manager	11,327	2018
	University City	Assistant City Manager	35,172	2020
		Assistant to the City Manager/Communications Director	35,172	2018
		Assistant to the City Manager/Director of Human Resources	35,172	2020
		City Manager	35,172	2017
	Warrensburg	City Manager	20,200	2021
	Webster Groves	City Manager	22,800	2020
	Wildwood	City Administrator	35,517	2014
		City Manager	35,524	2019
Nevada	Boulder City	City Manager	16,207	2021
New Hampshire	Portsmouth	City Manager	21,796	2019
New Jersey	Waldwick	Borough Administrator	9,800	2015
New York	Long Beach	Deputy City Manager (Virtual)	33,275	2021
	Mamaroneck (Town)	Town Administrator	29,156	2021
	Mamaroneck (Village)	Village Manager	19,426	2018
	Scarsdale	Village Manager	17,837	2021
North Carolina	Fayetteville	Assistant City Manager	210,000	2012
				2017
				2018
North Dakota	Minot	City Manager	45,700	2020
Ohio	Oberlin	City Manager	8,390	2016
Pennsylvania	Centre County	County Administrator	158,172	2022
	Ferguson Township	Township Manager	18,300	2017
				2022
	Mt. Lebanon	Municipal Manager	33,137	2015
	South Fayette Township	Township Manager	14,416	2018
Rhode Island	North Kingston	Town Manager	26,326	2015
Texas	Austin	Assistant City Manager	885,000	2021
	Burleson	City Manager	36,990	2011
			43,960	2018
	Garland	Assistant City Manager	233,206	2016
	McKinney	Assistant City Manager	191,645	2019
	Missouri City	Assistant City Manager	74,139	2019
		City Manager	74,139	2021
Vermont	Winooski	City Manager	7,997	2021
Virginia	Chesapeake	City Manager	245,000	2019
	Portsmouth	City Manager	96,000	2020
	Salem	City Manager	25,643	2019

	Virginia Beach	City Manager	442,707	2019
Washington	Burien	City Manager	52,066	2022
	Duvall	City Administrator (POS)	8,090	2021
	Yakima	Assistant City Manager	97,000	2021
West Virginia	Bridgeport	City Manager	8,582	2019
				2021
	Morgantown	City Manager	31,000	2016
Wisconsin	Baraboo	City Administrator	12,048	2019
	Bayside	Assistant Village Manager	4,400	2019
	Beaver Dam	City Administrator	16,291	2021
	Bellevue	Village Administrator	15,524	2018
	Beloit (City)	City Manager	36,966	2015
	Beloit (Town)	Town Administrator	7,083	2016
				2020
	Brown Deer	Village Manager	12,000	2012
	Burlington	City Administrator	10,511	2014
	Cedarburg	Town Administrator	11,475	2015
	Fond du Lac	City Manager	43,021	2012
	Fort Atkinson	City Manager	12,300	2012
	Franklin	Director of Administration	36,155	2019
	Glendale	City Administrator	12,920	2016
	Harrison	Village Manager	13,185	2021
	Hartford	City Administrator	14,251	2015
	Hobart	Village Administrator	8,500	2016
	Janesville	City Manager	63,480	2013
	Lake Geneva	City Administrator	7,710	2015
	Lisbon	Town Administrator/Clerk	2,521	2014
	Monroe	City Administrator	10,827	2020
	Oak Creek	City Administrator	35,243	2016
	Plymouth	City Administrator/Utilities Manager	8,540	2020
		Director of City Services	8,540	2010
		Assistant City Administrator/Human Resources Director		
	Port Washington	Resources Director	11,250	2022
	Prairie du Chien	City Administrator	5,900	2017
	Princeton	City Administrator	1,504	2010
	Racine	City Administrator	78,200	2016
	Rhineland	City Administrator	7,800	2018
	Richfield	Village Administrator	11,500	2009
	Rome	Town Administrator	2,720	2016
	Shorewood	Village Manager	13,331	2017
	Waukesha	City Administrator	72,489	2012
				2014
	West Bend	City Administrator	31,000	2016
	Whitewater	City Manager	14,300	2012

Consultant Biography

Please see the following page for Ryan Cotton's full resume and biography.



RYAN COTTON



Ryan Cotton is a Vice President with GovHR USA, and has over 35 years of experience as a local government management professional in multiple communities in three states including Duvall, Washington, Montpelier, Vermont and Grand haven, Spring Lake, Eastpointe, Caledonia, and Holland Michigan. Mr. Cotton is an ICMA Credentialed Manager.

From 2012 to 2017, Mr. Cotton served as the City Manager of Holland, a progressive, vibrant, diverse community in West Michigan. During his tenure in Holland, Mr. Cotton was responsible for a \$36 million budget and 185 full-time employees. Consensus on \$28 million in capital asset redevelopment was accomplished. Mr. Cotton was known for his organizational planning and facilitation, strategic management, neighborhood redevelopment, fiscal management, multicultural human relations, intergovernmental collaboration, and grant outcomes.

Mr. Cotton served as the Village Manager in Spring Lake, Michigan from 2002 to 2012 and as City Manager in Grand Haven, Michigan from 1995 to 2002. Spring Lake and Grand Haven are full-service, waterfront communities with high service demands. In Spring Lake, new intergovernmental agreements resulted in shared and expanded services. Mr. Cotton facilitated multiple community consensus building opportunities including master plans and strategic plans.

Prior City Manager services were provided to Montpelier, Vermont from 1986 to 1994 where Mr. Cotton grew regional collaboration for improved ambulance services. He also assisted the Vermont League of Cities and Towns on municipal recruitment and team building. In each community, Mr. Cotton oversaw labor relations and conducted strategic planning and facilitation for multiple non-profits. Mr. Cotton also served in leadership roles for regional services and on statewide boards.

Ryan has extensive grant experience in Illinois, Michigan, and Vermont. He brought in more than \$20 million in grants and other non-local tax funding to communities he served-- achieving a 95% success rate.

PROFESSIONAL EDUCATION

- Master of Arts degree in Political Science, Western Michigan University
- Master of Public Administration degree, University of Kansas
- Bachelor of Arts degree in Public Administration, Miami University, OH

- Vermont Association of Realtors, Impact Fees and Cities, 1988
- National Caucus of New England Legislators, Growth in New England, in Manchester, New Hampshire, 1988
- International City Manager Association National Conference, Service Request Systems, San Antonio, Texas, 1984

PROFESSIONAL DEVELOPMENT AND SPEAKING ENGAGEMENTS

- Adjunct Instructor, Grand Valley State University and Hope College
- West Michigan Green Infrastructure Conference, Michigan Department of Environmental Quality Grand Valley State University, Grand Rapids, Michigan, 2015
- Testimony to State of Michigan House and Senate Committees, On-Bill Energy Legislation, resulting in eventual adoption and Governor's signature, 2014
- Michigan Association of Municipal Attorneys, The ABCs for Municipal Attorneys, Lansing, Michigan, 2009
- Testimony to the State of Michigan House Committee on Land Use and the Environment, Impact Fees, 2013
- Michigan City Management Association, Community Information Systems, Ypsilanti, Michigan, 1999
- Michigan Municipal League, Building a Sense of Place Grants, Muskegon, Michigan, 1998

MEMBERSHIPS AND AFFILIATIONS

- Michigan Local Government Managers Association, Former Board of Directors
- West Michigan Strategic Alliance, Former Board of Directors

PROFESSIONAL BACKGROUND

- Interim City Administrator, Duvall, WA, 2021
- Interim City Manager, Eastpointe, MI 2019
- Interim Village Manager, Caledonia, MI 2019
- Interim City Manager, Eastpointe, MI 2018
- City Manager, Holland, MI 2012-2017
- Village Manager, Spring Lake, MI 2002-2012
- City Manager, Grand Haven, MI 1995-2002
- City Manager, Montpelier, VT 1986-1994
- Assistant City Manager, Upper Arlington, OH 1984-1986



**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!

PROTHMAN

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, 206.368.0050
371 NE Gilman Blvd., Suite 310, Issaquah, WA 98027
www.prothman.com
www.prothman-jobboard.com
Submittal Date: November 18, 2022

COMMITMENT TO PROVIDE SERVICE

Prothman commits to performing all services represented in this proposal.

STATEMENT OF QUALIFICATIONS - PROJECT TEAM

Cliff Moore - Project Lead

Cliff Moore joins Prothman after a 30-year career in 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.

Date	Topic
Weeks of December 5 & 12, 2022	Travel to Fircrest and/or meet via Zoom/phone for stakeholder interviews. Gather information for position profile. Send position profile for review and edits.
<i>December 22, 2022 – January 2, 2023</i>	<i>Winter Holiday</i>
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
Week of February 20 – 24, 2023	Travel to Fircrest or meet via Zoom for Work Session to review semifinalists and design final interviews
Week of March 6 – 10, 2023	Travel to Fircrest for Final Interview Process

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: **Thurston County, WA** – Public Health and Social Services Director. **El Dorado County, CA** – Chief Administrative Officer. **Skagit Transit, WA** – Executive Director. **Grant Transit Authority, WA** – General Manager. **City of Ephrata, WA** – City Administrator. **Tillamook County Transportation District, OR** – General Manager. **Lake Cushman Maintenance Company, WA** – General Manager. **Port of Everett, WA** – Chief Financial Officer.

References

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

Sarah Melancon, HR Director, Jefferson County, WA – recently completed: 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

Equal Opportunity

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 City of Fircrest a diverse and qualified pool of candidates.

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.

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 Interim City Manager
- ◆ 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 with a packet.
- ◆ **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 references 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.

EXAMPLE OF POSITION PROFILE



THURSTON COUNTY

WASHINGTON

SINCE 1852

PUBLIC HEALTH AND SOCIAL SERVICES DIRECTOR

\$121,548 - \$162,060

*Plus excellent benefit including:
Up to \$10,000 signing bonus, and up to \$5,000 conditional relocation allowance.*

Apply by
October 2, 2022
(First Review, Open Until Filled)

PROTHMAN



THE COMMUNITY



Home to more than 290,000 residents, Thurston County is 60 miles south of Seattle and 100 miles north of Portland, Oregon. Thurston County is comprised of the cities and towns of Olympia, Lacey, Tumwater, Yelm, Rainier, Tenino, and Bucoda. Majestic Mount Rainier and the rugged Cascade Mountains are nearby to the east, while the Pacific Coast is just an hour’s drive to the west.

As the County’s largest city, Olympia is the capital of the state of Washington, the county seat of Thurston County, and is the southern gateway to Puget Sound’s metropolitan region. Thurston County is home to a wide variety of industries, including state government, health care, retail, military, education, construction, farming, fishing, logging and has an active arts community. With an economic engine fueled to a great extent by state government, as well as three higher education institutions, Olympia enjoys the benefits of a stable workforce, an engaged and educated community, and a well-supported school system.

Thurston County has a wide array of public parks and nature conservation areas. Blessed with a year-round mild climate, outdoor activities can be enjoyed almost any day, and the nearby mountains offer many opportunities for skiing, snowboarding, cross-country skiing, snowmobiling, and mountain climbing. Historic downtown Olympia offers a variety of eclectic shopping and dining experiences, while Olympia's Westside is a regional shopping destination with numerous national brand stores and the auto mall.



THE COUNTY

Thurston County is governed by a three-member elected Board of County Commissioners who serve as the County’s legislative body. The County is comprised of an additional 23 separately elected county officials and their offices, as well as 11 departments including the Budget Office, Community Planning and Economic Development, Emergency Management, Medic One, Human Resources, Information Technology, Pretrial Services, Public Defense, Public Health and Social Services, and Public Works. Department directors are appointed positions and report to the County Manager.

The County has 1,276 budgeted FTEs and an Operating and Capital budget of \$514,438,156 for 2022.



THE DEPARTMENT

As Thurston County’s local health jurisdiction and human services department, the Public Health and Social Services (PHSS) Department is responsible for protecting the health and promoting the well-being of all people who live, work, and play in Thurston County by providing foundational public health services and critical social programs.

The Department is governed by the County’s Board of Health and Board of County Commissioners. The Thurston County Board of Health is comprised of the three currently elected Thurston County Commissioners. To learn more about the various functions of each Division, please view the department overview found [here](#). The Department’s 2022 allocated budget is \$77 million. Currently, the Department has 135 employees.

To learn more about the PHSS Department as a whole, please visit: www.co.thurston.wa.us/health

THE POSITION

Reporting directly to the County Manager, the Public Health and Social Services Director organizes and directs the services, operations, fiscal and administrative functions of the Thurston County's Public Health and Social Services Department. The Department's primary divisions include Community Wellness, Maternal and Child Health, Disease Control and Prevention, COVID-19 Incident Management, Environmental Health, Vital Services, the Office of Housing and Homeless Prevention, and the Treatment Sales Tax Office.

The Director ensures the efficient and effective utilization of personnel, funds, materials, facilities, and time, and accomplishes short-term and long-range planning. This position also implements and maintains sound organizational practices, controls costs, and directs all departmental operations. The PHSS Director assures proper distribution of assets and liabilities, assignments of grants and contracts, and negotiation of agreements with other local governments. For a full job description and to view the detailed responsibilities of the position, please view the attachment found [here](#).

OPPORTUNITIES & CHALLENGES

Community Relations: The incoming Director will have a central role in engaging and coordinating with external agencies and stakeholders to promote public health and social services throughout Thurston County.

Assistant Director: The incoming Director will have the opportunity to begin the recruitment and selection process of a newly established Assistant Director position.

Upcoming Structure Change: Policy direction for the Public Health and Social Services Department is provided by the Thurston County Board of Health. While the board is currently comprised of the three Thurston County Commissioners, recent Washington State Law requires that by July 2022 the Board of Health shall include non-elected members, community and tribal representation. The new Director will be called upon to successfully navigate this structural change and maybe assigned as the Administrator of the newly formed Board of Health. The Public Health and Social Services Director will continue to report to the Thurston County Manager who is vested with the employment authority for this position.

IDEAL CANDIDATE

Education & Experience:

A Master's degree in public health, social services, business or public administration, or a closely related field, and six (6) years of administrative and/or managerial work at the senior management level, associated with public health and/or social services, and at least three (3) years of significant supervisory responsibilities is required. Candidates must have a current Washington State Driver's License or have requested and obtained an appropriate accommodation by the time of hire. The ideal candidate will have experience in a similar-sized public health organization as the director or deputy director, have demonstrated success in managing professional public health teams, and will bring strong management skills and a forward-thinking approach.

Necessary Knowledge, Skills & Abilities:

- Skill as a cooperative team member with experience working between departments, and awareness of the business acumen of Public Health.
- Experience working with a Board of County Commissioners or Board of Directors to build achievable goals that will take the agency to the next level of service.
- Political acumen and sensitivity to be effective within a broad range of interests.
- Executive leadership skills and comprehensive knowledge of all facets of Public Health.
- Exceptional written and oral communication skills which will be used to clearly communicate the policies and strategic vision to staff and citizens in a clear and concise manner.
- The ability to ensure future-focused strategic planning is in place through the utilization of data-driven decisions.
- Skill leading by example setting the standard for all members and must have a strong and confident presence, be a good listener, be accessible, and understand the importance of maintaining close and consistent communication with staff.
- A track record for delivering results, building accountability for staff at all levels, and creating a positive working environment characterized by teamwork and innovation.
- The ability to facilitate timely and effective communication with diverse stakeholders and community members regarding social services and issues of public health importance.

COMPENSATION & BENEFITS

- **\$121,548 - \$162,060 DOQ**
- Medical benefits through the Washington State's Public Employees Benefits Board (PEBB).
- Dental plans are provided through the Washington Counties Insurance Fund (WCIF). Employees have the opportunity to choose between two plans, Delta Dental, a preferred provider plan, or Willamette Dental, an HMO plan.
- Vision Service Plan coverage through the Washington Counties Insurance Fund (WCIF). Employees also have additional vision coverage through their medical plan.
- \$36,000 life insurance and \$36,000 accidental death and dismemberment (AD&D) coverage. Additional insurance is available.
- Washington State PERS Pension Plan
- Dependent coverage may be added.
- Long Term Disability.
- Employee Assistance Program.
- Three voluntary deferred compensation plans.
- The choice between Alternative leave and Traditional leave programs.
- 11 paid holidays, including a floating holiday.
- Voluntary flexible spending account.
- Voluntary short-term disability.
- Voluntary electronic payroll savings with TreasuryDirect.
- Up to \$10,000 signing bonus.
- Up to \$5,000 relocation allowance for distances more than 250 miles from Olympia.



**For more information on
Thurston County, please visit:
www.co.thurston.wa.us**



Thurston County is an Equal Opportunity Employer. All qualified candidates are strongly encouraged to apply by **October 2, 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** and click on "**Open Recruitments**", select "**Thurston County, WA – Public Health and Social Services Director**", and click "**Apply Online**", or click [here](#). Resumes, cover letters, and supplemental questions can be uploaded once you have logged in.



www.prothman.com

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

EXAMPLE OF INVITE LETTER



Tacoma

WASHINGTON

DEPUTY CITY MANAGER

\$198,348 - \$254,280

First Review:
March 13, 2022
(Open Until Filled)

Apply at www.prothman.com

Dear Colleague,

Prothman is currently recruiting for the **Deputy City Manager** position for the **City of Tacoma, 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 city management professionals who may be ready for this next step in their career.

Thank you for your consideration and help!

PROTHMAN



THE COMMUNITY



Located at the foot of majestic Mount Rainier and along the shores of Commencement Bay, the City of Tacoma is a vibrant community that offers countless cultural and educational opportunities. The nearby Cascade and Olympic Mountain ranges, the ocean waters of the scenic Puget Sound, and the City's many parks which includes the 702-acre Point Defiance Park, each offer visitors and residents a wealth of unique outdoor recreational opportunities. Tacoma is centrally located just 32 miles south of the city of Seattle and 31 miles north of the state capital, Olympia. The City of Tacoma is also home to the Port of Tacoma, the seventh-largest container port in the United States. Like most cities in the northwest, Tacoma is surrounded by beautiful nature, giving residents many opportunities for outdoor adventures. Largely suburban in nature with a small, but dense, urban core, Tacoma is home to a large number of institutes of higher learning that attract students from across the country. The University of Washington Tacoma, Pacific Lutheran University, University of Puget Sound, a satellite campus of the Evergreen State College, three community/technical colleges, and several trade and business schools are all within Tacoma's geographic area. Downtown's Cultural District is the site of the Washington State History Museum, Museum of Glass, the Tacoma Art Museum, and America's Car Museum.

COMMITMENT TO DIVERSITY AND INCLUSION

Tacoma's diversity is its greatest asset. Tacoma embraces its multi-cultural and multi-ethnic character. Communities of color and immigrant communities are fundamental to Tacoma's entrepreneurial spirit, workforce, and long-term success. In Tacoma, equity and empowerment are top priorities, meaning that all Tacoma residents must have equitable opportunities to reach their full potential and share in the benefits of community progress. One of the City's goals is for the City of Tacoma workforce to reflect the community it serves. The City actively works to eliminate racial and other disparities and welcome candidates with diverse backgrounds and/or multicultural skill sets and experiences. The City's goal is for Tacoma to be an inclusive and equitable place to live, work, and play.

THE CITY & THE POSITION

The City of Tacoma operates under a Council-Manager form of government. The City Council consists of a Mayor, five district representatives, and three at-large representatives. All serve staggered four-year terms. Appointed by the City Council, the City Manager administers the City's day-to-day operations. With a population of approximately 217,000 residents, Tacoma is the second-largest city in the Puget Sound area and the third largest municipality in the state. Tacoma also serves as the center of business activity for the South Sound region which has a population of approximately one million people. The City provides a full range of municipal services. City departments include community & economic development, environmental services, finance, legal, municipal court, police, fire, information technology, human resources, neighborhood and community services public utilities, and public works. Tacoma currently has approximately 3,600 FTEs and a total 2021-2022 biennial budget of \$3.6 billion.



Under the direction of the City Manager, the Deputy City Manager assists the City Manager in the day-to-day administration and operations of all units of the City's general government, and in implementation of City Council priorities. This position serves as the City Manager in their absence. Major responsibilities include consulting with and advising the City Manager on management of administrative matters and community and operational needs, and leading the execution of complex policies and programs set by the City Council to fulfill the goals and objectives of the City. This position provides direct oversight and leadership to a diverse portfolio of City departments and functions, serves as key representative of the City Manager's Office in the community, and guides budget development, adjustments, and monitoring.

Please visit www.prothman.com to review the full position profile and compensation package, and to learn more about Prothman.

PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES

**City Manager
City of Fircrest, Washington**

**Submission Due Date: November 18, 2022
This proposal is valid for 90 days**

Strategic Government Resources
P.O. Box 1642, Keller, Texas 76244
Office: 817-337-8581

JJ Peters, President of Executive Recruitment
JJPeters@GovernmentResource.com



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8 Placement Guarantee



November 18, 2022

Hon. Mayor Brett L. Wittner and City Council
City of Fircrest, Washington

Dear Mayor Wittner and Council Members,

Thank you for the opportunity to submit this proposal to assist the City of Fircrest in your recruitment for a new City Manager. SGR has the unique ability to provide a personalized and comprehensive recruitment to meet your needs.

We would like to draw your attention to some key aspects that distinguish SGR from other recruitment firms and allow us to reach the most extensive and diverse pool of applicants available:

- SGR is a recognized thought leader in local government management and is actively engaged in local government operations, issues, and best management practices.
- SGR announces all conducted recruitments in our Servant Leadership e-newsletter, which reaches over 45,000 subscribers in all 50 states.
- SGR reaches a broad community of over 13,000 LinkedIn followers and over 2,000 Facebook followers.
- SGR sends targeted emails to our opt-in Job Alert subscriber database of over 5,900 city management professionals.
- We are pleased to offer a discount of \$750 on the second search if selected to conduct this search along with the City of Fircrest's upcoming Police Chief search.

We recognize that the COVID-19 pandemic has created unique operating challenges for local governments in many ways, including recruitment efforts. SGR has invested in a variety of technologies that will allow a safe social distancing recruitment process, and we will continue to provide alternatives to in-person meetings, to the extent your organization desires, during this uncertain time.

We are excited about the prospect of conducting this recruitment for the City of Fircrest, and we are available to visit with you at your convenience.

Respectfully submitted,

Jeri J. Peters, President of Executive Recruitment
JJPeters@GovernmentResource.com

Company Profile

Strategic Government Resources, Inc. (SGR) exists to help local governments become more successful by Recruiting, Assessing, and Developing Innovative, Collaborative, and Authentic Leaders. SGR was incorporated in Texas in 2002 with the mission to facilitate innovative leadership in local government. SGR is fully owned by former City Manager Ron Holifield, who spent two high-profile decades in city management and served as a City Manager in several cities.

SGR's business model is truly unique. Although we are a private company, SGR operates like a local government association. Most of SGR's principals are former local government officials, allowing SGR to bring a perspective and depth of local government expertise to every project that no other firm can match.

SGR's Core Values are Customer Service, Integrity, Philanthropy, Continuous Improvement, Agility, Collaboration, Protecting Relationships, and the Golden Rule.

SGR is a full-service firm, specializing in executive recruitment, interim placements, online training, onsite training, leadership development, psychometric assessments, strategic visioning retreats, one-on-one employee coaching, and other consulting services.

SGR's services are designed to promote innovation, team building, collaboration, and continuous improvement in local governments. SGR has approximately 700 local government clients in 47 states for all of our business lines combined. SGR has been, and continues to be, a leader in spurring innovation in local government.

SGR has 35 full-time employees, 2 part-time employees, 21 recruiters, 15 facilitators and multiple consultants who function as subject matter experts on a variety of projects.

SGR has corporate headquarters in Texas, as well as virtual offices in California, Colorado, Florida, Maryland, Minnesota, New York, North Carolina, Ohio, Oklahoma, and Oregon.

View all SGR team members and bios at: governmentresource.com/about-us/meet-the-team

Recruitment Methodology

A full-service recruitment typically entails the following steps:

- 1. Organizational Inquiry and Analysis**
 - Development of Recruitment Plan and Timeline
 - Individual Interviews with Key Stakeholders
 - Creation of Position Profile Brochure
- 2. Advertising and Marketing, Communication with Applicants and Prospects**
- 3. Initial Screening and Review**
- 4. Search Committee Briefing to Facilitate Selection of Semifinalists**
- 5. Evaluation of Semifinalist Candidates**
 - Written Questionnaires
 - Recorded Online Interviews
 - Media Searches - Stage 1
- 6. Search Committee Briefing to Facilitate Selection of Finalists**
- 7. Evaluation of Finalist Candidates**
 - Comprehensive Media Searches - Stage 2
 - Comprehensive Background Investigation Reports
 - DiSC Management Assessments (supplemental service)
 - First Year Game Plan or Other Advanced Exercise
- 8. Interview Process**
 - Face-to-Face Interviews
 - Stakeholder Engagement (may occur earlier in process)
 - Deliberations
 - Reference Checks (may occur earlier in process)
- 9. Negotiations and Hiring Process**
 - Determination of Terms of an Offer
 - Negotiation of Terms and Conditions of Employment
 - Press Release (if requested)

Step 1: Organizational Inquiry and Analysis

Development of Recruitment Plan and Timeline

SGR will meet with the client at the outset of the project to finalize the recruitment plan and timeline. At this time, SGR will also request that the client provide us with photos and information on the community, organization, and position to assist us in drafting the position profile brochure.

Individual Interviews with Key Stakeholders

SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your particular needs. Fully understanding your organizational needs is the most critical part of conducting a successful executive recruitment. In consultation with the Search Committee, SGR will develop a list of individuals to meet with about the position. These interviews identify issues that may affect the dynamics of the recruitment, as well as develop a composite understanding of the position, special considerations, and the political environment. This process helps with organizational buy-in and will assist us in developing the position profile.

Development of Position Profile Brochure

Following the individual interviews, SGR will develop a draft position profile brochure that is reviewed and revised in partnership with your organization until we are in agreement that it accurately reflects the sought-after leadership and management characteristics.

To view sample recruitment brochures, please visit:

<https://www.governmentresource.com/executive-recruitment/open-recruitments-528>

Step 2: Advertising and Marketing, Communication with Applicants and Prospects

Advertising and Marketing

The Executive Recruiter and client work together to determine the best ways to advertise and recruit for the position. SGR's Servant Leadership e-newsletter, where your position will be announced, reaches over 45,000 subscribers in all 50 states. We will also send targeted emails to opt-in subscribers to SGR's Job Alerts. Your position will be posted on SGR's Website, GovernmentResource.com, and on SGR's Job Board, SGRjobs.com. SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on Facebook, Twitter, Instagram, and LinkedIn. Ads are also typically placed in various state and national publications, targeting the most effective venues for reaching qualified candidates for that particular position.

Communication with Prospects

SGR communicates with interested prospects on ongoing basis during the recruitment process. Outstanding prospects often will not submit a resume until they have done considerable homework on the available position. A significant number of inquiries will be made, and it is essential that the executive search firm be prepared to answer those questions with fast,

accurate, and complete information, and in a warm and personal manner. This is one of the first places a prospective candidate will develop an impression about the organization, and it is an area in which SGR excels.

Communication with Active Applicants

Handling the flow of resumes is an ongoing and significant process. On the front end, it involves tracking resumes and promptly acknowledging their receipt. It also involves timely and personal responses to any questions or inquiries. SGR communicates frequently with applicants to ensure they stay enthusiastic and informed about the opportunity. SGR utilizes Google Alerts and sends weekly update emails to active applicants regarding the organization and community.

Step 3: Initial Screening and Review

SGR uses a triage process to identify high-probability, medium-probability, and low-probability candidates. The triage ranking is focused on overall assessment based on interaction with the applicant, qualifications, any known issues regarding previous work experience, and evaluation of cultural fit with the organization.

In contrast with the triage process described above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to ensure that the minimum requirements of the position are met and determine which preferred requirements are met. This sifting process assesses how well candidates' applications fulfill the recruitment criteria outlined in the Position Profile.

Step 4: Search Committee Briefing / Selection of Semifinalist Candidates

At this briefing, SGR will provide a comprehensive progress report and facilitate the selection of up to 12 semifinalists. The presentation will include summary information on the process so far, the candidate pool overall, and any trends or issues, as well as a briefing on each candidate and their credentials.

Step 5: Evaluation of Semifinalist Candidates

Reviewing resumes is an important and valuable step in the executive recruitment process. However, resumes can be misleading. Resumes fail to disclose the individual's personal qualities and his or her ability to get along with other people. Resumes can also exaggerate or inflate accomplishments and experience. SGR's responsibility is to go deeper than the resume to ensure that those candidates who continue in the process are truly outstanding. SGR's goal is to have a clear understanding of the person behind the resume and what makes them an outstanding prospect for you. The evaluation of semifinalist candidates includes follow-up when appropriate to ask any questions about underlying issues.

Written Questionnaires

SGR will ask semifinalist candidates to complete a comprehensive written exercise designed to provide greater insight into candidate thought processes and communication styles. SGR's written instrument is custom designed around the priorities identified by the Search Committee and usually includes questions focusing on key areas of particular interest to the client. This written instrument will be included in the semifinalist briefing book along with cover letters and resumes submitted by the candidates.

Recorded Online Interviews

SGR will ask semifinalist candidates to complete online interviews. This provides a very insightful, efficient and cost-effective way to gain additional insights to utilize in selecting finalists you want to invite for an onsite interview. The recorded online interviews allow the Search Committee to evaluate technological competence, demeanor, verbal communication skills, and on-camera presence. Online interviews also convey to candidates that the organization is using leading edge technology in its business processes and provide an opportunity for the Search Committee to ask candidates questions on specific topics of special interest. Links to view the online interviews are emailed to the Search Committee members for viewing at their convenience prior to selection of finalist candidates.

Media Searches - Stage 1

"Stage 1" of our media search process involves the use of the web-based interface Nexis Diligence™. This platform is an aggregated subscription-based platform that allows access to global news, business, legal, and regulatory content. These media reports at the semifinalist stage have proven helpful by uncovering issues that may not have been previously disclosed by prospective candidates. The recruiter will communicate any "red flags" to the Search Committee immediately upon discovery.

Step 6: Search Committee Briefing / Selection of Finalist Candidates

Prior to this briefing, SGR will provide each member of the Search Committee with a briefing book on the semifinalist candidates. The briefing book includes cover letters, resumes, and completed questionnaires. The link to view the online interviews is emailed separately to Search Committee members. The purpose of this briefing is to facilitate narrowing the list to up to 5 finalists who will be invited for personal interviews.

Step 7: Evaluation of Finalist Candidates

Comprehensive Media Searches - Stage 2

"Stage 2" of our media search process includes the web-based interface Nexis Diligence™ along with Google as a supplementary tool. By utilizing both, we can provide our clients with an enhanced due diligence process to help vet potential candidates in an efficient and comprehensive manner, which reduces the risk of overlooking important information.

The Stage 2 media search consists of a more complex search, which also includes social media platforms, and has proven helpful in analyzing possible adverse news about the candidate by uncovering issues that may not have been previously disclosed by the candidate. The media search gives the Search Committee an overview of the type and extent of press coverage that a candidate has experienced over the course of their career. View a sample media report at: <http://bit.ly/SGRSampleMediaReport>.

Comprehensive Background Investigation Reports

Through SGR's partnership with a licensed private investigation firm, we are able to provide our clients with comprehensive background screening reports that include the detailed information listed below. View a sample background report at: bit.ly/SGRSampleBackgroundReport.

- Social Security number trace
- Address history
- Driving history/motor vehicle records
- Credit report (if desired)
- Federal criminal search
- National criminal search
- County warrants and warrants for previous 10 years
- Global homeland security search
- Sex offender registry search
- State criminal search (for current and previous states of residence)
- County civil and criminal search (for every county in which candidate has lived or worked) for previous 10 years
- Education verification
- Employment verification (if desired)
- Military verification (if desired)

DiSC Management Assessments (supplemental service)

SGR uses a DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management assessment analyzes and reports comprehensively on the candidate's preferences in five vital areas: management style, directing and delegating, motivation, development of others, and working with his/her own manager. View a sample report at: bit.ly/SGRDiscProfileSample. For assessments of more than two candidates, a DiSC Management Comparison Report is included, which provides a side-by-side view of each candidate's preferred management style. View a sample comparison report at: bit.ly/SGRDiscTeamReport.

First Year Game Plan or Other Advanced Exercise

SGR will work with your organization, if desired, to develop an advanced exercise for the finalist candidates. One example of such an exercise is a "First Year Game Plan," a process where finalist candidates are provided with the contact information for elected officials, key staff, and community leaders and then given free rein to make contact with all of them in advance and use those insights to develop a "first year game plan" based on what they know so far.

Feedback is received from the key contacts on their impressions of the finalist candidates from the interactions with the candidates prior to the interviews. This exercise provides the opportunity to evaluate candidates' written and interpersonal communication skills, as well as critical analysis skills.

Step 8: Interview Process

Face-to-Face Interviews

SGR will schedule interviews at a date/time convenient to your organization. This process can be as simple, or as complex, as your organization desires. SGR will help you determine the specifics and assist in developing the interview schedule and timeline. SGR will prepare sample interview questions and will participate throughout the process to make it smooth and efficient.

Stakeholder Engagement

At the discretion of the Search Committee, we will work closely with your organization to engage stakeholders in the recruitment process. Our recommendation is that we design a specific stakeholder engagement process after we learn more about the organization and the community. Different approaches work best in different communities. We will collaborate with your organization to determine which option, or combination of options, will be the most effective for the unique needs of the organization.

- Stakeholder survey (supplemental service, can be provided at an additional cost)
- Interviewing community leaders at the outset of the recruitment;
- Holding a public forum for citizen engagement at the outset of the recruitment;
- Community leader reception;
- Meet and greet;
- Search Committee and key community leader dinner meeting;
- "Round Robin" forum meetings with various community groups during a multi-day interview process.

Deliberations

SGR will facilitate a discussion about the finalist interviews and assist the Search Committee in making a hiring decision or in deciding whether to bring back one or more candidates for a second interview.

Reference Checks

SGR uses a progressive and adaptive automated reference check system to provide insights on candidates' soft skills from a well-rounded group of references. References may include elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, and civic leaders. SGR's reference check platform is anonymous, which is proven to encourage more candid and truthful responses, in turn providing organizations with more meaningful and insightful information on candidates. SGR provides a written summary report to the organization once all reference checks are completed. The timing of reference

checks may vary depending on the specific search process and situation. If the names of the finalists are made public prior to interviews, SGR will typically contact references prior to the interview process. If the names of the finalists are not made public prior to interviews, SGR will typically wait until the organization has selected its top candidate before calling references in order to protect candidate confidentiality.

Step 9: Negotiations and Hiring Process

Determine the Terms of an Offer

Upon request, SGR will provide appropriate employment agreement language and other helpful information to assist you in determining an appropriate offer to extend to your candidate of choice.

Negotiate Terms and Conditions of Employment

SGR will assist to whatever degree you deem appropriate in conducting negotiations with the chosen candidate. SGR will determine and define any special needs or concerns of the chosen candidate, including anything that could be a complicating factor. SGR is experienced and prepared to help craft win-win solutions to negotiation “log-jams.”

Press Release (if requested)

Until you have “sealed the deal,” you should be cautious in order to avoid the embarrassment of a premature announcement that does not work out. It is also best practice to notify all senior staff and unsuccessful candidates before they read about it in the newspaper. SGR will assist with this coordination and with drafting any announcements or press releases.

Satisfaction Surveys

SGR is committed to authentically following the golden rule by providing prompt, professional and excellent communication and always treating every client with honor, dignity and respect. We ask clients and candidates to complete a brief and confidential survey after the completion of their recruitment. This helps us strive to continuously improve our processes and meet the changing needs of the workforce.

Supplemental Service: Post-Hire Team Building Workshop

SGR can provide a customized team building workshop after you hire for the position. SGR utilizes I-OPT, which is a validated measurement tool that shows how a person perceives and processes information. Because people “see” different things when they assess a situation, they are motivated to take various courses of action, so understanding you and your colleagues’ I-OPT Profiles will enable you to work much more effectively as a team. This service can be provided at an additional cost. View sample I-OPT reports at: bit.ly/sampleIOPReports.

Projected Schedule

Holidays may affect recruitment schedule.

Task	Weeks
<ul style="list-style-type: none"> Contract Executed Develop Recruitment Plan, Timeline <u>Individual Interviews with Key Stakeholders</u> 	Week 1
<ul style="list-style-type: none"> <u>Deliverable</u>: Position Profile Brochure Search Committee Reviews and Approves Brochure 	Weeks 2-3
<ul style="list-style-type: none"> Advertising and Marketing Accept Applications Communication with Prospects and Applicants 	Weeks 4-7
<ul style="list-style-type: none"> Initial Screening and Review 	Week 8
<ul style="list-style-type: none"> <u>Search Committee Briefing</u> / Select Semifinalists Questionnaires and Recorded Online Interviews Media Searches - Stage 1 	Week 9
<ul style="list-style-type: none"> <u>Deliverable</u>: Semifinalist Briefing Books and Online Interviews 	Week 10
<ul style="list-style-type: none"> <u>Search Committee Briefing</u> / Select Finalist Candidates 	Week 11
<ul style="list-style-type: none"> Comprehensive Media Searches - Stage 2 Comprehensive Background Investigation Reports DiSC Management Assessments (supplemental service) First Year Game Plan or Other Advanced Exercise 	Weeks 12-13
<ul style="list-style-type: none"> <u>Deliverable</u>: Finalist Briefing Books 	Week 14
<ul style="list-style-type: none"> <u>Face-to-Face Interviews</u> Stakeholder Engagement (may occur earlier in process) Deliberations Reference Checks (may occur earlier in process) Negotiations and Hiring Process 	Week 15

Pricing

Not-to-Exceed Price: \$24,900 *

** Ad placement costs are not included in the Not-to-Exceed Price. Ad placement costs are estimated to be between \$1,750 and \$2,500 and shall be added to the total cost of services upon approval from the organization.*

Not-to-exceed price includes:

- **Professional Service Fee - \$18,500**
- **Expenses:**
 - **Position Profile Brochure & Marketing - \$1,500**
 - Production of a professional position profile brochure
 - Custom-designed graphics for social media and email marketing
 - Announcement in SGR's 10 in 10 Leadership and Innovation e-newsletter
 - Two (2) email blasts to SGR's opt-in Job Alert subscribers for the relevant job category
 - Featured job placement on SGR's website
 - Featured ad on SGR's job board
 - Promotions on SGR's social media pages – Facebook, Twitter, LinkedIn, and Instagram
 - **Semifinalist Recorded Online interviews** for up to twelve (12) semifinalists - **\$225 each**
 - **Comprehensive Media Reports** for up to five (5) finalists - **\$500 each**
 - **Comprehensive Background Investigation Reports** for up to five (5) finalists - **\$400 each**
 - **Comprehensive Reference Checks** with individual reports for up to five (5) finalists - **\$225 each**
 - **Up to two (2) multi-day onsite visits** by one Recruiter to the Organization, for up to 2 and 1/2 days per visit. Meals are billed back at a per diem rate of \$15 for breakfast, \$20 for lunch, and \$30 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead. *Travel will be dependent on COVID restrictions in place at the time and take into consideration the health and safety of team members of both SGR and the Organization.*

Reimbursable Expenses

- **Ad placements, as approved by the organization, will be billed back at actual cost with no markup for overhead.**

Supplemental Services

The supplemental services listed below are not included in the not-to-exceed price:

- Additional online interviews (over and above the twelve (12) included in the not-to-exceed price above) are offered for \$225 per candidate.
- Additional comprehensive media reports (over and above the five (5) included in the not-to-exceed price above) are offered for \$500 per candidate.
- Additional background investigation reports (over and above the five (5) included in the not-to-exceed price above) are offered for \$400 per candidate.
- Additional reference checks (over and above the five (5) included in the not-to-exceed price above) are offered for \$225 per candidate.
- There is a cost of \$175 per candidate for the DiSC Management Profile.
- Semifinalist and finalist briefing materials will be provided to the search committee via an electronic link. Should the organization request printing of those materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost.
- Additional onsite visits (over and above the two (2) onsite visits included in the not-to-exceed price above) by one Recruiter will be billed over and above the not-to-exceed price. Travel and onsite time will be billed at a professional fee (per recruiter) of \$1,000 per half-day and \$1,500 per full day. Meals are billed back at a per diem rate of \$15 for breakfast, \$20 for lunch, and \$30 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead.
- Candidates are reimbursed directly by the organization for travel expenses.
- SGR will conduct a Stakeholder Survey for \$1,000. SGR provides recommended survey questions and sets up an online survey. Stakeholders are directed to a web page or invited to take the survey by email. A written summary of results is provided to the organization.
- A half-day onsite post-hire team building workshop is offered for \$4,000, plus travel expenses and \$150 per person for I-OPT reports.
- If the organization desires any supplemental services not mentioned in this section, an estimate of the cost and hours to be committed will be provided at that time, and no work shall be done without approval.

Billing

The professional service fee for the recruitment is billed in three equal installments during the course of the recruitment. The initial installment is billed after the position profile brochure has been created. The second installment is billed after semifinalists are selected. The final installment is billed at the conclusion of the recruitment. Expenses and supplemental services will be billed with each of the three installments, as appropriate.

SGR's Unique Qualifications

Extensive Network of Prospects

SGR is intent on being a leader in executive recruitment, and we believe it is imperative to be proactive in our mission to build a workforce that represents the communities we serve. SGR reaches an extensive and diverse pool of applicants by utilizing our unequaled network of prospects.

- Your position will be announced in SGR's Servant Leadership e-newsletter that reaches over 45,000 subscribers in all 50 states.
- We will send targeted emails to over 5,900 opt-in subscribers to SGR's City Management Job Alerts.
- Your position will appear on SGR's Website, GovernmentResource.com, which has approximately 20,000 visitors per month.
- Your position will be posted to SGR's Job Board, SGRjobs.com, which averages nearly 10,000 unique visitors per month and has more than 1,600 jobs listed at any given time.
- SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on Facebook, Twitter, Instagram, and LinkedIn.
- SGR frequently partners with local government associations including League of Women in Government, Local Government Hispanic Network, and the National Forum for Black Public Administrators.
- Approximately 65% of semifinalists selected by our clients learned about the open recruitments through our website, servant leadership e-newsletter, job board, job alert emails, social media, or personal contact.

Collective Local Government Experience

Our recruiters have years of experience in local government, as well as regional and national networks of relationships. The executive recruitment group works as a team to leverage their networks to assist with each recruitment. SGR team members are active on a national basis in local government organizations and professional associations. Many SGR team members frequently speak and write on issues of interest to local government executives. SGR can navigate all relevant networks as both a peer and insider.

Equal Opportunity Commitment

SGR strongly believes in equal employment opportunity. SGR does not discriminate and believes that equal opportunity is an ethical issue. SGR will not enter an engagement with an entity or organization that directs bias or expects bias to be demonstrated on any basis other than factors that affect the ability of the candidate to do the job. SGR will make a serious and sincere effort to encourage qualified applicants from underrepresented demographic groups to apply. Although SGR cannot guarantee the makeup of the semifinalist or finalist groups, SGR has relationships and contacts nationwide to encourage the meaningful participation of

underrepresented minority groups, and we continue to evaluate and improve our processes by embedding a lens of equity and inclusion into our recruitment practices.

Listening to Your Unique Needs

SGR devotes significant time to actively listening to your organization and helping you define and articulate your needs. We work hard to conduct a comprehensive recruitment that is unique to you. SGR dedicates a prodigious amount of energy to understanding your organization's unique culture, environment, and local issues to ensure a great fit regarding values, philosophy, and management style perspectives.

Trust of Candidates

SGR has a track record of providing remarkable confidentiality and wise counsel to candidates and next generation leaders. We have earned their trust. As a result, SGR is able to bring exceptional prospects to the applicant pool. Candidates trust SGR to assess the situation well, communicate honestly, and maintain their confidentiality to the greatest extent possible.

Accessibility & Communication

Your executive recruiter is accessible throughout the recruitment process and can be reached at any time by candidates or clients via cell phone or email. In addition, the recruiter communicates with active applicants on a weekly basis and sends Google alerts articles to keep the applicants informed about the community and opportunity.

Comprehensive Evaluation and Vetting of Candidates

SGR offers a screening process that ensures a detailed understanding of candidate backgrounds and prevents surprises. Our vetting process includes:

- Prescreening questions and technical review of resumes
- Cross communication between our recruiters about candidates who have been in previous searches for greater understanding of background and skills
- Comprehensive written questionnaires to gain insights beyond what is available through a resume
- Online pre-recorded video interviews that allow search committee members to view candidates in an interview setting prior to the finalist recruitment stage
- All-inclusive media reports that far surpass automated Google/LexisNexis searches, customized to each candidate based on where they have lived and worked
- Thorough automated, anonymous reference checks that provide details on candidates' soft skills from an expansive group of references
- Psychometric assessments (supplemental cost)
- Comprehensive background checks completed by a licensed private investigation firm
- Advanced exercise for finalist candidates, customized to the organization

View a full list of our Executive Recruitment Clients at: [Executive Recruitment Clients](#)

Project Personnel

Kurt Hodgen, Senior Vice President

KurtHodgen@GovernmentResource.com

540-820-0531



With over 30 years of local government experience, Kurt Hodgen joined SGR in 2017 as Senior Vice President. Most recently, from 2007 until his retirement, Kurt served as the City Manager for the City of Harrisonburg, Virginia, after having previously served as the Assistant City Manager beginning in 2001. From 1993 to 2001, Kurt was the Assistant County Administrator/Director of Public Works for Botetourt County, Virginia. Before that, Kurt served as the Town Manager for the Town of Narrows, Virginia.

Kurt has been active in his professional associations and is currently a member of the International City and County Management Association (ICMA) and the Virginia Local Government Management Association (VLGMA). Recently, he served as the Chairman for the Board of Directors for the Virginia Municipal League Insurance Program, in addition to serving on the Executive Committee for VLGMA, the Harrisonburg Rockingham Regional Sewer Authority, the Middle River Regional Jail Board of Directors, Harrisonburg Rockingham Emergency Communication Center Administrative Board, and more.

Kurt holds a Bachelor of Science in Public Administration and Political Science from James Madison University and is an ICMA Credentialed Manager. He is also a graduate of the Senior Executive Institute at the University of Virginia, the Utility Management Institute at Virginia Tech, and the Economic Development Institute at Virginia Tech.

Kurt Hodgen would be the recruiter and project manager for this search.

City & County Manager/Administrator Recruitments, 2017-Present

In Progress

- Blaine, Washington (pop. 6,000) - City Manager
- Boardman, Oregon (pop. 3,500) - City Manager
- Bristol, Tennessee (pop. 27,000) - City Manager
- Conroe, Texas (pop. 88,000) - City Administrator
- Crandall, Texas (pop. 4,000) - City Manager
- Glastonbury, Connecticut (pop. 35,000) - Town Manager
- Highlands County, Florida (pop. 106,000) - County Administrator
- Kennebunk, Maine (pop. 11,000) - Town Manager
- Laredo, Texas (pop. 260,000) - City Manager
- Leawood, Kansas (pop. 34,000) - City Administrator
- Mexia, Texas (pop. 7,000) - City Manager
- Montgomery, Texas (pop. 2,400) - City Administrator
- Rocky Hill, Connecticut (pop. 21,000) - Town Manager
- Shawnee, Kansas (pop. 66,000) - City Manager
- Walla Walla, Washington (pop. 34,000) - City Manager
- Williston, North Dakota (pop. 27,000) - City Administrator

2022

- Aledo, Texas (pop. 5,500) - City Manager
- Dalhart, Texas (pop. 8,500) - City Manager
- Edinburg, Texas (pop. 100,000) - City Manager
- Frisco, Colorado (pop. 3,000) - Town Manager
- Graham, Texas (pop. 8,000) - City Manager
- Hutto, Texas (pop. 40,000) - City Manager
- Johnston, Iowa (pop. 24,000) - City Administrator
- Kennedale, Texas (pop. 9,000) - City Manager
- Ketchikan, Alaska (pop. 8,000) - City Manager/Public Utilities General Manager
- Klamath Falls, Oregon (pop. 22,000) - City Manager
- Kent, Washington (pop. 138,000) - Chief Administrative Officer
- Levelland, Texas (pop. 14,000) - City Manager
- Live Oak, Texas (pop. 16,000) - City Manager
- Madisonville, Texas (pop. 4,500) - City Manager
- Manor, Texas (pop. 15,000) - City Manager

- Marshall, Texas (pop. 23,000) - City Manager
- Mineral Wells, Texas (pop. 15,000) - City Manager
- Mont Belvieu, Texas (pop. 8,000) - City Manager
- Nassau Bay, Texas (pop. 5,000) - City Manager
- Parkville, Missouri (pop. 7,000) - City Administrator
- Sunnyvale, Texas (pop. 8,000) - Town Manager
- Tolland, Connecticut (pop. 15,000) - Town Manager
- West Lake Hills, Texas (pop. 3,000) - City Administrator
- Wethersfield, Connecticut (pop. 26,000) - Town Manager
- Wickenburg, Arizona (pop. 7,500) - Town Manager

2021

- Bainbridge Island, Washington (pop. 25,000) - City Manager
- Breckenridge, Texas (pop. 5,000) - City Manager
- Bridgeport, Texas (pop. 6,500) - City Manager
- Briarcliff Manor, New York (pop. 8,000) - Village Manager
- Chandler, Arizona (pop. 270,000) - City Manager
- Chanhassen, Minnesota (pop. 27,000) - City Manager
- Chickasha, Oklahoma (pop. 16,000) - City Manager
- Choctaw, Oklahoma (pop. 12,000) - City Manager
- Clermont, Florida (pop. 44,000) - City Manager
- Flower Mound, Texas (pop. 79,000) - Town Manager
- Johnson City, Tennessee (pop. 65,000) - City Manager
- Kennett Square, Pennsylvania (pop. 6,000) - Borough Manager
- Lago Vista, Texas (pop. 8,000) - City Manager
- Lamar, Colorado (pop. 7,500) - City Administrator
- Monett, Missouri (pop. 9,000) - City Administrator
- North Port, Florida (pop. 77,000) - City Manager
- Port Chester, New York (pop. 30,000) - Village Manager
- Sherwood, Oregon (pop. 20,000) - City Manager
- Snoqualmie, Washington (pop. 14,000) - City Administrator
- Spokane, Washington (pop. 220,000) - City Administrator

2020

- Argyle, Texas (pop. 4,000) - Town Administrator
- Bay City, Texas (pop. 17,000) - City Manager
- Bedford, Texas (pop. 49,000) - City Manager
- Boerne, Texas (pop. 16,000) - City Manager

- Castroville, Texas (pop. 3,000) - City Administrator
- Clinton, Connecticut (pop. 13,500) - Town Manager
- Commerce, Texas (pop. 9,000) - City Manager
- Covington, Georgia (pop. 14,000) - City Manager
- DeSoto, Texas (pop. 56,000) - City Manager
- Duncanville, Texas (pop. 40,000) - City Manager
- Hutchinson, Kansas (pop. 42,000) - City Manager
- Hutto, Texas (pop. 30,000) - City Manager
- Iola, Kansas (pop. 5,500) - City Administrator
- Johns Creek, Georgia (pop. 84,000) - City Manager
- Joplin, Missouri (pop. 50,000) - City Manager
- Miami, Oklahoma (pop. 13,500) - City Manager
- Mission Hills, Kansas (pop. 3,500) - City Administrator
- Nacogdoches, Texas (pop. 33,000) - City Manager
- Santa Fe, Texas (pop. 13,000) - City Manager
- Tigard, Oregon (pop. 53,000) - City Manager
- Westworth Village, Texas (pop. 3,000) - City Administrator

2019

- Blaine, Minnesota (pop. 65,000) - City Manager
- Bullard, Texas (pop. 4,000) - City Manager
- Campbell County, Wyoming (pop. 46,000) - Commissioners' Administrative Director/County Administrator
- Canyon, Texas (pop. 15,000) - City Manager
- Copperas Cove, Texas (pop. 34,000) - City Manager
- Killeen, Texas (pop. 145,000) - City Manager
- Kingsville, Texas (pop. 26,000) - City Manager
- Lamar, Colorado (pop. 7,500) - City Administrator
- Lenexa, Kansas (pop. 55,000) - City Manager
- Mineral Wells, Texas (pop. 15,000) - City Manager
- Orange, Texas (pop. 19,000) - City Manager
- Palm Coast, Florida (pop. 86,000) - City Manager
- South Windsor, Connecticut (pop. 26,000) - Town Manager
- Springfield, Oregon (pop. 62,000) - City Manager
- Terrell, Texas (pop. 17,000) - City Manager
- Tolland, Connecticut (pop. 15,000) - Town Manager
- Vail, Colorado (pop. 5,000) - Town Manager
- Venus, Texas (pop. 5,000) - City Administrator

- Victoria, Texas (pop. 67,000) - City Manager
- West Lake Hills, Texas (pop. 3,000) - City Administrator

2018

- Anna, Texas (pop. 14,000) - City Manager
- Bethany, Oklahoma (pop. 19,000) - City Manager
- Cameron, Missouri (pop. 10,000) - City Manager
- Clackamas County, Oregon (pop. 400,000) - County Administrator
- Clallam County, Washington (pop. 75,000) - County Administrator
- Coffeyville, Kansas (9,500) - City Manager
- Craig, Colorado (pop. 9,000) - City Manager
- Erie, Colorado (pop. 26,000) - Town Administrator
- Forney, Texas (pop. 19,000) - City Manager
- Freeport, Texas (pop. 12,000) - City Manager
- Fulshear, Texas (pop. 9,500) - City Manager
- Green Cove Springs, Florida (pop. 7,500) - City Manager
- Humble, Texas (pop. 15,000) - City Manager
- Jacksonville, Texas (pop. 14,000) - City Manager
- Jupiter, Florida (pop. 60,000) - Town Manager
- Lawton, Oklahoma (pop. 94,000) - City Manager
- Lebanon, Missouri (pop. 15,000) - City Administrator
- Lockhart, Texas (pop. 13,500) - City Manager
- Marshall, Texas (pop. 24,000) - City Manager
- Murfreesboro, Tennessee (pop. 130,000) - City Manager
- Nixa, Missouri (pop. 21,000) - City Administrator
- Paducah, Kentucky (pop. 25,000) - City Manager
- Pflugerville, Texas (pop. 60,000) - City Manager
- Plant City, Florida (pop. 38,000) - City Manager
- Riverside, Missouri (pop. 3,000) - City Administrator
- Smithville, Missouri (pop. 10,000) - City Administrator
- Springfield, Missouri (pop. 167,000) - City Manager
- Sunnyvale, Texas (pop. 6,500) - Town Manager
- West University Place, Texas (pop. 14,000) - City Manager
- Wethersfield, Connecticut (pop. 26,000) - Town Manager

2017

- Amarillo, Texas (pop. 200,000) - City Manager
- Bastrop, Texas (pop. 8,000) - City Manager

- Bedford, Texas (pop. 49,000) - City Manager
- Bozeman, Montana (pop. 45,000) - City Manager
- Brenham, Texas (pop. 17,000) - City Manager
- Choctaw, Oklahoma (pop. 12,000) - City Manager
- Clute, Texas (pop. 12,000) - City Manager
- Colleyville, Texas (pop. 23,000) - City Manager
- Grandview, Missouri (pop. 26,000) - City Administrator
- Killeen, Texas (pop. 140,000) - City Manager
- Midland, Michigan (pop. 42,000) - City Manager
- Parkville, Missouri (pop. 7,000) - City Administrator
- Saginaw, Texas (pop. 21,000) - City Manager
- San Marcos, Texas (pop. 60,000) - City Manager
- Sealy, Texas (pop. 6,500) - City Manager
- Stephenville, Texas (pop. 20,000) - City Administrator
- Temple, Texas (pop. 75,000) - City Manager
- Topeka, Kansas (pop. 127,000) - City Manager
- Vail, Colorado (pop. 5,000) - Town Manager

References

City of Blaine, Washington

Sam Crawford, Deputy City Manager/City Clerk

SCrawford@cityofblaine.com

360-332-8311

City Manager Recruitment, In-Progress

City of Kent, Washington

Teri Smith, HR Director

tsmith@kentwa.gov

253-856-5276

Chief Administrative Officer Recruitment, 2022

City of Klamath Falls, Oregon

Michael (Mike) Swanson, City Attorney

MSwanson@klamathfalls.city

541-810-2175

City Manager Recruitment, 2022

City of Snoqualmie, Washington

Katherine Ross, Mayor Elect

kross@snoqualmiewa.gov

City Administrator Recruitment, 2021

City of Sherwood, Oregon

Councilor Kim Young

youngk@sherwoodoregon.gov

503-625-4246

City Manager Recruitment, 2021

City of Tigard, Oregon

Dana Bennett, Human Resources Director

danab@tigard-or.gov

503-718-2453

City Manager Recruitment, 2020



CITY MANAGER

Blaine, Washington

THE COMMUNITY

Located between the beautiful Cascade Mountain Range and Puget Sound, Blaine, Washington, is the “Gateway to the Pacific Northwest” and is blessed with the scenic beauty of nearby Mt. Baker and the San Juan Islands. Blaine enjoys the mild climate of northwest Washington and is situated along the Canadian border just 20 miles north of Bellingham, with the metropolitan attractions of Vancouver, British Columbia, 30 minutes away, and Seattle just 100 miles to the south.

Blaine is an open and welcoming community, embracing diversity while providing a clean and safe environment for citizens of all ages. Known for its close connection to Canada and the Vancouver metro area, Blaine offers residents an excellent school system, affordable housing, low crime, and a unique community with abundant natural beauty. Blaine’s residents are involved in their community, and problem-solving is approached creatively. Sustainability is achievable and evident in all facets of community life.

With small-town charm, beautiful scenery and a great organization with dedicated staff, Blaine offers an experienced leader an outstanding career opportunity in a great place to live.

Incorporated in 1890 on the shores of Drayton Harbor, the City of Blaine is home to approximately 6,000 residents. Its economy is primarily driven by cross-border trade and manufacturing. The community has an expanding commercial and service industry focused on international trade and the movement of goods and services between the United States and Canada. Recreation and tourism also play a key role in the City’s economy and centers around the historic downtown and the harbor area, which boasts a rich maritime history. Blaine is home to the third busiest U.S./Canada border crossing with millions of visitors passing through the City each year.

Blaine is home to the Peace Arch monument, located in Peace Arch State Park; the monument symbolizes lasting peace between the U.S. and Canada. The 20-acre park straddles the U.S./Canada border, allowing visitors the experience of strolling between countries while enjoying its beautiful gardens. Comprising 47 acres of land and 6.7 miles of high-standard trails, the City’s park and recreation system includes six parks, seven parklets, and five specialty parks for a total of 18 City-owned and operated public park facilities.



POPULATION
6,000



MAJOR EMPLOYERS
RESORT SEMIAHMOO

U.S. DEPARTMENT OF HOMELAND SECURITY
CHUCKANUT BAY FOODS
TOTALLY CHOCOLATE
GOLDEN NUT
TC TRADING



MEDIAN INCOME
\$73,000



AVERAGE HOME VALUE
\$550,000

THE COMMUNITY, *continued*

Unique local festivals and events include the Birch Bay Polar Bear Swim, Bite of Blaine, Wings Over Water Birding Festival, the Annual Semiahmoo Bay International Sailing Regatta, the Peace Arch Park International Sculpture Exhibition, an old-fashioned 4th of July festival and parade, Drayton Harbor Music Festival, Blaine Oktoberfest, and an annual Christmas tree lighting. The area offers year-round recreational opportunities for sports and outdoor enthusiasts, including numerous hiking and biking trails, camping, skiing, sailing, bird and whale watching, lake and river sport fishing, clamming, crabbing, and more. The foothills of the Cascade Mountain Range are just 25 miles east, with easy access to the Mt. Baker wilderness and Mt. Baker Ski Area. The City is also home to one of the state's most popular resorts — the four-star rated Semiahmoo Resort & Spa — and boasts the No. 1- and No. 3-rated golf courses in the state: Loomis Trail Golf Club and Semiahmoo Golf & Country Club.

After area students graduate from the four-campus Blaine School District, higher education opportunities nearby include Western Washington University, Whatcom Community College, and Bellingham Technical College, all located in Bellingham.

The average home price in Blaine is about \$550,000, while the estimated median household income of the region's residents is approximately \$73,000.

MAJOR EMPLOYERS

- Resort Semiahmoo
- U.S. Department of Homeland Security
- Chuckanut Bay Foods
- Totally Chocolate
- Golden Nut
- TC Trading



GOVERNANCE & ORGANIZATION

The City of Blaine utilizes the council-manager form of government. The City Council comprises seven council members from three wards within the City limits. Two council members represent each ward, and one council member is elected at large. Council member terms are four years with no term limits.

The City provides a wide range of municipal services, including police, planning and building inspection, parks, street and transportation infrastructure, utilities, and general administrative services. The City operates on a 2022 budget of approximately \$65 million and employs roughly 70 full-time staff.



ABOUT THE POSITION

Working under the direction of the City Council and with the help of five direct reports, the Blaine City Manager is responsible for the day-to-day administrative affairs of the City. This position ensures all laws and ordinances are faithfully executed, recommends and provides information to City Council on a wide range of issues, develops and implements the annual budget, proposes ordinances and policies, attends and supports various meetings of elected and appointed officials, and manages the City's team of dedicated professionals, including its four collective bargaining units.

Additional responsibilities include:

- Conferring with the mayor and other members of the City Council on administrative matters and policies pertinent to City business, including legal, engineering, maintenance, construction communications, facilities, utilities, budgets, fiscal matters, planning, and zoning.
- Working closely with department heads and coordinating City activities and projects with other private and governmental entities, including counties, cities, schools, special districts, and other federal, state, and local agencies.
- Conducting research needed for City activities and preparing reports as required.
- Reviewing plans and technical reports, budget submittals, and other data relating to departmental programs, projects, and performance.
- Managing and working with the Deputy City Manager/City Clerk in administering the City's human resource management program.
- Working with the City Council and community to develop an economic plan.
- Ensuring the prompt investigation of citizens' questions or concerns and personally initiating action to resolve complex problems.

This position's direct reports include the Deputy City Manager/City Clerk, Community Development Services Director, Finance Director, Public Works Director, and Police Chief.



OPPORTUNITIES & CHALLENGES

From rapid residential growth to long-term visioning, the new City Manager will tackle a wide variety of opportunities and challenges in the years ahead, including:

- **Capital Projects** — Among the successful candidate's first tasks will be recruiting a new Public Works Director and both updating and aligning the City's sewer, water, electrical, and stormwater plans with the Capital Facilities element of the Comprehensive Plan.
- **Development** — The new City Manager will work closely with the administration, Council, and the community to develop programs and policies to support the revitalization of downtown. City leaders have also prioritized planning and developing a family medical care facility and analyzing the City's utility and impact fees.
- **Communication** — The new City Manager will be responsible for developing and implementing an updated communication strategy that engages the public, assists in appointed officials data-driven decision making, and provides transparency and accountability for City decision-making.
- **Environmental Concerns** — As staff continues to monitor the impacts of climate change along the Blaine shoreline, the City will also need to address water quality issues in Drayton Harbor and stormwater concerns in East Blaine and Semiahmoo.
- **Community Growth** — Blaine is experiencing rapid growth, and the new City Manager will need to help ensure that adequate infrastructure and services are in place to support that growth. The City Manager will support the development of a Housing Action Plan to address availability and attainability of housing. The City Manager will support the development of legislation and programs that serve to further streamline building and land use permitting processes and exploring additional staffing and funding for a proactive land use code enforcement program.
- **Organizational Planning and Values** — The City Council desires to engage in a Strategic Planning process to establish its values, goals, and long term vision for the City as an organization. This will be a public and Council-driven process to align the community's values with the priorities and implementing actions being taken by the City administration. Important topics will include space design and planning to support existing and future staff, and undertaking a study to determine the viability of selling the City's electric utility.
- **Staff Recruitment & Retention** — The new City Manager will prioritize programs and actions that will help recruit and retain talented public servants. A first step will be to conduct a staffing and pay study, followed by the implementation of a succession planning program. The City Manager with the support of the Deputy City Manager/City Clerk will engage with the City's following four unions to address recruitment and retention: 1) Teamsters; 2) International Association of Machinists and Aerospace Workers; 3) Fraternal Order of Police; and 4) International Brotherhood of Electrical Workers.
- **Public Safety** — A space and staffing study needs to be undertaken, to determine if the appropriate levels for both are being provided, and efforts to engage with both the local community and existing regional programs should be initiated to ensure that those in crisis are having their needs met.
- **Finance** — Two areas of focus for the new City Manager will be transitioning to a performance based budgeting process and overseeing the preparation for the pending State Audit.



IDEAL CANDIDATE

Blaine’s City Council and the administration are looking for a City Manager with the technical knowledge, academic training, management expertise, and dedication to public service that will help support the Council’s goal of enhancing Blaine’s visibility and recognition as a great place to live, work and play. As Chief Executive Officer of the City, the City Manager will have excellent communicative competence, be an inspirational mentor and leader, and approach everyone with a positive attitude and warm sense of humor.

The ideal candidate will have knowledge of and demonstrated success in the following aspects of city management:

- Growth Management
- Strategic Planning
- Municipal Budgeting
- Union negotiations
- Coordinating with City Attorneys on risk analysis
- Capital facilities planning, including construction and project management
- Land use planning, including zoning and permitting
- Economic Development
- Deliver effective and efficient public services by supporting alternative work schedules, remote work, and accomplishing core functions outside of a traditional office setting.
- Embracing the diversity of responsibilities that vary from day-to-day. There is never a “routine” day in local government.

The role requires the highest of ethical standards, and the willingness to support those standards through decision-making. The ideal candidate will demonstrate both diplomacy and negotiation skills with the City’s partner agencies, including but not limited to the Port of Bellingham; the Fire District; the WCOG; and the Birch Bay Water and Sewer District. The ideal candidate will want to make Blaine their home and build a legacy of organizational excellence innovation, and excellence.

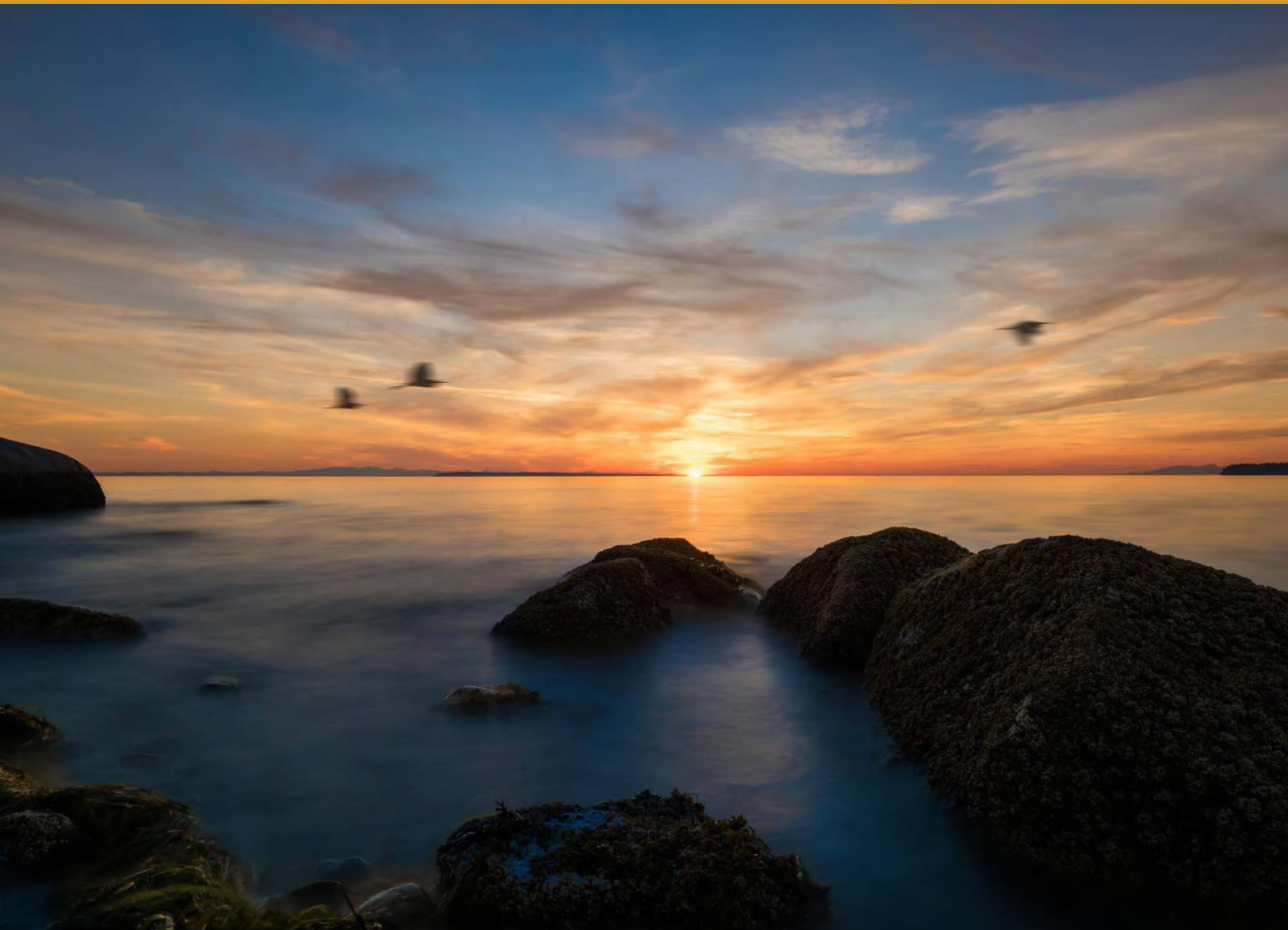
EDUCATION & EXPERIENCE

This position requires a bachelor's degree from an accredited college or university in public administration, business administration, or a related field with a master's degree in business management or public administration preferred. Candidates should also have at least five years of management experience in local government, budgeting, fiscal management, and supervision.

Experience working with elected officials, advisory boards, and community groups, with economic development, and with a City that owns and operates its own utilities, will serve this position well, as will experience supervising in a union environment, including collective bargaining, contract administration, and grievance handling. Experience in a comparable-sized City, with a staff of 50 or more and oversight of five or more department heads, is preferred.

Any combination of experience and education that provides candidates with the required qualifications may be considered. This includes candidates with successful private sector business management experience with a minimum of 25 employees managed, at least five years of experience at the senior management or chief operating officer level, and 10 years of overall work experience.

This position also requires a valid driver's license, appropriate insurance, and a driving record free of significant moving violations.



COMPENSATION & BENEFITS

The City of Blaine is offering a starting annual salary range for this position of \$150,000-\$170,000 depending on experience and qualifications, with an additional 5% of gross salary contributed to deferred compensation.

Additional benefits include health insurance, of which the City pays 90%, and employer-paid dental and vision insurance. The City also pays life insurance, long-term disability, and EAP premiums. The City Manager receives a City-paid cell phone or stipend, and 12 paid holidays, 26 vacation days, 12 sick days, and three administrative days annually.

A \$150 HRA VEBA contribution is required monthly (\$50 employee contribution and \$100 City contribution), and the City of Blaine also participates in the Washington State PERS retirement program.

Please note that the successful candidate will be required to establish residency within the boundaries of the Blaine School District.

APPLICATION PROCESS

[Please apply online](#)

For more information on this position contact:

Kurt Hodgen, Senior Vice President

KurtHodgen@GovernmentResource.com

540-820-0531



The City of Blaine, Washington, is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists will be subject to a comprehensive background check.

RESOURCES:

City of Blaine

cityofblaine.com

City of Blaine Legislative Agenda

<https://www.ci.blaine.wa.us/DocumentCenter/View/17791/1861-21-Adopting-the-City-of-Blaine-2022-Legislative-Agenda-002>

Administration Department

ci.blaine.wa.us/55/Administration

Economic Development

cityofblaine.com/425/Business-Economic-Development

Blaine Tourism

blainebythesea.com

Blaine Chamber of Commerce

blainechamber.com

Social Media





CHIEF ADMINISTRATIVE OFFICER

KENT, WASHINGTON



THE COMMUNITY

The sixth-largest city in the State of Washington and the third largest in King County, the City of Kent is a community where people choose to live, and businesses change the world.

Kent lies in the heart of the Seattle-Tacoma metroplex, just a few miles from SeaTac International Airport. The city of 34 square miles and close to 138,000 residents is at the center of a burgeoning tech and new space industry anchored by companies including Blue Origin, Boeing, Hexcel, and Exotic Metals.

Kent is central to all that the Pacific Northwest has to offer, including Mount Rainier and Olympic National Park, world-class salmon fishing, an NFL, MLB, and NHL team, world-class skiing, regional wineries and breweries, and some of the best hiking trails on the planet. With easy access to I-5 and Highway 167, as well as a commuter rail stop and two light rail stations currently under construction, getting to all the amazing amenities of the Pacific Northwest could not be easier.

Incorporated in 1890 with an official population of 793, Kent was the second incorporated city in King County after Seattle. At that time, Kent was a thriving agricultural area specializing in hops and berries. During and after the Great Depression, Kent was known as the “Lettuce Capital of the World.” Dairy farming was also an essential segment of the local economy, with the first can of Carnation Milk produced in Kent in 1899. Timber harvesting and agriculture remained the dominant industries until the 1950’s, when industrial development began in what is known today as the Kent Industrial Valley.

The Kent Valley industrial area has one of the largest concentrations of distribution, logistics, warehousing, and manufacturing facilities in North America. Where river steamboats once transported crops to Seattle’s public market, trucks and trains now arrive at Kent warehouses to pick up and deliver goods to the global market.

The City maintains 775 acres of open space and natural areas, and more than 400 acres of land developed into 55 parks. Residents enjoy 28 miles of trails and numerous athletic fields, a senior activity center, and a community center, as well as the city-owned Riverbend Golf Course. Kent also has several lakes, including Lake Meridian which is a prime location for swimming, waterskiing, boating, and fishing.

THE COMMUNITY *continued*

Those looking for shopping and entertainment need look no further. Kent's retail activity in the East Hill and Meridian areas continues to grow, including the highly coveted Trader Joe's. Those looking for international flair will enjoy the Great Wall Mall at the north end of Kent. In the heart of downtown, Kent Station is a convenient open-air village that offers a gathering place for friends and families with many dining options, retail locations, access to college classes, and a movie theater. Our Historic Downtown also offers great dining options and fun shops to explore.

The accesso ShoWare Center, North America's first sports and entertainment arena to achieve Gold Certification from Leadership in Energy and Environment Design by the US Green Building Council, is a 6,000-seat, 150,000 square foot multipurpose arena located downtown. The accesso ShoWare Center is home to the WHL Seattle Thunderbirds and hosts family shows, professional and exhibition sports, trade shows, and community gatherings.

Kent households earn a median income of just over \$77,000 annually, and homes in the community currently have a median price of approximately \$650,000. Most Kent residents are served by the Kent School District, which educates 25,000 students across 42 campuses. Smaller portions of the city are served by Federal Way and Highline School Districts. Green River College has a satellite campus located at Kent Station and Highline College is located on the West Hill. University of Washington, Seattle University, Seattle Pacific University, Pacific Lutheran University, and the University of Puget Sound are close by.



TOP EMPLOYERS

Amazon.com, LLC

Kent School District

Blue Origin

Boeing Space & Defense

Exotic Metals Forming Co.

City of Kent

King County Regional
Justice Center

CoHo Distributing, LLC

Oberto

Alaska Airlines





MISSION

The City of Kent is committed to building a safe, thriving, sustainable and inclusive community.

VISION

Where people choose to live and businesses change the world.

VALUES

Integrity: Do the right thing.

Caring: Care for those we serve.

Communication: Connect to understand.

Teamwork: Work together.

Innovation: Find a way.

Achievement: Be the difference.





GOVERNANCE & ORGANIZATION

The City of Kent operates under a Strong Mayor form of government in which the Mayor works full-time as the leader of the organization. Mayor Dana Ralph was recently elected to a second term, which runs through 2025. She has the sole discretion to appoint the City's Executive Leadership Team and works with department directors – through the organization's Chief Administrative Officer – to develop policy, programs, and services to benefit Kent residents and businesses. She is also responsible for preparing and transmitting the City's budgets.

In addition to the Mayor, Kent residents elect seven City Council members who serve at large for four-year terms. All council members receive a monthly salary, plus expense reimbursement.

The City of Kent is a team of approximately 684 benefited employees and 230 temporary positions working with \$677 million biennial operating and capital budgets.

RECENT ACCOLADES

- ▶ Distinguished Budget Award for the 2021-2022 Biennial Budget, Government Finance Officers Association
- ▶ Certificate of Achievement in Financial Reporting for the 2019 Annual Comprehensive Financial Report, Government Finance Officers Association
- ▶ Spotlight Award for Facilities and Parks, Cities over 100,000, Washington Recreation and Parks Association
- ▶ Multiple Awards, National Association of Telecommunications Officers and Advisors & Washington state affiliate organization
- ▶ SAVVY Award, City-County Communications and Marketing Association

CITY COUNCIL GOALS

- ▶ **Thriving City:** Creating safe neighborhoods, healthy people, vibrant commercial districts and inviting parks and recreation
- ▶ **Evolving Infrastructure:** Connecting people and places through strategic investments in physical and technological infrastructure
- ▶ **Inclusive Community:** Embracing our diversity and advancing equity through genuine community engagement
- ▶ **Innovative Government:** Delivering outstanding customer service, developing leaders and fostering innovation
- ▶ **Sustainable Services:** Providing quality services through responsible financial management, economic growth and partnerships.

ABOUT THE DEPARTMENT

The City's Administration Department – the Mayor's Office – includes 21 employees, four of whom report directly to the Chief Administrative Officer. Alongside the organization's top leaders, the department consists of the City Clerk, Race and Equity Manager, and citywide communications and multimedia staff.

In addition to the City Council, Kent's Mayor and Chief Administrative Officer work with the community's many boards and commissions that guide everything from the arts and human services to land use and civil service. While the City Council appoints members to the Special Events Center Public Facilities District Board of Directors and Lodging Tax Advisory Committee, all other appointments are selected by the Mayor and subject to council confirmation.

Representing just over 2% of the citywide budget, the Administration Department's operating expenditures total nearly \$4.54 million this year. Goals for the Administration Department included in the current biennial budget include:

- ▶ Provide effective leadership to City departments
- ▶ Develop "SMART" objectives to activate the current goals
- ▶ Advocate for City's interests on Sound Transit's Federal Way Link Extension and downtown garage projects
- ▶ Make more public records available to the public by utilizing Laserfiche, the City's records management system.

ABOUT THE POSITION

Under the Mayor's direction, the Chief Administrative Officer is responsible for the efficient administration of City government through effective management of its human, financial, and material resources. This includes working with the Mayor and City Council to develop short- and long-range goals and objectives; strategizing with the Mayor on legislative priorities at the state and national levels; and directing the City's biennial budget under the Mayor's guidance to ensure financial soundness to meet core service needs and objectives.

The role is also responsible for directing and motivating City staff through 12 executive and senior management direct reports, aligning daily operations with the vision and directives of the Mayor and City Council, for integrating interdepartmental activities as needed, advising elected and appointed officials, and reporting periodically on City operations.

Maintaining strong working relationships with the Mayor and City Council is essential for this position, as are coordinating intergovernmental activities with the City's regional partners and providing leadership and direction to the organization's labor negotiations. As an important representative of Kent, the Chief Administrative Officer also delivers presentations to community interest and civic groups and plans and develops policies that contribute to the goodwill and support of the City, ensuring that residents' needs are anticipated and satisfied and that the organization remains a leader in local government.



OPPORTUNITIES & CHALLENGES

The incoming Chief Administrative Officer's first priority will be to learn the ways of the organization, establish strong relationships with the Mayor, City Council, department heads, and staff, and become familiarized with the community, including civic and neighborhood groups and other government leaders throughout the region.

Kent's leadership will focus on a variety of matters in the years ahead, including:

- ▶ **Financial Planning:** Revenues are struggling to keep up with the community's growth and inflation, particularly in the wake of state legislation that has cut millions of dollars for Washington cities. The new CAO will assist with short- and long-range financial planning to ensure that the organization will continue accomplishing its goals.
- ▶ **Capital Improvements:** Planning for infrastructure maintenance and construction is impacted by the revenue-restricted environment. This is expected to continue. City leadership will need to be strategic in setting priorities and developing budgets that prioritize these foundational services.
- ▶ **Staff Recruitment, Retention and Development:** To succeed in this role, the new CAO will need the trust and support of staff throughout the organization. That will require ongoing development and training opportunities, creative recruitment and retention efforts that help maintain Kent's talented workforce, a balanced approach to employee work schedules, and fair-minded negotiations with the City's unions.
- ▶ **Economic Development:** Kent is one of the fastest-growing communities in Washington, and the organization will continue to be engaged in attracting quality development, supporting the city's business community, and empowering local entrepreneurs.
- ▶ **Housing:** Like most Washington cities, housing affordability is a challenge in Kent. City leadership will continue to address this issue head-on as well as the effects of homelessness in the region.
- ▶ **Public Safety:** The community has seen a recent rise in crime in line with national trends. The incoming CAO will work with city leaders to ensure that first responders have the resources they need to keep residents and visitors safe.



IDEAL CANDIDATE

The City of Kent is seeking a skilled and strategic leader with experience managing growth and development within a large, increasingly diverse urban community. Candidates should exercise keen judgment, imagination, and foresight to make administrative and management decisions and must have a strong background in financial planning and administration within a revenue-restricted environment. They should also have a calm, steady demeanor and be comfortable standing firm in their guidance of City Council and their expectations of staff.

As the organization and community face future challenges, they will need a Chief Administrative Officer who is honest and direct, is willing to take calculated risks, and fully appreciates the impacts of their decisions. That includes the abilities to assess community needs through ongoing public outreach and engagement and prioritize and communicate projects and initiatives efficiently.

The ideal candidate will understand the importance of relationships with Kent's elected and appointed leaders as well as regional, state, and federal officials, and be skilled in helping local leaders build consensus. For the City's team of professionals, they will inspire innovation, encourage diversity, and instill an atmosphere of continuous improvement.

EDUCATION & EXPERIENCE

This position requires a bachelor's degree in business, public administration, or a closely related field with a master's degree strongly preferred. Candidates should also have at least seven years of executive management experience, including five years of managerial experience in a position equivalent to deputy chief administrative officer in a similar-sized organization.

Experience working in a large metro area with the ability to think on a regional basis, and experience in a Strong Mayor form of government, are desirable. The successful candidate will also need to pass a background check and obtain a valid Washington State driver's license.



COMPENSATION & BENEFITS

The City of Kent is offering a starting salary range of \$157,212 – \$226,236 for this position based upon experience and qualifications. The organization also provides a robust benefits package, including health, dental, and vision insurance; life, AD&D and long-term disability insurance; 13 paid holidays; and sick and annual leave. This position is additionally eligible for management benefits, and employee assistance and wellness programs.

Kent participates in the Washington Public Employees' Retirement System currently featuring a 6.36% employee contribution and 10.25% employer match and offers a supplemental retirement plan.



APPLICATION PROCESS

[Please apply online](#)

For more information on this position, contact:

Kurt Hodgen, Senior Vice President
KurtHodgen@GovernmentResource.com
540-820-0531



The City of Kent gives equal consideration and treatment to all employees and applicants for employment on the basis of qualifications and merit, without unlawful discrimination based on race, creed, color, national origin, families with children, sex, sexual orientation, gender expression or identity, religion, age, marital status or military status. Diverse candidates are encouraged to apply. Applicants who wish to request Veteran's Preference will need to submit a DD214 form with their resumes.

RESOURCES

City of Kent
kentwa.gov

Comprehensive Plan
kentwa.gov/home/showdocument?id=6405

Performance Dashboard
advance-kent-dashboard-cityofkent.hub.arcgis.com

Kent Economic Development
kentwa.gov/departments/econ-community-dev

 **Welcome to Kent, Washington**

Kent Chamber of Commerce
kentchamber.com

Regional Tourism
seattlesouthside.com

City of Kent Social Media



Blue Origin building cover photo credit: Sierra Construction

Placement Guarantee

SGR guarantees that you will be satisfied with the results of the full service recruitment process, or we will repeat the entire process one additional time and charge only for expenses. Additionally, if you select a candidate (that SGR has fully vetted) who resigns or is released within 18 months of their hire date, SGR will repeat the process one additional time and charge only for expenses. If the organization circumvents SGR's recruitment process and selects a candidate who did not participate in the full recruitment process, the service guarantee is null and void. We also guarantee that we will not directly solicit a candidate we bring to you for another job.

CITY OF FIRCREST, WASHINGTON

Request for Qualifications

**Recruitment Services for
for**

City Manager

Prepared by Robert E. Slavin on November 11, 2022



SLAVIN MANAGEMENT
CONSULTANTS

3040 Holcomb Bridge Rd. Suite A-1 • Norcross, Georgia 30071 • (770) 449-4656 • FAX (770) 416-0848 • E-mail:

slavin@bellsouth.net www.slavinweb.com

With an affiliates in Burlington, NC; Cincinnati, OH; Louisville, KY; Manteca, CA and Mesa, AZ



**SLAVIN MANAGEMENT
CONSULTANTS**

November 11, 2022

Fircrest City Hall
115 Ramsdell Street
Fircrest, WA 98466

Email: jwestman@cityoffircrest.net

Re: Request for Qualifications — City Manager Recruitment Services

Slavin Management Consultants in collaboration with Robert W. Jean/RWJ Consultants (SMC) is pleased to submit this proposal to conduct an executive search for the next City Manager of Fircrest. The purpose of this project is to help the Mayor and City Council (City Council) to develop and agree to a comprehensive position profile for City Manager and then to identify, recruit and present outstanding candidates who meet these criteria. Once the profile has been developed and approved by the City Council, SMC will have no difficulty identifying quality prospective candidates and becoming immediately productive. It is normal for a City Manager search to take between sixty and ninety days to complete.

SMC is a national firm that has served local governments in forty-five states. The firm is strategically based in Norcross, Georgia for easy access to Atlanta's Hartsfield - Jackson International Airport - the world's busiest airport. We have affiliates in Cincinnati, OH; Burlington, NC; Louisville, KY; Manteca, CA; Queen Creek, AZ and University Place, WA.

As a high quality, independent management consulting firm, Slavin Management Consultants is most capable and interested in providing these services to the City. Over the years we have recruited more than 900 local government executives. Our practice includes projects in forty-six states including in the Pacific Northwest. Our clients in the Northwest include Baker City, OR; Bothell, WA; the Cowlitz PUD (Longview, WA); The Dalles, OR; Shelton, WA; Springfield, OR and Valdez, AK.

We are most capable and interested in providing the requested services to the City. Attached to this proposal are the following exhibits: a sample recruitment profile, a pro forma invoice, a client list, our EEO Statement, our Sexual Harassment Policy and a list of our minority and female placements.

Thank you for the opportunity to submit this proposal. We look forward to working with the City of Fircrest on this critical and highly challenging project. If you have questions concerning this proposal, please contact me at (770) 449-4656.

Very truly yours,

SLAVIN MANAGEMENT CONSULTANTS

Robert E. Slavin, President

RES/jf

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 Robert W. Jean, ICMA-CM SMC Regional Manager 6
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- Pro Forma Invoice
- Client List
- EEO Statement
- SMC Sexual Harassment Policy
- Minority and Female Placements

TITLE PAGE AND INTRODUCTION

Slavin Management Consultants (SMC)
 3040 Holcomb Bridge Road, Suite #A-1
 Norcross, Georgia 30071

Phone: (770) 449-4656
 Fax: (770) 416-0848
 email: slavin@bellsouth.net
 web site: www.slavinweb.com

Principal: Robert E. Slavin, President

About Fircrest, Washington

From the information provided we understand the Fircrest was incorporated in 1925 and has a current population of approximately 7,156. Fircrest covers 1.6 square miles. Fircrest is located between the cities of Tacoma and University Place. It is a thriving and family-oriented community that enjoys an exceptional quality of life. Fircrest take great pride in providing excellent customer service to an engaged and participative community. Attributes include abundant natural beauty, six beautiful parks, 30 chainsaw sculptures, an urban forest of fir trees and friendly, active neighborhoods.

Fircrest has been a non-charter code city operating under a Council-Manager form of government since 1990. Accordingly, the City Manager, appointed by the Council, carries out Council policies and administers the day-to-day operations of the City. Council is the policy-making body of the City. The seven members serve staggered four-year terms of office.

Duties of the Council include enacting legislation, establishing basic policy for the City, and adopting the annual budget. The Council also confirms appointments to commissions. The Mayor is chosen biennially by Councilmembers at the first meeting of the new Council and is the Presiding Officer at meetings. The Mayor continues to have all rights, privileges and immunities of a Councilmember.

The City provides a full range of municipal services which include Police, Municipal Court, Park and Recreation, Public Works, Planning and Building and General Administrative Services. Fire services are provided under contract with the City of Tacoma. Fircrest employs approximately 40 employees and has a 2023 approved Total Operating Budget of \$6,653,706.

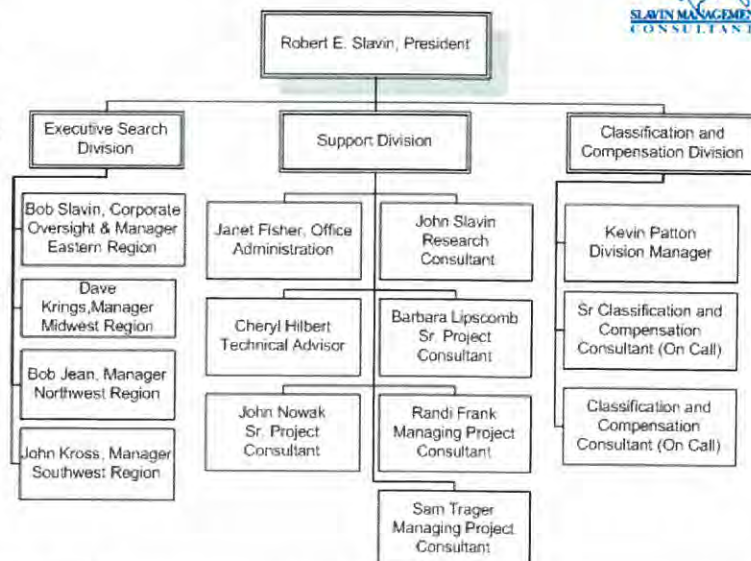
About Slavin Management Consultants

SMC is an independent management consulting firm formed in 1991 and incorporated in the State of Georgia. We operate nationwide from our home office near Atlanta, Georgia. The principal and only stock holder of the firm is Robert E. Slavin. Mr. Slavin has extensive experience as a local government executive and as a management consultant.

The company provides exceptionally high-quality consulting services to state and local governments, health care providers, transit authorities, utilities, special districts, and private sector clients. Specialty practice areas include executive recruitment, pay and classification, performance appraisal systems, and organization development and training.

**SLAVIN MANAGEMENT CONSULTANTS
 Organizational Chart**

November 2022



SMC key consultants have conducted successful assignments for hundreds of public sector organizations nationally and offer many references as testimony of our work.

Slavin Management Consultants (SMC) has completed many city/county manager searches over the years. We have local government recruitment experience in all regions of the United States. We have also completed many assistant manager and department head searches for these and other cities and counties.

We use a "critical path" search process which allows our clients to focus attention on the selection process rather than on identifying, recruiting, screening and evaluating candidates. We understand that each client's need for key executives is different and that there is no "best" person for all situations. The best prospects are typically happily employed and not responding to advertisements. These people need to be found and encouraged to become candidates. They are understandably reluctant to apply for positions when their interest could become a matter of public information prior to being assured that the City is interested in their candidacy. Our approach to this assignment will reflect the unique qualities of Fircrest. It will honor the interests of candidates to the extent possible under Washington law.

In considering our proposal we point out several factors about our firm and our approach that will be of significant benefit to the City:

- We are results oriented. Once the recruitment profile is approved, we "lock" into the criteria established and carefully identify, recruit and evaluate candidates who meet **your criteria**. We do not simply bring forward candidates whom we may already know.
- Our key staff members have extensive experience in conducting executive searches for the public sector throughout the nation.
- We are committed to complete client satisfaction. Our successful placement-oriented approach will ensure that the project work is practical, realistic, timely and that it has the full commitment and support of the City so that a successful placement will be facilitated.
- We use discount airfares and leverage trips between clients whenever possible to reduce expenses to our clients.
- We are leaders in the field of executive search in the public sector and our methodologies are state-of-the-art. We can address all aspects of your assignment.
- Every search that we have conducted has resulted in a selection from our recommended group of candidates. Our experience includes large and small organizations, and chief executives and subordinate level positions. More than 95% of our placements have remained in our client's positions for more than five years.
- Our style is interactive. That is, we strive to build a partnership with our clients.
- We are experts in EEO/AA recruitment. Approximately 25% of our placements are women and/or minorities.

RECENT SMC CHIEF EXECUTIVE PLACEMENTS

CLIENT	POP	SEARCH FOR	START DATE	FINISH DATE	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Buncombe County, NC	260,000	County Manager	10/29/18	1/7/19	Slavin/ Libscomb	Chair Brownie Newman (828) 243-0107 newman@buncombecounty.org
Citrus County, FL	155,800	County Manager	7/20/22	10/18/22	Slavin/Trager	June Randall, H/R Director (352) 527-5372 june.randall@citrusbocc.com
Corpus Christi, TX	285,000	City Manager	12/13/18	4/10/19	Slavin/ Wenbert	Mayor Paulette M. Guajardo (361) 826-3100 paulette.guajardo@cctexas.com
Corinth, TX	20,600	City Manager	7/11/22	8/30/22	Slavin/ Krings	Guadalupe Ruiz Human Resources Director (940) 498-3277 ruiz@cityofcorinth.com

CLIENT	POP	SEARCH FOR	START DATE	FINISH DATE	STAFF ASSIGNED (Mgr/Asst)	Contact Information
						gruiz@cityofcorinth.com
Danville, KY	17,000	City Manager	9/16/20	11/30/20	Slavin/Frank	Mayor Mike Perros (859) 238-1200 mayor@danvilleky.org
Daytona Beach, FL	68,900	City Manager	12/08/20	03/12/21	Slavin/Lipscomb	James Sexton (386) 671-8200 sextorj@codb.us
Dothan, AL	68,500	City Manager	9/12/18	3/21/19	Slavin	Mayor Mark Saliba (334) 615-3110 mayor@dothan.pog
Durango, CO	19,071	City Manager	2/4/20	7/3/20	Slavin/ Krings	Mayor Kim Baxter (970) 375-5005 kimbaxter@durangogov.org
Evans, CO	21,400	City Manager	10/4/16	1/20/17	Slavin/ Wenbert	Julie Roeder H/R & Risk Mgmt Dir (970) 475-1138 jroeder@evanscolorado.gov
Georgetown, SC	10,000	City Administrator	3/14/19	5/31/19	Slavin	Mayor Carol Jayroe (843) 545-4175 cjayroe@cogsc.com
Georgetown County, SC	61,000	County Administrator	11/22/19	3/11/20	Slavin/Lipscomb	Board Chair John Thomas (843) 327-3718 johnthomas@gtcounty.org
Greenville, NC	84,500	City Manager	3/15/17	6/11/17	Slavin	Mayor PJ Connelly (252) 329-4419 amthomas@greenvillenc.gov
Harnett County, NC	133,568	County Manager	9/15/21	11/22/21	Slavin/Lipscomb	Chair Lewis Weatherspoon (919) 306-2900 Lweatherspoon@harnett.org
Kettering, OH	57,862	City Manager	8/16/22	10/15/22	Slavin/Krings	Jenny Smith, H/R Director (937) 296-2446
Laredo, TX	250,000	City Manager	11/21/19	4/14/20	Slavin/Krings	Carolina "Carol" Thurkettle Talent Management Admr (956) 791-7412 cthurkettl@ci.laredo.tx.us
Lubbock, TX	340,000	City Manager	7/18/16	10/28/16	Slavin/ Wenbert	Mayor Dan Pope (806) 775-2010 dpope@mylubbock.us
Maplewood, MO	8,100	City Manager	3/15/21	6/14/21	Slavin	Mayor Nikylan Knapper (314) 325-9033 n-knapper@city of maplewood.com
Mount Dora, FL	12,500	City Manager	7/13/21	9/14/21	Slavin	Sharon Kraynik Human Resources Dir Ph: (352) 735-7175 krayniks@ci.mount-dora.fl.us
Mount Rainier, MD	8,100	City Manager	3/04/21	7/08/21	Slavin	Mayor Celina Benitz (301) 985-6585 mayorbenitez@mountrainiermd.org
Metro/Plan Orlando	3-County MPO	Executive Director	3/23/18	6/1/18	Slavin	Mr. Jason S. Loschiavo, CPA Director of Finance & Admin MetroPlan Orlando (407) 481-5672 Ext. 310 jloschiavo@metroplanorlando.org

CLIENT	POP	SEARCH FOR	START DATE	FINISH DATE	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Metropolitan Washington COG (D.C.)	Regional COG & MPO	Chief Financial Officer	3/23/19	9/20/19	Slavin/Frank	Mr. Chuck Bean, Executive Director (202) 962-3214 cbean@mwkog.org
Quitman, GA	3,703	City Manager	3/17/21	8/03/21	Slavin/Lipscomb	Mayor Nancy Dennard (229) 263-4166 ndennard@quitmanga.gov
Volusia County, FL	550,000	Deputy County Manager	3/18/19	7/21/19	Slavin/Lipscomb	Mr. George Recktenwald County Manager (386) 736-5920 grecktenwald@volusia.org

RWJ Robert W. Jean CONSULTANTS SEARCH EXPERIENCE

CITY MANAGER AND POLICE CHIEF RECRUITMENTS

Robert W. Jean/RWJ CONSULTANTS led or assisted with the following City Manager and Police Chief recruitments:

- CITY MANAGER, GILLETTE, WYOMING * 32,000 POP.
- COUNTY MANAGER, SAN JUAN COUNTY, WASHINGTON 18,500 POP.
- CITY MANAGER, NORMANDY PARK, WASHINGTON 6,800 POP.
- CITY MANAGER, BOTHELL, WASHINGTON** 48,000 POP.
- CITY MANAGER, CARNATION, WASHINGTON 2,5000 POP.
- CITY MANAGER, SHELTON, WASHINGTON** 10,400 POP.
- POLICE CHIEF, TIGARD, OREGON 40,000 POP.
- POLICE CHIEF, TROUTDALE, OREGON 6,000 POP.
- NUMEROUS OTHER RECRUITMENTS FOR FINANCE DIRECTORS, PUBLIC WORKS DIRECTORS, COMMUNITY DEVELOPMENT DIRECTORS, HUMAN RESOURCES DIRECTORS.

* Working with Greg Prothman/Prothman Company

** Working with Bob Slavin, Slavin Management Consultants

PROJECT STAFFING

This proposal commits the highest level of our firm's resources. As SMC president, Bob Slavin will have overall responsibility for the project. Bob Jean and Bob Slavin will serve as the primary consultants. Bob Slavin is the owner and president of SMC. He is among the most experienced recruiters of governmental managers in the nation. Under Bob's leadership SMC has established a strong and proven commitment to providing exceptional recruitment services to public agencies and has received many accolades supporting this work. He has the authority to bind the corporation.

Bob Jean is an International City/County Management Association Credentialed Manager (ICMA/CM) with more than forty years' experience related to the proposed work. Pertinent examples include fifteen years as City Manager of University Place, WA; he served as the start-up manager Newcastle, WA; was the former chief executive for Puyallup, WA; Tigard, OR; Pratt, KS, and Troutdale, OR. Bob has served on the Board and as President of the Washington City/County Management Association. He lives in University Place from where he continues his active involvement in Washington local government.

We propose that Bob Jean will conduct the initial Council, staff, and community interviews required to develop the Recruitment Profile. He will also assist with the candidate phone and/or site background interviews and community checks. Bob's Northwest expertise and knowledge will be of great value in identifying and recruiting current talented City Managers and Assistant City Managers in Washington and Oregon. He remains well connected there through ICMA, WCMA and OCCMA.

Bob Slavin will be personally available to the Council as needed or requested. He and the SMC office will provide the necessary administrative support to the search, This includes, finalizing the recruitment profile, preparing and placing announcements, outreach recruiting, receiving and acknowledging resumes, preliminary and final candidate screening, progress and final report preparation, client billing, onsite assistance with final interviews, finalist candidate selection, employment agreement negotiations and sign off correspondence with unsuccessful candidates.

David Krings, John Nowack and John Kross will help with sourcing well-qualified candidates in their respective regions and will assist with other aspects of the search as needed. All three are ICMA/CMs and highly experienced local government managers.

Robert E. Slavin, President

Mr. Slavin is a pioneer in public sector and nonprofit executive search. He is among the best known and respected professional recruiters in the business. He has frequently spoken before professional groups and he has written several articles for professional journals concerning governmental management. By special invitation, Bob assisted the United States Office of Personnel Management to define and set up the Senior Executive Service for the Federal Government.

Mr. Slavin began his local government career in 1967. His experience includes twelve years working directly for local governments and it includes seven years as a principal consultant with the government search practice of Korn/Ferry International, the largest private sector search firm in the world. He headed the local government search practices for Mercer/Slavin, Incorporated, Mercer, Slavin & Nevins and Slavin, Nevins and Associates, Inc. Mr. Slavin now heads the executive search practice for Slavin Management Consultants. Clients include state and local governments, nonprofit and private sector businesses all over the United States. His experience includes search assignments for the 1984 Los Angeles Olympic's Organizing Committee.

Mr. Slavin's experience and qualifications include organizational analysis, classification and compensation studies, and assessment centers and human resource's systems studies.

Before being invited to join Korn/Ferry International, Mr. Slavin served as Assistant City Manager/Director of Human Resources for the City of Beverly Hills, California.

While at Beverly Hills, Mr. Slavin conducted many executive level recruitment assignments involving nationwide search and placement. Before joining the City of Beverly Hills, Mr. Slavin was the Assistant Personnel Director for the City of San Leandro, California.

Before San Leandro, Mr. Slavin was on the personnel staff of Santa Clara County, California. His assignments included recruitment, classification and selection for the County's Health Department, Medical Center, Transportation Agency, Sheriff's Office, Superintendent of Schools, Fire Marshall, Assessor's Office, Library System and County Recorder's Office.

Mr. Slavin received his Bachelor of Science degree in Political Science from the University of Santa Clara, and has completed the graduate course work for a Master's degree in Public Administration at California State University at Hayward. He has been certified as a Certified Professional Consultant to Management by the National Bureau of Certified Consultants.

Organizations (current and previous)

- International City/County Management Association
- American Society for Public Administration
- International Personnel Management Association
- IPMA - Human Relations Commission
- IPMA - Publications Review Committee
- National Forum for Black Public Administrators

- Government Finance Officers Association
- Society for Human Resource Management
- Southern California Public Labor Relations Council
- Southern California Municipal Assistants
- Bay Area Salary Survey Committee

Robert W. Jean, ICMA-CM SMC Regional Manager

SUMMARY

A professional local government manager -- 40 years of proven experience, 35+ years as the Manager -- fiscally conservative, people and results oriented.

EDUCATION

Master of Public Administration, University of Puget Sound, Tacoma, WA, 1975. Bachelor of Arts, University of California, Santa Barbara, 1969. With continuing education: UPS Law School, Land Use; Collaborative Negotiations at Pierce County Dispute Resolution Center; and ICMA University workshops.

EXPERIENCE

Interim Management - - Interim City Manager, Valdez AK (\$38 million operating budget, 120 employees) July-Dec 2105; Interim City Manager, Normandy Park, WA, Jan-May 2015; Interim Finance Director City of Port Townsend, WA Sept 2013 to April 2014; **County Manager** San Juan County, WA from May 2012 to June 2013 (16,000 Pop, \$52 Million Budget, 220Emps.); **City Administrator** Lake Forest Park, WA from November 2011 to March 2012 (12,000 Pop., \$8 Million Budget, 80 Emps.); **City Administrator** Gillette, WY from Sept. 2010 to April 2012 (27,000 Pop., \$300 Million Budget, 300 Emps.).

City Manager, City of University Place, WA from May 1995 to February 2010 (pop. 32,000). Top ranked mid-sized City for overall quality of life. A Puget Sound shoreline community doing Town Center redevelopment, residential neighborhood build-out, and major waterfront, golf and park development.

Served as City Manager prior to incorporation and first regular City Manager through start-up and full service operations. Reduced tax rates 27% and more than doubled municipal services from County levels. Started Community Oriented Police Services. Over \$90 million in Capital Improvement Projects in first ten years. Negotiated a \$20 million, multi-year Water and Electric franchise, with no tax or rate increase to customers. Built City's down-sized flat organization from zero to 125 employees, 10-20% less comparative staffing of other cities. Negotiated purchases of 50 acres of parks lands and developed \$10 million Parks C.I.P. financing. Developed City's budget from zero to \$95 million with \$7 million in reserves.

City Manager, City of Newcastle, WA from May 1994 to March 1995, asked to incorporate and start up historic new city of 8,000 citizens, from zero to \$4.9 million budget. Achieved the Council's first year goals and established a \$1 million operating reserve fund. Kept City's services at or above the County's pre-incorporation levels and taxes at or below pre-incorporation levels.

Director, Puyallup Area Chamber of Commerce from March - April 1994, supporting 750 business members. **Consultant** to cities of: Prosser, WA; Durham, OR; Fircrest, WA; Spokane Valley, WA; Liberty Lake, WA.

City Manager, Puyallup, WA from November 1990 to February 1994 (pop. 27,000). A century old farming town experiencing rapid growth and change as an edge city in the Seattle-Tacoma regional economy. A full-service City with \$75 million total budget/\$18 million General Fund, 375 employees. Home of the Daffodil Festival, Downtown Farmer's Market, Puyallup Main Street Association, and Western Washington Fair. Negotiated \$7 million capital improvements from \$40 million regional mall project.

Assistant City Manager, Redwood City, CA from August 1988 to November 1990 (pop. 65,000). Ethnically diverse community on the mid-San Francisco, CA, Peninsula; a rapidly growing economy; \$75 million total budget and \$50 million operating programs, 498 employees. Responsible for Redwood City's Redevelopment Agency operations. Adopted City's Strategic

General Plan, ten year Long Range Financial Plan with strategies tied to City's Operating Budget. Along with Labor Co-Chairs, re-established City's employee participative management program. Responsible for the City's Neighborhood Associations program. Coordinated the City's Downtown and Redevelopment Agency Amendment Plan and conversion of 49ers training facility to a City Park.

City Administrator, Tigard, OR from September 1981 to August 1988 (pop. 30,000). One of Oregon's fastest growing cities in the Portland metro area high-tech "Silicon Forest." City's population doubled in 7 years from 15,000 to 30,000. \$15 million budget and 150 employees. Directed close-out of City's Redevelopment Agency. Developed City's strategy leading to the voluntary annexation of \$87 million (now \$400 M!) Washington Square regional shopping center and 2,000 resident area. Co-Chair for League of Oregon Cities' Finance and Taxation Committee (leading to Measure 51 reforms). Accomplished Council's goals amid both cut-back budgets and growth management demands. Tigard is now one of Oregon's financially strongest and most livable cities.

City Manager, Pratt, KS from October 1980 to August 1981 (pop. 8,000). Responsible for Court, Police and Fire; Streets; Water/Wastewater; Parks and Recreation; Cemetery; Airport; Planning and Economic Development; Library; Finance; Electric Utility; 99 City employees and \$14.5 million budget. Directed City's waste-water and electric utility rate studies. Turned City's finances from the verge of bankruptcy into a \$3 million positive position.

City Administrator, Troutdale OR from March 1976 to October 1980 (pop. 6,000). Managed the City's rapid growth from 2,000 to over 6,000 population, from 15 to 40 full-time employees, budgets ranging from \$800,000 to over \$9 million total. Over \$3 million obtained from Federal Grants and low-interest loans. Prepared the City's first Capital Improvements Plan and a C.I.P. financing system whereby "growth pays its own way." Secured non-tax funding for expansion of sewage treatment plant. Property Tax levy elections went from overwhelming "NO" votes to 67 - 70% "YES" approvals.

Budget Analyst, City of Seattle WA Office of Management and Budget for two years until March, 1976. Management Systems analysis. Developed knowledge of large municipal government, finance, systems and policies.

U.S. Army Officer, First Lieutenant, Infantry, January 1970 to April 1972. Awarded Army Commendation Medal. Honorable Discharge.

PERSONAL

Interests include photography, golf and sailing
Board Member for the Redwood City Boys and Girls Club
Charter Member of Troutdale Jaycees and Kiwanis
Member of Tigard and Puyallup Rotary
Member of Redwood City International Sister City Corporation
Board Member Puyallup Chamber of Commerce, and Pierce County Economic Development Board
Full Member of the International City Management Association
President Washington City/County Management Association 2001-2002
Recipient of ICMA's National Career Development Award for 2002
ICMA Credentialed Manager
ICMA Board Member 2004-2007

David Krings, ICMA-CM (Retired), SMC Regional Manager

Mr. Krings has over 45 years of experience at the top levels of State, County, and Municipal Governments. In more recent years he has served local governments throughout the United States in a consulting capacity. He is internationally recognized as a state and local government management practitioner and consultant. Dave has been on the professional staff of governors in both Wisconsin and Arkansas. He served as the County Administrator in Peoria County (Peoria) Illinois and Hamilton County (Cincinnati) Ohio. Both Hamilton County and Peoria County received national recognition for innovative, quality management during Dave's tenure. He also served as the Assistant Executive Director for Ramsey County (St. Paul) Minnesota.

In 2005 Mr. Krings began his encore career, still in public service, but in a much broader capacity than in prior years. He is the Midwest Regional Director of Slavin Management Consultants, specializing in local government management searches.

He has served as an adjunct Public Administration instructor for the University of Cincinnati and on the faculty of the University of Illinois, Community Information and Education Service.

His peers recognized his leadership by selecting him as the first person to be both the President of the International City-County Management Association (ICMA) and the President of the National Association of County Administrators (NACA). He continues to serve both organizations as an advocate for professional training and ethical behavior. He also is a former president of County Administrators Associations in Illinois and Ohio.

Dave has a M.A. in public policy and administration from the University of Wisconsin-Madison and a BA from Carroll College (Waukesha, Wisconsin). He has also studied at schools in Denmark and Mexico.

He is a recipient of an American Society for Public Administration chapter Good Government Award and is recognized by International City/County Management Association (ICMA) as a retired credentialed manager.

John E. Nowak, SMC Senior Project Manager

Mr. Nowak has more than 35 years of local government management experience 28 of which have been in California including 23 years at the executive level. He has worked for numerous jurisdictions in California and Tennessee ranging in population from 13,000 to 1.8 million. His most recent position was Deputy City Manager in Manteca, California. In addition to his work for Slavin Management Consultants, Mr. Nowak serves as a redevelopment and economic development consultant in California. He served on the 2012-2013 San Joaquin County Grand Jury which oversaw an investigation related to the City of Stockton's bankruptcy. The investigation reviewed the City's financial policies, procedures, and past actions that may have been material causes of its financial deterioration.

Previously Mr. Nowak served as Redevelopment Administrator for San Bernardino County and Deputy City Manager in Culver City, Moorpark, San Gabriel, and San Marino, California. Mr. Nowak was City Manager in San Marino and Lawndale, California. Early in his career, Mr. Nowak served in management positions in Lancaster, California and metropolitan, state, and regional positions in Nashville, Tennessee. He has also served as an economic and redevelopment consultant for the cities of Moorpark and Manteca and for San Bernardino County in California. Mr. Nowak joined Slavin Management Consultants in 2013. He has a Master of Public Administration degree from West Virginia University and a Bachelor of Arts degree in Political Science from Siena College.

Mr. Nowak's career highlights include:

- City Manager in both full-service and contract city organizations;
- Department director of community development/public works functions with 30 employees and \$2.3 million budget in San Gabriel, California;
- Directed community-based preparation of long-range strategic plan in San Marino;
- Revised San Marino Municipal Code writing all related ordinances;
- Managed repairs of earthquake damage in San Marino and San Gabriel including project manager for complete renovations of their city halls;
- Created regional public-private emergency preparedness board in Antelope Valley of California bringing comprehensive approach for disaster planning and recovery among local, state, and federal agencies and private sector;
- Created second California Disaster Recovery Redevelopment Project Area in San Bernardino County Old Fire burn area;
- Prepared and negotiated development agreements for regional lifestyle retail center and Costco in Manteca and regional distribution center in San Bernardino County;
- Negotiated labor agreements with general employee, police, and fire unions in multiple California cities;
- Prepared and managed state grant programs for parks and public safety including nationally recognized program for children's car seat enforcement;
- Initiated and directed establishment of first cities' sub-regional Joint Powers Authority in Los Angeles County to address State's solid waste mandates;

- Established budget preparation and presentation procedures to make budget document more transparent and understandable; and
- Reorganized city departments including police, fire, public works, and community development for improved accountability and operational efficiency.

Professional Affiliations

- International City/County Management Association—served on many Committees including International Committee, Awards Committee, Conference Planning Committee, and Nominating Committee
- League of California Cities/California City Managers Department—past Chairperson of International Committee and Board Member
- Rotary International—past Club President in San Gabriel and Treasurer in Culver City

John Kross, ICMA-CM, Manager Southwest Manager Manager

SUMMARY

City Manager/Assistant Manager Experience
 Department Head; Budget Preparation; Personnel Administration
 Staff Development, Succession Planning and Mentoring
 Performance and Priority-based Budgeting; Core Services and Strategic Planning
 Development Services/Building Safety/Code Enforcement Administration
 Economic Development – Substantial Advanced Manufacturing, Semi-conductor, and EV industry
 Oral and Written Presentation Skills

EXPERIENCE:

TOWN OF QUEEN CREEK, ARIZONA (1996 – 2022)

Town Manager - Town of Queen Creek, Arizona (Phoenix metropolitan area) (Sixteen Years)

- Chief Administrative Officer for full-service Town. Reports to seven member Town Council (six members elected at-large with directly elected Mayor). Oversees the entire general government operations including general oversight of all 500+ employees, including professional development plans, succession planning and mentoring programs. Manages \$730.7M annual budget, including several special revenue funds, enterprise funds and the capital improvements budget. Implemented performance-based budgeting in FY2007/2008. Directly oversees police, fire, utilities, intergovernmental programs, human resources, IT, development services, and public works. Oversaw the creation of Town's first Police, Fire/Medical, and Utility Services Departments. Conducted reorganization of Finance/HR, Public Works and Community Development Departments including comprehensive organization-wide compensation and classification studies. Oversaw achievement of community's first bond rating; subsequent increases by Fitch and S&P to AA+ in April 2022; Current Board Chair of East Valley Emergency Regional Wireless Communications cooperative (Mesa, Gilbert, Apache Junction, Queen Creek, Rio Verde Fire District, Gila River Indian Community).

Assistant Town Manager - Town of Queen Creek, Arizona (Two Years) - Assistant Town

Manager oversees development services operations (Community Development Department) and Public Works Department; combined operational budgets of \$8M and approximately 60% of the entire organizational staff. Developed Capital Improvement Program a 5-year \$270M program; and oversight of Transportation Improvements Program, a 5-year \$104M program. Completed reorganization and department alignments of services, functions, and staff in order to efficiently meet Council annual goals. Lead negotiator for the Town on multiple development agreements including \$23.5M and \$8.6M downtown developments. Coordinate operations between neighboring and partner agencies related to development and transportation projects. Serve as supplemental staff liaison to citizen committees on transportation and fire services.

Community Development Director - Town of Queen Creek, Arizona – (Eight Years) -

Department head position supervising Planning, Building Safety, Economic Development, and Neighborhood Preservation/Code Enforcement Divisions. Responsible for current, long-range land use planning divisions, neighborhood services, building safety, and economic development programs. Supervisor three divisions, 35-person department administering \$2.7M budget and

personnel management. Manage and supervise consultant contracts for new public facilities including new development services building and municipal center master plans. Implemented new subdivision and zoning ordinance and comprehensive development impact fees ordinances. Responsible for oral presentations and staff support to the Town Council, Planning and Zoning Commission, Board of Adjustment, Economic Development Commission, Financial Review Task Force and other community groups and organizations. Frequent speaker at State of Arizona Department of Commerce Planning and Board of Adjustment and Arizona Planning Association training workshops. Responsible for coordination and submittal of Arizona Planning Association award winning 1997 Subdivision Ordinance; 1999 award winning Adequate Public Facilities Ordinance (APFO); and 2003 Arizona Planning Association award winning Best General Plan.

TOWN OF GILBERT ARIZONA - (1996 – 1996)

Planner II - Senior planner level position responsible for a variety of projects including large subdivisions and master plans, commercial and industrial projects. Staff planner to Planning and Zoning Commission and Design Review Board. Responsible for project management, plan review of subdivisions, site plans, building elevations, grading and drainage plans and landscape plans. While in this position, served as half-time Town Planner with the Town of Queen Creek, the adjacent municipality until recruited to work for Queen Creek full-time.

TOWN OF WICKENBURG, ARIZONA (Two Years)

Associate Planner/Economic Development Specialist - Technical planning research and evaluation, report writing and presentation on various current land use projects to the Town Council, Planning and Zoning, and Economic Development, Downtown Revitalization Advisory Commissions. Project Manager for Town bike lane project to new 40-acre Municipal Park. Coordinated economic development activities including lead management report and grant writing and database prospect/file management. Strong emphasis on current planning, program design, monitoring, analysis, and implementation particularly with the Town's Housing Rehabilitation Assistance Program funded with CDBG/HOME Program funds. Supervised and managed consultant contracts pertaining to architectural/rehab specialist for the federal HOME program.

CITY OF PHOENIX, ARIZONA – (Eight Months)

Project Management Assistant - Project management staff member in the Neighborhood Services Department, Neighborhood Development Division. Responsibilities included monitoring and evaluating various housing and neighborhood development programs coordinating the activities of the neighborhood development, redevelopment, and rehabilitation divisions. Assisted other sections and staff in developing systems to effectively monitor and evaluate department outreach, marketing, and program usage efforts for various programs. Responsible for systems monitoring, program utilization involving a multitude of funding agencies. Special project work included trouble shooting problematic cases and issues. Part of a successful interdepartmental team providing extensive in-depth research and writing to obtain a \$4.5 million Lead Based Paint Hazard Reduction federal grant.

TOWN OF WICKENBURG, ARIZONA (Three Years)

Assistant Planner/Economic Development Technician - Completed current and long-range planning activities involving preparing staff reports for subdivisions, zone changes and variances. Assisted in coordination of economic development program promoting the Town as a viable industrial relocation opportunity. Successfully certified the Town as a fully accredited State Department of Commerce Rural Economic Development Initiative (REDI) community. Provided staff research and support to the Economic Development, Planning and Zoning and Downtown Revitalization and Board of Adjustment/Commissions.

RIPON REVITALIZATION CORPORATION, RIPON, WISCONSIN

Economic Development Specialist - Responsible for implementing downtown redevelopment program. Provided plan review and project coordination for new downtown design initiative. Experience with funding mechanisms such as tax increment financing, subsidized small business loan programs, and architectural/design review programs for business improvement districts.

CITY OF TUCSON, ARIZONA

Assistant to City Councilmember (Intern) - Provided staff support for special projects including neighborhood and traffic improvement plans and water conservation. Experience working with downtown neighborhood associations and interest groups involving controversial development issues.

EDUCATION

Bachelor of Arts (B.A.), May 1990, Ripon College, Ripon, Wisconsin
Major: Business Management; Leadership Studies and Public Policy
Master of Public Administration (MPA), May 1998, Arizona State University, Tempe, Arizona
Executive Education Program Certificate: Harvard University, John F. Kennedy School of Government, Sr. Executives in State and Local Government Program

PROFESSIONAL ASSOCIATIONS

International City/County Management Association (ICMA) – Credentialed Manager (CM)
Arizona City/County Management Association (ACMA) – Immediate Past President (2012)
-Co-Chair ICMA Local Host Committee Phoenix 2012 Conference
American Planning Association (APA)
American Institute of Certified Planners (AICP Certificate No. 011525)
Arizona Planning Association (AzPA)
American Society of Public Administrators (ASPA)
Urban Land Institute (ULI)
International Council of Shopping Centers (ICSC)

HONOR SOCIETIES/RECOGNITIONS

John J. Debolske Professional Excellence Award (2018) recipient from Arizona City County Management Association – highest professional honor bestowed by ACMA
Pi Alpha Alpha – National Honor Society for Public Affairs and Administration
1998 Arizona City/County Management Association Esser Award

REFERENCES

Mayor Eric Onisko

City of Shelton, WA
525 W, Cota St.
Shelton, WA 98684
City Manager Search (2018)
(360) 490-6173
eric.onisko@sheltonwa.gov

Council member and Former Mayor Kim Baxter

City of Durango
949 E. 2nd Ave.
Durango, CO 81301
City Manager Search (2020)
(970) 799-5799
kinbaxter@durangogov.org

Mayor Peggy Lehner

City of Kettering, Ohio
City Hall
36 Shroyer Road

Kettering, OH 45429
Phone: 937-477-7640
City Manager Search (2022)
peggy.lehner@ketteringoh.org

Mayor Nikylan Knapper

City of Maplewood
7601 Manchester Road
Maplewood, MO 63143
City Manager Search (2021)
(314) 325-9033
n-knapper@cityofmaplewood.com

Ms. Sheri Pierce, MMC

City Clerk
City of Valdez
212 Chenega St.
Valdez, AK 99686
City Manager Search 2015
907-834-3408
spierce@ci.valdez.ak.us

PROPOSED WORK PLAN

Slavin Management Consultants' (SMC) Results-Oriented Process

SMC uses a "critical path" search process which allows its clients to focus their attention on the selection process rather than on identifying, recruiting, screening and evaluating candidates. The best prospects are typically happily employed and do not respond to advertisements. These people need to be found and encouraged to become candidates. They are understandably reluctant to apply for positions when their application could become a matter of public information prior to being assured that the client is interested in their candidacy. SMC has a proven track record of aggressively pursuing these types of "happily employed" candidates to encourage them to submit their applications. SMC's approach to this assignment will reflect the unique qualities of Fircrest, and it will honor the confidentiality of candidates to the extent permitted by Washington law.

SMC would like the City of Fircrest to consider SMC's unique qualities and approach identified below that help to distinguish it from other public sector recruiting firms.

- SMC is results-oriented. Once the recruitment profile is approved by the City, SMC will "lock" into the profile's criteria and carefully identify, recruit and evaluate candidates who meet the City of Fircrest's criteria. SMC does not simply bring forward candidates that it may already know.
- SMC is committed to complete client satisfaction. SMC's successful placement-oriented approach will ensure that the project work is practical, realistic and timely and that it has the full commitment and support of the client so that a successful placement occurs.
- SMC makes use of resources that go beyond "Google" searches to conduct background checks of potential candidates. In addition and fairly unique to this industry, SMC visits finalists' work sites prior to client interviews to learn first-hand about candidates' management style and work performance.
- SMC are leaders in the executive search field with extensive experience in conducting public sector executive searches throughout the nation.
- SMC's methodologies are state-of-the-art and include advertising in traditional publications, websites and use of SMC's large resume data base to generate quality applicants.
- SMC's style is interactive in that it builds a partnership with its clients.
- SMC uses discount airfares and makes multi-client trips whenever possible to reduce expenses to its clients.
- SMC are experts in EEO/AA recruitment. Approximately 25 percent of its placements are females and/or minorities.
- Every search that SMC has conducted has resulted in a selection from among its recommended group of candidates. SMC's experience includes large and small organizations and chief executives and subordinate-level positions. **More than 95 percent of SMC's placements have remained in their clients' positions for more than five years.**

SMC recommends the followings proven five-step city manager recruitment process

- Define job qualifications and requirements for the City Manager position -- the "recruitment profile."
- Identify and recruit qualified candidates.
- Evaluate prospective candidates.
- Make recommendations, help in selection and facilitate employment.
- Establish evaluation criteria and follow-up.

Each step of this process is described below.

A. Develop Position Profile

In developing the recruitment profile, we will spend a considerable amount of time at the beginning of the process in Fircrest to gather information about the City and to ascertain, the unique challenges of the job and the general environment within which the position functions. To do so, we will meet with each City Council member individually and, with the Council's permission, with staff and community leaders to learn the City's needs, focus and requirements such as experience, education and training as well as preferred management style and personal traits. The community stakeholders we meet with are chosen by the City and often include, leaders from community's education, neighborhoods, industry and business sectors.

Once we have gained the necessary information, we will prepare a draft recruitment profile and review it with the City Council to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the Pierce County region, the City of Fircrest, the City government, major issues to be faced, the position and the selection criteria established.

B. Identify Qualified Candidates

We will first review our database to find those candidates whom we may already know and/or already have on file who may meet your specifications. Although the above process is valuable, we will rely most heavily on our own contacts in related fields, on national and regional job specific professional associations and on our own experience. In other words, through "networking," we will conduct a professional search for the best-qualified candidates and invite them to apply for the position. In this effort, we utilize appropriate professional organizations, our established contacts, and our knowledge of quality jurisdictions and their employees.

We will prepare classified advertisements and develop a targeted advertising program utilizing ICMA, state and national and regional municipal associations and professional websites and publications. SMC will place these announcements and will acknowledge all resumes received and thoroughly screen all potential candidates.

SMC is proud that more than 25% of our placements are well-qualified women and minorities. In our effort to achieve diversity, we rely on industry appropriate national and regional minority and women professional associations. We utilize their web sites and publications. We also network to identify and then directly contact and encourage qualified women and minority candidates. Our extensive company data base is also useful in this effort.

C. Evaluate Prospective Candidates

Preliminary Screening and Progress Report

Criteria for the preliminary screening will be contained in the approved recruitment profile. They may include such items as education, technical knowledge, experience, accomplishments, management style, personal traits, etc. Screening of candidates against those criteria will be based on data contained in the resume and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the recruitment profile.

We request that all candidates provide us, in writing, substantial information about their accomplishments and their management style and philosophy. This information is verified and, at the City's option, may be further tested by having the finalists respond to a supplemental questionnaire and/or complete management and leadership style inventories. We interpret these instruments for the City as well.

We will meet with the City Council to provide a progress report on a number of semifinalist candidates. These individuals will be top prospects who clearly meet the City's specifications for the position. With guidance from the City, we will narrow the semifinalist candidate group on the basis of refined criteria. During this meeting we will determine City's expectations relative to interview questions that we will write as well as the candidate rating and scoring processes which will be included in our final report.

D. Selection and Employment

In-depth Screening and Final Report

At this point, we will interview those semifinalist candidates whom the City has the greatest interest in. Proper "fit" is as important as technical ability. We assess both. In order to better assess candidates' management style and interpersonal characteristics, we personally interview each in his or her present work environment. We will closely examine each candidate's experience, qualifications, achievements, management style and interpersonal skills in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications, skills and achievements.

We conduct in-depth background checks on those individuals who continue to demonstrate their overall suitability for the position. Included are detailed and extensive reference checks which cover a minimum period of ten years. In conducting these, it is our practice to speak directly to individuals who are now or have been in positions to evaluate the candidate's job performance. We ask each candidate to provide us with a large number of references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates.

As part of our evaluation process we conduct credit checks and verify undergraduate and graduate college degrees. We also conduct criminal history, civil court records and driving record checks. At the City's option, we can arrange for assessment centers and/or psychological (or similar) testing of the candidates. (These optional items will result in extra cost.)

We will then meet with the new City Council to present a group of well-qualified finalist candidates for interviews in Fircrest. These final candidates will not be ranked because, at this point, they will all be qualified and it will then be a matter of chemistry between the candidates and the City Council that should produce the final selection decision.

Our final report will be presented in a meeting with the City Council. This written report is a comprehensive document. It contains our candidate recommendations, details about the search, interview tips, interview questions, candidate evaluation forms and information about legal vs. illegal inquiries. The report also includes the candidate interview schedule as well as our recommendations relative to timing, sequencing, location, setting, format, and conduct of interviews. The report contains comprehensive information about each recommended candidate. This includes educational and experience information, an evaluation of the candidate's experience relative to the criteria established by the City, a summary of reference comments and a statement of accomplishments and management style prepared by the candidate. Present compensation is also provided for each recommended candidate.

We will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites, appropriate roles for spouses, receptions, etc. We arrange schedules for top candidate interviews, attend City Council/finalist interviews and guide the Council through the candidate evaluation, selection and contract negotiation processes.

We will properly handle any and all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of the City of Fircrest and that any public statement should come from the City directly. Under no conditions will we release information to the media unless specifically directed by the City to do so.

We will notify all unsuccessful candidates of the final decision reached. We will continue to work for the City until a suitable candidate is recruited and hired by the City.

E. Establish Evaluation Criteria

Once the new City Manager has been on board for 30 days or so, we will conduct a session with the City Council and with the new City Manager to establish mutual performance criteria and goals for the position.

F. Follow-up

We will follow-up with the City Council and the new City Manager during the first year and assist in making any adjustments that may be necessary.

G. Reporting

We will keep the City informed, involved in decisions and involved in the search process. We will provide frequent progress reports to the City.

H. Guarantees

We provide a comprehensive set of assurances and guarantees to our executive recruitment clients that include:

- We are committed to excellence. We guarantee the highest quality of work and its success in your environment. To accomplish this, we will continue to work with the City until the City is satisfied with the candidates and a satisfactory candidate is selected and accepts employment.
- We guarantee our work and will redo the search if the position is vacated, for any reason, within two years of the employment date of a candidate selected by the City through our efforts.
- We will never actively recruit any *candidate who we have placed* nor will we actively recruit any *employee* from a client organization for at least two years from the completion date of an assignment.

I. Deliverables

Deliverables include the recruitment profile (draft and final), the advertisement (draft and final), the progress report (presented in person), the final report with interview tips, interview schedule, interview questions, candidate resumes, candidate evaluations, candidate writing samples, rating sheets, ranking forms, tabulation forms and appropriate/inappropriate question list and negotiated employment agreement between the City and the selected candidate.

J. Fircrest Staff Involvement

We will request the City Council to assign a City staff member to serve as liaison between the City and Slavin Management Consultants

K. Project Schedule

Although it could vary depending on stakeholder and candidate availability particularly during the holidays and other unforeseeable factors, the search process normally takes between sixty (60) and ninety (90) days from the client's approval of the Recruitment Profile until client/finalist interviews take place. The search should follow the following schedule:

Steps	Days			
	1-30	30-45	45-60	60-360
1. Develop Search Process, Recruitment Profile and Advertising Program for City Council Approval	✓			
2. Identify Qualified Candidates, Review Data Base, Network, Receive and Review Resumes	✓	✓		
3. Screen & Evaluate Prospective Candidates		✓		
4. Progress Meeting and Report		✓		
5. Interview and Evaluate Prospective Candidates		✓	✓	
6. Submit Final Report and Recommendations, Assist in Selection, Facilitate Employment			✓	
7. Establish Evaluation Criteria and Follow-up				✓

Approximately twelve semifinalist candidates are presented to the City at the progress meetings. Generally, about five finalist candidates are presented for interviews with the City Council.

COSTS

Costs to the client are a combination of a *flat professional fee* and a *not-to-exceed out-of-pocket expense budget*. The expense budget is set at 55% of the professional fee. Expenses may run significantly less than that budget. We only invoice our clients for our actual expenses. Should SMC expenses exceed the 55% budget to accomplish the contracted scope of work, the City will not be charged for the excess amount.

Should SMC be awarded more than one search and they run simultaneously, City will realize a significant savings in the professional fee. The expense budget should also be less.

Professional Fees

Our fees are based on a rate schedule that reflects the experience of the individual assigned. We use a flat fee rate schedule. Therefore, there are no project limitations based on annual salary. For this assignment we are proposing to use only consultants who have specific experience on similar assignments for other clients. We will use senior consultants where appropriate and to reduce the overall cost. We will use staff consultants when feasible. The following tables show the approximate level of involvement by project step and cost.

PROJECT COSTS					
STEPS	ASSIGNED HOURS (Approximate)			RATE (Hr)	FEES
	Project Manager	Consultant	Total		
1. Project Planning/Develop Position Profile/ Prepare Advertising	34		34	80	\$2,720
2. Identify & Recruit Candidate/Acknowledge Resumes	32		32	80	\$2,560
		35	35	35	\$1,225
3. Preliminary Candidate Screening	16		16	80	\$1,280
		4	4	35	\$140
4. Progress Report to City /Reduce Candidate Pool	12		12	80	\$960
		8	8	35	\$280
5. In-depth Candidate Evaluation (Includes on-site consultant interviews with semi-finalist candidates)	36		36	80	\$2,880
		16	16	35	\$560
6. Arrange for & Schedule Final Interviews	4		4	80	\$320
7. Prepare Final Report with Interview Questions and Selection Criteria	8		8	80	\$640
		16	16	35	\$560
8. Present Final Report and Attend Interviews	12		12	80	\$960
9. Assist in Employee Selection	2		2	80	\$160
10. Negotiate Employment Agreement	4		4	80	\$320
11. Establish Performance Goals	6		6	No Charge	\$0
12. Follow-up	4		4	No Charge	\$0
TOTAL HOURS	170	79	249		
TOTAL PROFESSIONAL FEE					\$15,565

Not to Exceed Expenses Budget

Consultant Travel Costs: The client pays direct cost for all necessary consultant travel using coach or, when available, lower air rates, corporate hotel rates at moderately priced properties (Holiday Inn or equivalent), rental cars, using the corporate discount and normal meals. Client controls these costs in the following ways: (1) when appropriate, consultants will accomplish (2) the client pre-approves all work plans including all consultant (and candidate) travel; (3) SMC will comply with the current State of Washington travel expense per rate schedule.

Office Costs Include: Telephone (\$350 flat fee, billed in two installments), FAX, postage, messenger, copier, and clerical costs.

Average Advertising Costs: Normally about \$2,500. Client controls these costs because the advertising program will be approved by the City prior to implementation.

Expenses for items identified above **will not exceed 55%** of the professional fee or \$8,560.75. Therefore, the total not-to-exceed cost for these services would be **\$24,125.75**.

The cost for finalist candidates travel to Fircrest for interviews is in addition to the above not-to-exceed amount. Such costs are impossible to forecast and vary widely dependent on candidate location, spouse involvement, time required for candidates to be in Fircrest, etc. The client controls these costs by pre-approving all work plans including all travel. About five candidates are normally recommended for interviews.

Should the City's needs result in additional project scope that significantly increases consultant travel and/or advertising costs, it may be necessary to increase the expense budget for the project.

Your liability to Slavin Management Consultants for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized by you in writing.

We will submit monthly invoices for fees and expenses. It is our practice to bill 30% at the start of the searches, 30% at the end of thirty days, 30% at the end of sixty days, and the remaining 10% shortly after the time the new City Manager accepts employment with the City. Each invoice will be payable upon receipt for professional services.

Expenses will be billed in addition and shown as a separate figure. Attached is a pro-forma invoice showing the level of accounting detail we will provide.

We will comply with all applicable laws, rules, and regulations of federal, state, and local government entities.

Our ability to carry out the work required will be heavily dependent upon our experience in providing similar services to others, and we expect to continue such work in the future. We will, to the degree possible, preserve the confidential nature of any information received from you or developed during the work in accordance with our professional standards.

We assure you that we will devote our best efforts to carrying out the engagements. The results obtained, our recommendations, and any written material provided by us will represent our best judgment based on the information available to us. Our liability, if any, will not be greater than the amount paid to us for the services rendered.

This proposal constitutes the agreement between us. It cannot be modified except in writing by both parties. Our agreement will be interpreted according to the laws of the State of Washington.

SMC is an equal opportunity employer and recruiter, and will not discriminate against any employee or applicant for employment because of race, religion, creed, color, sex, disability or national origin.

EXHIBITS

Sample Recruitment Profile



Mount Washington

***OUTSTANDING OPPORTUNITY TO
SERVE THE CITIZENS OF
SHELTON, WASHINGTON
AS THEIR
CITY MANAGER***



The Community

Named after David Shelton - a delegate to the Territorial Legislature, the town was originally known as Sheltonville in the late 1800s. The City's early commerce consisted primarily of logging and lumber, farming, dairying and ranching as well as shellfish cultivation.

The City of Shelton is the only city in Mason County which is now the fastest growing county in Washington. Shelton was incorporated on May 19, 1890 as a general purpose municipal government. It operates under the laws of the State of Washington applicable to a non-charter code city under the Council-Manager form of government.

As you approach the City you can glimpse the quiet harbors and homes along the pristine shoreline and the densely forested hills. The community is rich in history, culture, and natural beauty. Located just 25 minutes northwest of Olympia on the shores of Oakland Bay at the southernmost tip of Puget Sound. The City of Shelton includes 6.11 square miles and has approximately 10,700 residents. While the City has increased in population of late, it has managed to preserve its friendly aura and natural environment.



The City Government

Until this year, Shelton was the last city in Washington with a three-member commission form of government. Accordingly, a three-member City Commission selected a City Administrator who had day-to-day administrative responsibility for providing municipal services.

Shelton voters just approved a change to a council/manager government which will take effect on May 15, 2018. So this is really Shelton's first City Manager position. Previous City Commissions were well served by former City Administrators and the new City Council is dedicated to ensuring that the City Manager and the Council work successfully together as a team. The new City Manager will be appointed by majority vote of the 7-member new City Council and will be responsible for overall management of City business and the oversight and supervision of all City departments. The City Manager will ensure that the City Council goals, policies and directives are carried out by the appropriate City departments and will also be responsible for preparation of the annual budget, controlling expenditures, human resource management, intergovernmental relations, legislative activities, and a variety of other duties related to management of the City.

The new City Council will consist of the three continuing commissioners and four newly elected members. All are elected at-large on a non-partisan basis to four-year overlapping terms. The Mayor will be selected from the membership. All incumbents and Council candidates are full participants in this City Manager recruitment and selection process.

The City of Shelton has 95 employees and nearly a \$49 million all funds budget. The City's management team consists of the department heads who enjoy collegial and cooperative working relationships. The City provides a wide range of municipal services including:

- City Management
- Municipal Court
- City Clerk
- Legal
- Human Resources
- Information Technology
- Community Development
- Parks and Recreation
- Police Department
- Roads & Streets
- Sewer & Water

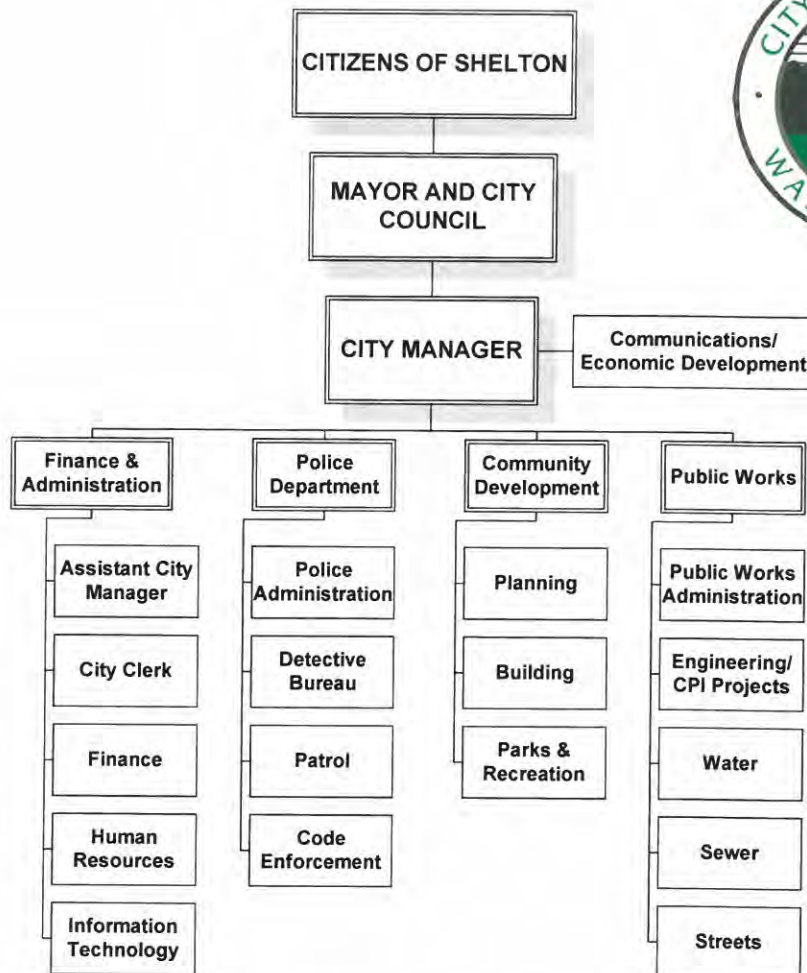
The City has a history of working closely with each of the area's local government and community service providers including: Mason County, P.U.D., school districts, the Port, the Economic Development Board, the Chamber of Commerce and service clubs.

Visit Shelton on the web at : www.ci.shelton.wa.us



City of Shelton, Washington

Organizational Chart



(Continued from page 2)

Community Issues, Opportunities and Challenges (not prioritized)

- Mason County is now one of the fastest growing counties in Washington.
- By far, most of Shelton’s workforce consists of good City employees who want to work.
- A need was expressed for improved internal and external communications.
- Local schools are good and improving - - voters recently passed a \$65M bond issue to support Shelton’s schools.
- Major City streets and sewer CIP projects underway (Examples: Downtown Connector and Basin 3 Sewer Projects) .
- Future of the 800-acre Shelton Hill development.

- Shelton has significant economic diversity (rich to poor).
- Approximately forty-five percent of Shelton residents live in rental housing.
- Shelton’s housing supply is tight - - there is a need for more housing at all levels.
- Shelton has low crime.
- City finances are tight with significant utility bond debt.
- There is a need to study the organization and staffing to determine how to best allocate the City’s available human and fiscal resources.
- Economic development to increase the City’s tax base.
- Need for an in-depth look at fees and rates including permits and utility costs.

(Continued on page 4)

(Continued from page 3)

The City Manager

Per State Law, (RCW35A), the City Manager serves as the City's Chief Executive Officer. The City Manager provides leadership to City staff, implements policies adopted by the City Council and manages both labor relations and human resources management.

The City Manager will also assist the City Council by providing regular written communication, completing research and information gathering, and by acting as an advisor to the Council concerning policies and City ordinances. Additionally, the successful candidate will represent the City's interest to various county, state and federal agencies.

Minimum Job Requirements

A bachelor's degree from a four-year college or university in public administration, business management, or closely related field is required, and ten years of experience, with a minimum of five years of related experience as a city manager, assistant city manager, or exempt level department head, or any satisfactory combination of experience and training which demonstrates the knowledge, skills and abilities to perform the above duties. A master's degree in a related field and ICMA/CM is preferred.

The Ideal Candidate

The ideal candidate will have been a successful City Manager in a comparably-sized city and will have previous experience in an organization recognized for excellent customer services and continuous improvement.

He or she will have a proven track record of delivering results, building accountability for staff and creating a positive working environment characterized by innovation and collaborative department head teamwork. This Manager will be a strong leader who understands all aspects of municipal government and has an appreciation for the issues, opportunities and challenges currently facing the City. He or she must have proven strengths in budget and financial management, community development, public works, human resources, economic development and capital project management.

The ideal candidate will have a sense of humor and be an energetic and enthusiastic leader with a positive and welcoming personality. This individual will be capable of making tough decisions in a timely manner. Candidates should have a history of progressive, proactive, and innovative program development as well as a reputation for successful follow-

through and implementation.

The City Manager should lead by example, demonstrate personal and professional integrity beyond reproach, and communicate a sense of vision backed by specific goals and objectives with a plan to achieve these goals and measure success.

The competitive candidate will exhibit an open, direct and straight-forward communication style in order to maintain productivity between the City's departments, the City Commission and adjacent cities. Further, the City Manager will be a good listener who works with personnel throughout all levels of the organization in a consistent manner.

The candidate will have sound values and promote teamwork and cooperation as well as have the ability to take the organization to the next level of efficiency.



Paul Bunyon

(Continued on page 6)



SHELTON CONSENSUS COUNCIL GOALS

The following are the Consensus Goals resulting from the interviews of the current City Commission and City Council Candidates conducted in March-April 2018 prior to the April 24, 2018 City Council Election.

COMMUNITY STRATEGIC VISION

- A different focus, long-term vs. short-term, down the road vs. potholes
- Accountability of Council and Staff
- Restore Community Trust and Respect for All Viewpoints
- A "Community By Design" vs. "By Default"
- Vision and Clear Council Goals and Objectives
- Affordability, Sustainability and Liveability

COMMUNITY INFORMATION AND INVOLVEMENT

- Good information and analysis to the Council
- Transparent Decision Making Process
- Good information to the community
- Proactive Community Outreach, Report on Successes and Progress
- Planning Commission, SMPD and other Advisory Committees
- More Ad Hoc (short-term) vs. Standing Committees (ongoing)
- More Open House meetings and Community Issues Forums
- Transparency re. Solid Waste Contract Agreement (Comparative Costs)
- Volunteerism Opportunities
- Comprehensive Plan Updates and Community Involvement

FINANCIAL SUSTAINABILITY

- Reduce Debt and Pay Off Sewer Debt
- Fees and Charges to Recover Cost of Services (Permits and Impact Fees)
- Streamline Permitting Processes
- Plan for coming growth and organizational/staffing/service impacts
- Affordable and sustainable Budget, Taxes and Fees
- Limit new Debt, whether Bonds or Loans
- Financial Policies and Reserves Policy
- Comparative data and analysis, Cost of Service vs. Revenues
- Sustainable CIP funding strategy, rates to Pay-As-Go vs. catch up improvement costs later
- Competitive and Comparative Taxes and Fees/Charges
- Lower Permit Fees? Lower Impact Fees? Don't subsidize Development

- Unfunded Retirement Obligations? Eg. Centralia and Chehalis? LEOFF
- Long-term Water/Sewer CIP and Operations Forecast... 5-Year Financial Forecast
- Review and Revise Budget Process and Information

ECONOMIC DEVELOPMENT

- Urban Growth Area Annexation and Water/Sewer Extension Policy
- Downtown Mainstreet or equivalent Revitalization Program
- Range of Housing Options, including Affordable Low Income Housing... Tiny Homes too?
- Jobs! Shelton H.S. grads moving away despite affordable housing
- More than the "Bedroom Community" for Olympia and Lacey area
- Collaboration between City, EDC and Chamber
- Shelton Hills and related NW area development
- Waterfront and Tourism Strategy?
- Diverse Retail and Industrial Jobs, Tax Base

CUSTOMER SERVICE

- Good customer service for all, vs. "good Old Boys Club"
- Respect for Diversity of opinions and ideas
- Performance Standards and Service Indicators

CITY ORGANIZATION AND BUDGET

- Review City Organization Structure and Staffing to Community Needs and CIP Needs
- Make lots of Small vs. Wow systems and process improvements
- Streets Improvement program and CIP
- More Police
- Jail Alternatives
- Service Indicators and Total Quality Management
- Staff Sustainability and Transition Planning

INTERGOVERNMENTAL/COMMUNITY COLLABORATIONS

- City-County collaboration on UGA/Annexation
- Social Services needs... Opioid/Heroin addiction... Public Health, Courts, Treatment
- Public Health, Hospital and Detox/Mental Health Needs
- PUD, School District, College, Library, City, County, EDC, Chamber

(Continued from page 4)

Compensation & Benefits

- Competitive beginning salary will be negotiable depending on qualifications
- Washington State Retirement System participation
- No Social Security deduction (6.2% City paid Social Security replacement benefit)
- Deferred Compensation
- Longevity Pay after 5 years
- Medical, Dental and Vision Insurance
- Life Insurance
- Cellular telephone allowance
- Long-term disability insurance
- Employee Assistance Program
- Car Allowance
- Ten paid holidays
- Two floating holidays (after 6 months)
- Vacation Accrual & Sick Leave

To Apply

The position will remain open until filled and will move forward immediately upon receipt of a sufficient pool of well-qualified applicants. If interested, please email your resume and cover letter with current salary immediately to: slavin@bellsouth.net.

For additional information about this position, contact Robert E. Slavin, President, Slavin Management Consultants by phone at (770) 449-4656 or by email at slavin@bellsouth.net.



AN EQUAL OPPORTUNITY RECRUITER/EMPLOYER

Sample Recruitment Profile



CITY OF KETTERING



 KETTERING
is home to

Excellent Volunteers

Hometown Heroes

Summer's Best Music

Thriving Businesses

Exceptional Schools

Beautiful Neighborhoods



RECRUITMENT ANNOUNCEMENT

CITY MANAGER

CITY OF KETTERING, OHIO

CITY OF KETTERING, OHIO

COMMUNITY BACKGROUND



KETTERING IS HOME

Kettering, Ohio, is a progressive, innovative city known for its outstanding amenities. Kettering is home to beautiful neighborhoods and green spaces, as well as flourishing businesses. The city is perfectly situated near metropolitan Dayton.

Approximately 18.7 square miles and home to 57,862 people, Kettering is the second-largest city in Montgomery County. Residents enjoy world-class performers at Kettering's very own Frazee Pavilion each summer, along with 21 parks and countless community-engaging events throughout the year. Kettering has been recognized regionally as a "Best Place in the Dayton Area to Raise a Family" and nationally as one of Money Magazine's "Best Places to Live in America."

Kettering offers its residents a strong quality of life, friendly neighborhoods and world renowned cultural arts opportunities in a safe and peaceful environment. Residents are proud to call Kettering home and are extremely supportive of the school system and local government. The City is also known as the "City of Volunteers". The City utilizes more than 1,000 volunteers who serve the City in nationally recognized programs such as "Cities of Service" and "Make a Difference Day." The City's Volunteer program received national recognition with the 2013 USA Magazine "Make a Difference Day" award. Kettering is a known leader in municipal innovations, including redevelopment, fiber ring development and Wi-Fi deployment.

Kettering has long been recognized as a premier community and bears the name of the progressive inventor Charles F. Kettering, who held more than 185 patents. Kettering Health is the community's largest

employer and provides concierge care resources for every stage of life and need. The city is home to incredibly diverse businesses including health care, manufacturing and worldwide distribution.

The City of Kettering does all that it can to bolster local economic development including phenomenal redevelopment projects. The Kettering Business Park is a prime example as City officials transformed a dated military base into a beautiful, innovative business park complete with modern communications, utilities and new roadways. Miami Valley Research Park and Governor's Place are also shining examples of the City's ingenuity and desire to offer exceptional opportunities for new and existing businesses. Kettering's diverse and sound economic base provides the foundation for the present and future stability of the city. The city's continued economic vitality is the result of quality development, strategic planning and aggressive efforts to attract and retain high-quality commercial development.

Kettering offers a successful mixture of commercial and residential development; and, in many instances, the two work in tandem to create a vibrant community. Businesses range from small locally-owned shops and award-winning restaurants to large corporations such as Amazon, Kodak, Reynolds and Reynolds, and Limited Brands. Kettering is also home to a number of progressive companies including Community Tissue Services, Life Connection of Ohio and Alternate Health Solutions. Nearby Wright-Patterson Air Force Base employs more than 20,000 professionals, making it one of the largest U.S. Air Force bases in the country and one of the region's leading employers.

Kettering is also well known for its quality school system offering a diverse range of academic and extracurricular opportunities. Kettering Fairmont High School is an *International Baccalaureate World School*, joining an elite group of only four schools in southwest Ohio to share in this distinction. Kettering Fairmont High School also offers students the option of taking 17 Advanced Placement (AP) courses, and more than 200 offerings in honors, college-prep, general education and career tech education courses. Fairmont High School and Kettering and Van Buren middle schools are also home to the Project Lead the Way Engineering (PLTW) Program.

Eight neighborhood elementary schools provide families the opportunity to enjoy close knit relationships with school personnel as well as with other families. Youth receive outstanding education and establish strong personal relationships in their formative learning years.

RECRUITMENT — CITY MANAGER

The district also provides two middle schools, Van Buren Middle School and Kettering Middle School.

One of several public STEM (Science, Technology, Engineering and Math) schools across Ohio, the Dayton Regional STEM School is located in Kettering, Ohio. The STEM School offers students a relevant real-world educational experience which will prepare them for college and opportunities in the work world.

Kettering is also home to four private elementary schools and a private high school.

Kettering's success reflects the cooperative efforts of private citizens, civic leaders, government officials and business representatives. Such widespread commitment to the community ensures that Kettering will remain one of the most desirable suburbs to call home.



Kettering offers residents 21 parks, 2 fitness centers, a music venue, a water park and splash pad, ice arena, an arts center and much more.

HISTORY

The earliest settler in what is now Kettering was John Patterson, a farmer who built the area's first log cabin in 1798. In 1841 an expanding population forced the creation of Van Buren Township, a name that would remain for more than 100 years.

In November 1952 voters of Van Buren Township approved the incorporation of the Village of Kettering, named for its most outstanding citizen, the famous philanthropist and inventor of the automobile self-starter, Charles F. Kettering. In his career, Kettering formed Delco Products, served as vice president for General Motors' Research Division, and established the Sloan-Kettering Institute for Cancer Research in New York City.

A special census conducted in 1955 found the village population to be 38,118, qualifying it for city status. The Secretary of State of Ohio proclaimed Kettering a city on June 24, 1955. Voters approved adoption of a Home Rule Charter and Council-Manager form of government which went into effect on January 1, 1956.

The community is located in a region known as an innovation hub and the birthplace of aviation pioneers Orville and Wilbur Wright. Along with the Wrights and Charles Kettering, the region was home to John Patterson, founder of National Cash Register and Colonel Edward Deeds, a well-respected businessman whose personal estate was the site for his own private airstrip.

CITY GOVERNMENT

The City of Kettering operates under the Council-Manager form of government. Under this plan, the administrative responsibility of the City is centralized in an appointed professional City Manager. Seven Council representatives are elected to four-year terms on a non-partisan basis, one from each of the four districts and two at-large, and the Mayor who serves at-large. The Mayor presides over Council meetings and votes as a member of City Council but does not have veto authority. The Mayor also functions as the official head of the Council for all ceremonial purposes. Members of City Council elect the Vice Mayor biennially. The Mayor and City Council are responsible for creating city laws and setting the policy direction of the local government.

Once the Mayor and City Council create a policy or approve a course of action for the city, the City Manager is responsible for executing and implementing the policy, as well as the day-to-day operations of the City Government.

The City of Kettering is a leader in the region in the areas of planning, growth management and municipal services.

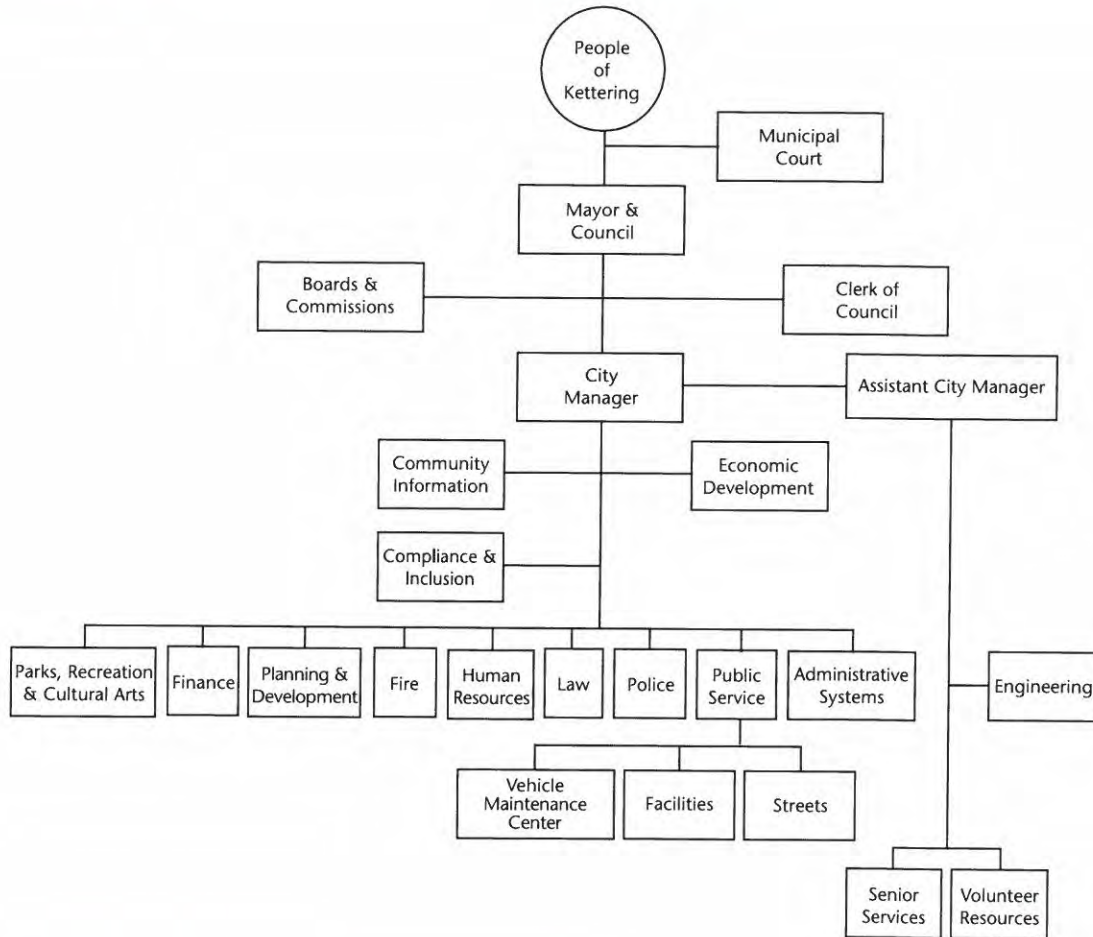
The City Council strongly supports the traditional authority of the City Manager under the Council/Manager Plan. The City Charter also makes clear the City Manager's authority to manage, hire, and remove administrative staff while cautioning Council members to, except for the purpose of inquiry, deal with administrative service solely through the City Manager.

THE CITY MANAGER

The City Manager is appointed by Council and serves as the chief executive officer of the City. The Manager also holds the position of Public Safety Director. The Manager is responsible for the effective operation of the City government under the policy direction of the Mayor and City Council. It is also the responsibility of the Manager to propose policy measures and initiatives for Council consideration.

CITY OF KETTERING, OHIO

CITY OF KETTERING 2022 ORGANIZATIONAL CHART



CITY DEPARTMENTS

Kettering offers exceptional core services to its residents, business owners and patrons. Quality of life is important to the residents, and Kettering's public safety, public service, as well as parks, recreation and cultural arts caters to the changing needs of the community.

The Kettering Police Department is a committed partner with the community. The department is dedicated to providing fair and equitable law enforcement services to all. The Kettering Police Department was among the first 50 departments in the nation to become a nationally-accredited agency and is one of only a few of its size to hold three concurrent awards of accreditation-law enforcement, jail and communications. Ethics, courage and excellence are the values which lead the



"Ohio's Finest" Police Department provides 24-hour protection, educational programs and engagement with the community.

RECRUITMENT — CITY MANAGER



Kettering Government Center

department into the future. The outstanding men and women who make up the Kettering Police Department are the department's most valuable asset as they serve to maintain the reputation of "Ohio's Finest." It is their dedication which makes Kettering a safe community.

The Kettering Fire Department provides state-of-the-art and reliable fire, paramedic and emergency services to the community. The Kettering Fire Department proudly responded to more than 9,000 calls for emergency service in 2021. Certainly the most significant recent projects related to public safety services are our four new fire stations. The new stations are a tribute to the careful planning of City Council, administrators and residents to ensure that the facilities reflect the standards of our community. The new state-of-the-art Kettering fire stations were the result of a strategic planning process which began in 2006 and led to a comprehensive modernization strategy for all aspects of the Kettering Fire Department. With an average age of 42 years, Kettering's fire stations lacked the physical space or available land to properly allow for the improvements necessary to upgrade to current standards.

The City of Kettering Parks, Recreation and Cultural Arts Department is a three-time Gold Medal Award winner recognizing the very best agencies in the country and is one of seven departments in the state of Ohio to be fully accredited. Kettering is fortunate to have 21 parks throughout the City, and nearly all Kettering residents live within 1.5 miles of an exceptionally-maintained park. Kettering has been a Tree City for more than 30 years running, with green space and parks being integral factors in the quality of life. Kettering offers two very affordable fitness centers as well as an outdoor water park, ice arena and senior center. Both residents and those who work within the City enjoy a desirable rate for membership, programs and classes.

The City of Kettering supports Cultural Arts initiatives by operating a well-respected fine arts center. The Gallery at Rosewood Arts Center has hosted shows by artists from all over the country and commissions work with international talent. Public art pieces can be enjoyed all over the community and the art center offers an impressive array of classes for art enthusiasts at every age and talent level.

The Frazee Pavilion recently celebrated over 25 years of offering "The Summer's Best Music" in Kettering. Consistently ranked in the top 50 outdoor amphitheaters worldwide, artists like Sheryl Crow, James Taylor, Ringo Starr, Harry Connick Jr. and Vince Gill have graced the Frazee stage. The Frazee also hosts a variety of free festivals throughout the summer in idyllic Lincoln Park.

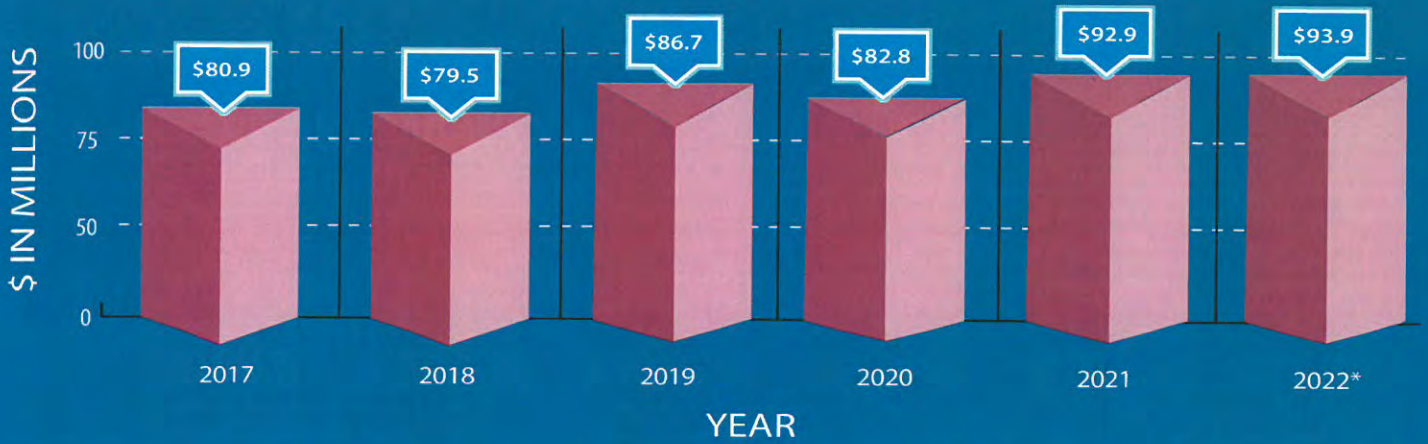
Public Service supports city streets maintenance, leaf collection, vehicle maintenance for the City's fleet, mulch and compost preparation and a yard debris drop-off center.



Polen Farm, a 19th century farmhouse and barn situated on 15 picturesque acres in Kettering

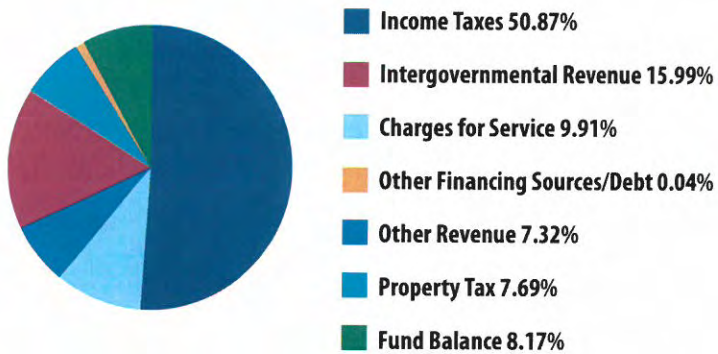
CITY OF KETTERING FINANCIALS

REVENUE \$ IN MILLIONS

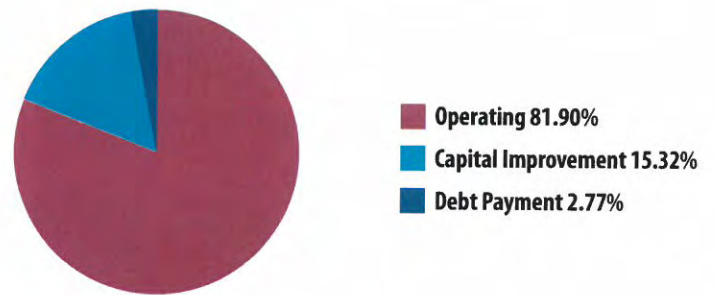


*2022 Budgeted Revenue of \$93.9 million

RESOURCES USED TO FUND BUDGETED 2022 TOTAL EXPENDITURES OF \$102.3 MILLION



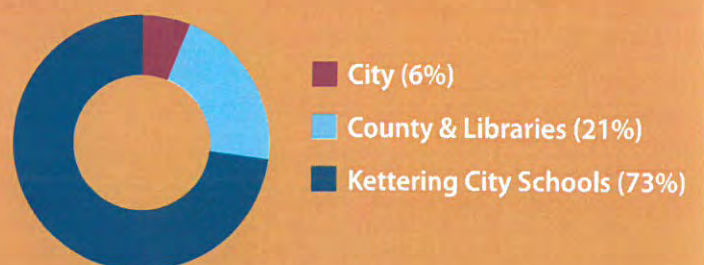
APPROVED TOTAL 2022 EXPENDITURE BUDGET



DISTRIBUTION OF APPROVED 2022 OPERATING EXPENDITURES OF \$83.8 MILLION



PROPERTY TAX DISTRIBUTION



CITY OF KETTERING ANNUAL OPERATING EXPENDITURES

\$83.8 million

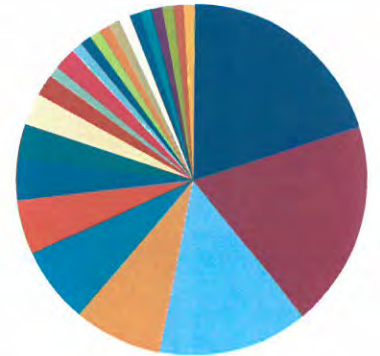
APPROVED 2022 TOTAL OPERATING EXPENDITURES

Kettering recently implemented a local preference policy that is applicable to commodities and equipment costing \$200,000 or less. This policy allows a local vendor as defined in the City's Codified Ordinances to match the low price if the local vendor's pricing is within 5% of the low non-local vendor pricing.

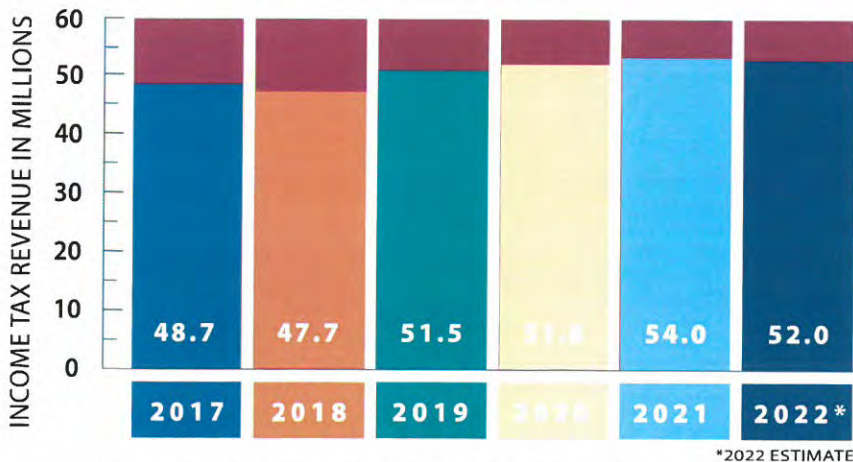


PERCENTAGE OF 2022 TOTAL OPERATING EXPENDITURES ALLOCATED BY CITY DEPARTMENT

Police Department	\$18,621,700	22.2%	Human Resource Department	\$1,215,300	1.5%
Fire Department	\$16,169,400	19.3%	Law Department	\$1,180,300	1.4%
Parks, Recreation & Cultural Arts	\$12,343,000	14.7%	Administrative Support Division	\$948,900	1.1%
Street Division	\$6,957,600	8.3%	CDBG	\$575,000	0.7%
Fraze Pavilion Operations	\$6,010,000	7.2%	Office of the City Manager	\$795,600	0.9%
American Rescue Plan Act	\$4,099,000	4.9%	Other Cost Centers	\$712,600	0.9%
Finance Department	\$3,053,300	3.6%	Street Lighting	\$441,000	0.5%
Engineering Department	\$2,839,200	3.4%	Special Grants and Programs	\$342,000	0.4%
Planning & Development Dept.	\$2,757,600	3.3%	Community Information	\$272,400	0.3%
Municipal Court	\$1,734,750	2.1%	Mayor and Council	\$261,300	0.3%
Economic Development	\$998,200	1.2%	DESC	\$149,000	0.2%
Clerk of Courts	\$1,251,900	1.5%	Debt Service	\$57,000	0.1%



CITY OF KETTERING INCOME TAX REVENUE

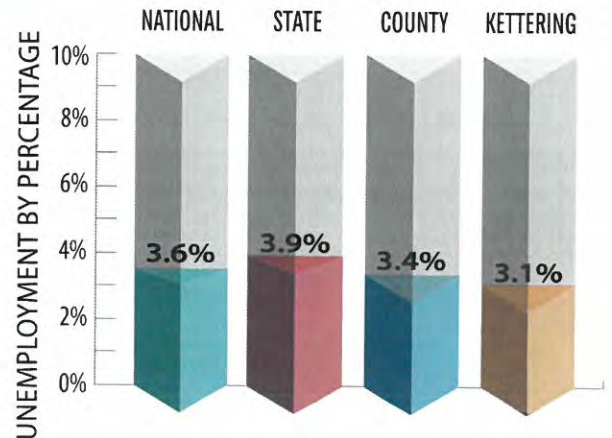


*2022 ESTIMATE

THE KETTERING INCOME TAX BASE IS STRONG, A SIGN THAT RESIDENTS AND THOSE WORKING IN OUR COMMUNITY ARE EARNING MORE.

CITY OF KETTERING UNEMPLOYMENT RATE

COMPARED TO COUNTY, STATE AND NATIONAL UNEMPLOYMENT RATES



POSITION REQUIREMENTS

EDUCATION AND EXPERIENCE

Graduation from an accredited four-year college or university and a combination of education and experience equivalent to attainment of an MPA or MBA and at least seven years of increasingly responsible local government management experience gained in a community or other public agency with similar complexity to Kettering.

SOME CHARACTERISTICS OF THE IDEAL CANDIDATE

Important Knowledge, Skills and Abilities

The successful candidate will:

- be politically astute;
- have exceptional interpersonal skills and enjoy community involvement;
- clearly possess and apply superior management and leadership abilities;
- be a visionary who can see Kettering ten years out and is willing to take risks to set and meet objectives;
- be calm under pressure;
- understand the need for a healthy work/life balance both personally and for staff;
- develop relationships based on integrity and trust;
- exhibit strength in finance and budget expertise to maintain a balanced budget with adequate reserves;
- strive to remain current in the profession through active membership in professional associations or by other means;
- be a strong collaborator among residents, policy makers and staff;
- serve as an ambassador to and from residents having local government concerns;
- be comfortable working in a first tier, midwestern, bedroom community with a diversifying population;
- understand, implement and maintain a consistent performance management system;
- understand that economic development includes both large projects and the rejuvenation of vacant storefronts through provision of assistance of small businesses; and
- demonstrate a listen, learn, lead approach to professional life.



City of Kettering Mayor and Council

Style with the Mayor and Council

The successful candidate will:

- be available and accessible to all City Council members;
- view the City Manager position as a technical and professional resource and advisor to the City Council;
- project a management style that facilitates collaboration among staff and City Council;
- provide informative weekly updates regarding emerging issues and progress toward meeting goals set by the Mayor and Council;
- have an independent, professional approach to elected officials by treating all fairly and equally in a nonpartisan manner;
- be humble and understanding when immediate answers are unavailable and acknowledge mistakes; and
- demonstrate creativity in assisting City Council in setting and meeting goals.

RECRUITMENT — CITY MANAGER

Style with Staff

The successful candidate will:

- be a true servant leader who is inclusive in the approach to city management;
- function as an effective bridge to the elected policy makers;
- provide clear directions and expectations and manage for successful outcomes;
- demonstrate trust in the staff without micromanaging and support employees so that they can perform at their highest potential;
- be easily accessible, offer a management style that encourages employees to feel comfortable with the manager's open-door policy;
- be a good listener who is open to new ideas;
- be fair, evenhanded and consistent; and
- function as a coach and mentor who encourages, supports, and recognizes individual professional development and achievement.

Style with the Community

The successful candidate will:

- Be community minded, taking time to be visible and integrated with the community to develop strong relationships with residents;
- understand that all neighborhoods have legitimate demands for service and will strive to equitably serve all sectors;
- be tactful and persuasive;
- be engaged with community by attending civic and community meetings; and
- be visible and attend community events.

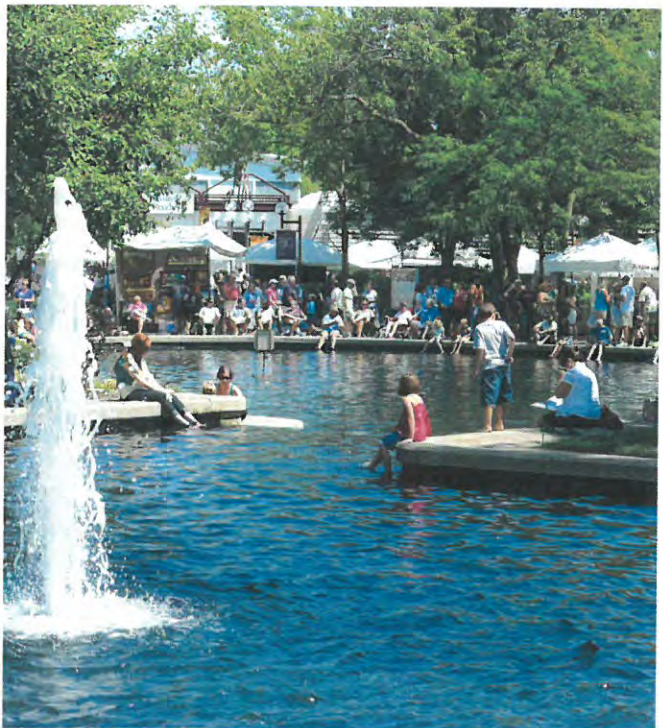
Style with Other Governments including County, State and Schools

The successful candidate will:

- have knowledge of the state legislature's approach to home rule, local government tax policy, economic development and other state laws; and
- be an effective advocate for the city.



Path construction at Pondview Park



Art on the Commons—Annual Fine Arts and Crafts Festival at Lincoln Park Civic Commons

ISSUES, OPPORTUNITIES AND CHALLENGES

- Kettering's largest source of funding is earnings tax revenue, which is allocated to the General Fund and is approximately 79 percent of general fund revenue. Kettering's healthy tax base provides the resources necessary to keep pace with the city's growth and underwrite the quality of life enjoyed by Kettering's businesses and residents. The City's 2022 total budget is \$102 million. The December 31, 2021 General Fund balance was \$58 million. Annual General Fund expenditures are approximately \$70 million.
- Kettering's Capital Improvement Plan establishes a fiscally-sound plan for the city's future investment in capital infrastructure and provides financial guidelines that identify available revenue sources, debt capacity and policy for projecting revenues and designating reserves to be maintained. Kettering's fiscally sound stewardship has earned the City the highest distinctions, as well as the confidence from residents and property owners.
- In the past, the Ohio Estate Tax provided significant revenue to Ohio municipalities. The State legislature abolished the tax in 2013. Kettering was fortunate to have received roughly \$44 million from the tax as it expired. Since then the City has allocated roughly \$3 million annually to supplement Capital Improvement Program funding. It is anticipated that this funding will be fully expended by 2028.
- As of the most recent election, four of the City Council members, including the Mayor who returned after years in the Ohio Senate, are new to the City Council. Two of the remaining City Council members will be term limited at the end of 2023.
- There is uncertainty regarding the future of "work from home" and the impact it will have on the local earnings tax.
- The current Strategic Plan is dated and a new plan will be developed in 2023/2024.
- The population is becoming more diversified.

COMPENSATION AND BENEFITS

The compensation for the position is negotiable based on qualifications and experience. Residency within the City is preferred. The City is offering a competitive salary commensurate with experience and a comprehensive benefits package. Relocation assistance is available.

APPLICATION AND SELECTION PROCESS

The recruitment will remain open until the position is filled. The first review of applications is scheduled for August 15, 2022. To apply, please send a letter of application and detailed resume to:

Robert E. Slavin, President or
David Krings, Midwest Regional Manager.

SLAVIN MANAGEMENT CONSULTANTS

3040 Holcomb Bridge Road, Suite A-1

Norcross, Georgia 30071

Phone: (770) 449-4656

Fax: (770) 416-0848

e-mail: slavin@bellsouth.net

www.slavinweb.com

David Krings Phone: (513) 200-4222

Electronic submissions are preferred.

The City of Kettering is an Equal Opportunity Employer.

Sample Candidate Invite Letter

Dear

Slavin Management Consultants (SMC) is assisting the City of Menominee, Michigan to locate its next City Manager. This is an excellent professional opportunity to join a financially strong and politically stable local government. Menominee is located in a beautiful part of the Michigan's Upper Peninsula and it is within an hour's drive of Green Bay, WI. The community's cost of living is very reasonable.

Attached is a profile for the position. Please give Menominee careful consideration. The position is open through July 25th. Let me know if you need additional information or have questions.

Thank you for your attention.

Cordially

SLAVIN MANAGEMENT CONSULTANTS

Bob Slavin, President

Phone: (770) 449-4656

Fax: (770) 416-0848

Email: slavin@bellsouth.net

Sample Announcement

VILLAGE OF BROOKFIELD, ILLINOIS

Population: 19,000

VILLAGE MANAGER

From Village President Kit Ketchmark's welcoming letter to new residents, ".....the Village of Brookfield, "The World's Most Visited Village." Yes, it's true! Thanks, in part, to the international fame of our most noted landmark, the Brookfield Zoo (which attracts over 2.2 million visitors annually), our Village has received this very special honor."

Brookfield's attributes include its convenient location, just 13 miles from the Chicago Loop, with multiple train stops that provide riders with a less than 30 minute travel time to downtown Chicago; thriving local businesses; award-winning schools; excellent restaurants; and welcoming neighborhoods. Brookfield offers the very best of city and suburban living. Brookfield is home to ten superbly maintained park properties along with several recreational facilities hosting Little League baseball and AYSO soccer. Village parks offer a variety of activities including playground equipment, a splash pad, areas for bocce ball and horseshoe, and courts for volleyball, basketball and tennis. Brookfield's expansive pedestrian and bike paths are among the very best in the area.

Brookfield, incorporated in 1893 and named Brookfield in 1905, is organized as a non-home rule Illinois municipality with authority and power as established under the Illinois Municipal Code. Accordingly, policy-making and legislative authority are vested in a Village President (Chief Executive Officer) and a six-member Board of Trustees. The Board is elected at-large to four-year staggered terms with three Trustees elected every two years. The President and Village Clerk are also elected to four year terms.

The Board is responsible for, among other things, passing ordinances, adopting the annual appropriations ordinance, appointing advisory boards and commissions, and appointing the Village Manager (Chief Administrative Officer). In turn, the Village Manager is responsible for carrying out the policies and ordinances of the Board, for overseeing the day-to-day operations of the Village and for recruiting and selecting staff.

Brookfield provides a full range of services including police and fire protection; maintenance of streets and other infrastructure; operation of a water and sewer enterprise; community and economic development; and recreational activities and community events. In addition, the Village is also financially accountable for a legally separate library district. Brookfield employs 94 FTEs. Most non-exempt Police, Fire and Public Works employees are represented by unions. The total Village budget is approximately \$31M of which approximately \$18M supports Village operations. The Village supports several Commissions consisting of Brookfield resident volunteers including Beautification, Conservation, Playground & Recreation, Special Events, Planning and Public Safety. Visit www.brookfieldil.gov for more information about the Village of Brookfield.

Requires a combination of education and experience equivalent to a Bachelor's degree in Public Administration (Masters preferred) and at least 7-years of increasingly responsible local government management experience gained in a community with similar complexity to Brookfield. Desired areas of special expertise include: staff management and development, economic development, interpersonal relations, public relations, process improvement, contract negotiations including labor relations, strategic planning, finance and budget and human resource management.

The successful candidate will be politically astute, have exceptional interpersonal skills and enjoy community involvement. He or she will clearly possess and apply superior management and leadership abilities.

Compensation for the Village Manager will be highly competitive and will include an excellent benefit package. The Village will pay reasonable and customary moving expenses. Village residency is preferred but not required.

Application and Selection Process The position will remain open until filled and will move forward immediately upon receipt of a small pool of well-qualified applicants. If interested, please email your resume and cover letter with current salary immediately to: slavin@bellsouth.net. For additional information about this position, contact Robert E. Slavin, President, Slavin Management Consultants by phone at (770) 449-4656 or by email at slavin@bellsouth.net

AN EQUAL OPPORTUNITY RECRUITER/EMPLOYER

PRO FORMA INVOICE

INVOICE DATE: _____

CLIENT: _____

ADDRESS: _____

CITY, STATE: _____

Progress billing for professional services
rendered in connection with our agreement:

(Invoice __ of __) \$XXXX.XX

Reimbursable expenses at cost:

Airfare	\$ XXX.XX
Hotel	XX.XX
Ground Transportation	XX.XX
Meals	XX.XX
Tips	XX.XX
Telephone	XXX.XX
Clerical Support	XXX.XX
FAX	XX.XX
Messenger Service	XX.XX
Copies	XX.XX
Postage	XX.XX
Misc. Direct Costs	XX.XX

Total Expenses \$XXXX.XX

TOTAL INVOICE **\$XXXX.XX**

CLIENT LIST BY CATEGORY

The following list of clients represent organizations for which our principal Consultants performed significant project work. This client list spans thirty years of experience of SMC consultants. Please contact SMC if you desire to speak with the individuals who were project contacts.

MUNICIPALITIES

Aiken, South Carolina	Corpus Christi, Texas
Albany, Georgia	Corta Madera, California
Alpharetta, Georgia	Corinth, TX
Altamonte Springs, Florida	Creedmoor, North Carolina
Anaheim, California	Culver City, California
Ann Arbor, Michigan	Dallas, Texas
Arlington, Texas	Danville, Kentucky
Arlington Heights, Illinois	Davenport, Iowa
Arvada, Colorado	Davie, Florida
Atlanta, Georgia	Daytona Beach, Florida
Atlantic Beach, Florida	Decatur, Georgia
Asheville, North Carolina	Decatur, Illinois
Auburn, Maine	Delray Beach, Florida
Aurora, Colorado	Del Rio, Texas
Austin, Texas	Denton, Texas
Bartlesville, Oklahoma	Destin, Florida
Bentonville, Arkansas	Dothan, Alabama
Bergenfield, New Jersey	Dubuque, Iowa
Berkeley, California	Duluth, Georgia
Beverly Hills, California	Dunedin, Florida
Birmingham, Alabama	Durango, CO
Bisbee, Arizona	Durham, North Carolina
Blacksburg, Virginia	Eagle Pass, Texas
Bloomington, Illinois	East Brunswick Township, New Jersey
Bothell, WA	Edmond, Oklahoma
Boynton Beach, Florida	Elgin, Illinois
Branson, Missouri	Enfield, Connecticut
Brea, California	Englewood, Colorado
Bridgeport, Connecticut	Escondido, California
Broken Arrow, Oklahoma	Evanston, Illinois
Brownsville, Texas	Fort Collins, Colorado
Bryan, Texas	Fort Pierce, Florida
Burbank, California	Fort Lauderdale, Florida
Camarillo, California	Fort Smith, AR
Carson, California	Fort Worth, Texas
Cary, North Carolina	Frankfort, Kentucky
Casper, Wyoming	Franklin, Tennessee
Chapel Hill, North Carolina	Frisco, Colorado
Charlotte, North Carolina	Gainesville, Florida
Cherry Hills Village, Colorado	Gainesville, Georgia
Chesapeake, Virginia	Galesburg, Illinois
Clearwater, Florida	Garden City, New York
Cleveland, OH	Glastonbury, Connecticut
Clinton, SC	Glendale, Arizona
Columbia, Missouri	Glen Ellyn, Illinois
Columbus, Georgia	Golden, Colorado
Concord, New Hampshire	Grand Rapids, Michigan
Coral Gables, FL	Greensboro, North Carolina
Coral Springs, Florida	Gulfport, Florida

Hardeeville, SC
Hemet, California
Hercules, California
Highland Park, Illinois
Hollywood, Florida
Homestead, Florida
Huntington Beach, California
Independence, Missouri
Independence, Kansas
Iowa City, Iowa
Jacksonville Beach, Florida
Jupiter, Florida
Kalamazoo, Michigan
Kansas City, Missouri
Lake Worth, Florida
Lakewood, Colorado
Lapeer, Michigan
Laramie, Wyoming
Laredo, Texas
Lenexa, Kansas
Liberty, Missouri
Lillburn, Georgia
Little Rock, Arkansas
Long Beach, California
Longmont, Colorado
Manassas, Virginia
Mansfield, Massachusetts
Maplewood, Missouri
Marshfield, Missouri
Miami Beach, Florida
Milwaukie, Oregon
Minneapolis, Minnesota
Miramar, Florida
Modesto, California
Muscatine, Iowa
Neptune Beach, Florida
Newark, Delaware
New Smyrna Beach, Florida
Norfolk, Virginia
Norman, Oklahoma
North Las Vegas, Nevada
North Miami Beach, Florida
Northglenn, Colorado
North Port, Florida
Norwich, Connecticut
Oberlin, Ohio
Ocean City, Maryland
Oceanside, California
Olathe, Kansas
Oklahoma City, Oklahoma
Orlando, Florida
Oxnard, California
Paducah, Kentucky
Palm Bay, Florida
Palm Beach Gardens, Florida
Palo Alto, California
Panama City, Florida
Park Ridge, Illinois

Pasadena, California
Peoria, Illinois
Phoenix, Arizona
Pittsburg, Kansas
Pompano Beach, Florida
Portage, Michigan
Pueblo, Colorado
Richmond, California
Richmond, Virginia
Riverside, California
Riverview, Michigan
Roanoke, Virginia
Rock Hill, South Carolina
Rockville, Maryland
Sacramento, California
St. Louis Park, Minnesota
Salem, Oregon
San Diego, California
San Fernando, California
San Francisco, California
San Jose, California
San Juan Capistrano, California
Sandersville, Georgia
Santa Ana, California
Santa Monica, California
Sarasota, Florida
Shaker Heights, Ohio
Simi Valley, California
Sioux City, Iowa
Snellville, Georgia
South Brunswick Township, New Jersey
Springfield, Missouri
Steamboat Springs, Colorado
Stratford, Connecticut
Storm Lake, Iowa
Sunnyvale, California
Sunrise, Florida
Takoma Park, Maryland
Topeka, Kansas
Titusville, Florida
Thornton, Colorado
Traverse City, Michigan
Topeka, Kansas
Turlock, California
Upper Arlington, Ohio
Urbana, IL
Urbandale, Iowa
Valdez, Alaska
Venice, FL
Virginia Beach, Virginia
Waco, Texas
Warrensburg, Missouri
Washington, Illinois
West Des Moines, Iowa
West Hartford, Connecticut
West Hollywood, California
West Palm Beach, Florida
Wichita, Kansas

Windham, Connecticut
Winston-Salem, North Carolina
Winter Park, Florida

Worthington, Minnesota
Ypsilanti, Michigan

COUNTIES

Adams County, Colorado
Alameda County, California
Albemarle County, Virginia
Arapahoe County, Colorado
Beaufort County, South Carolina
Broward County, Florida
Brown County, Wisconsin
Buffalo County, Nebraska
Buncombe County, North Carolina
Chaffee County, Colorado
Cass County, Michigan
Chesterfield County, Virginia
Clark County, Nevada
Cobb County, Georgia
Dade County, Florida
Dunn County, Wisconsin
Eagle County, Colorado
Escambia County, Florida
Fairfax County, Virginia
Forsyth County, Georgia
Fremont County, Colorado
Fresno County, California
Fulton County, Georgia
Georgetown County, South Carolina
Glynn County, Georgia
Gunnison County, Colorado
Hall County, Georgia
Hamilton County, Ohio
Johnson County, Kansas
Ketchikan-Gateway Borough, Alaska
Lake County, Florida
Lake County, Illinois
La Plata County, Colorado
Leon County, Florida
Lincoln County, North Carolina
Livingston County, Illinois
Los Angeles County, California

Martin County, Florida
McHenry County, Illinois
Mecklenburg County, North Carolina
Mendocino County, California
Mesa County, Colorado
Moffat County, Colorado
Monterey County, California
Muscatine County, Iowa
New Kent County, Virginia
Orange County, New York
Orange County, North Carolina
Palm Beach County, Florida
Peoria County, Illinois
Pinellas County, Florida
Polk County, Florida
Prince William County, Virginia
Ramsey County, Minnesota
St. Louis County, Minnesota
Saline County, Kansas
San Diego County, California
San Luis Obispo County, California
San Mateo County, California
Sarasota County, Florida
Sedgwick County, Kansas
Seminole County, Florida
Sonoma County, California
South Fulton, GA
Springettsbury Township, Pennsylvania
Spotsylvania County, Virginia
Tazewell County, IL
Volusia County, Florida
Wake County, North Carolina
Washtenaw County, Michigan
Whiteside County, Illinois
Whitfield County, Georgia
Yolo County, California

OTHER ORGANIZATIONS

Development Groups

Arrowhead Regional Development, Duluth,
Minnesota
Columbia Development Corporation, South
Carolina
Fresno Economic Development Commission,
California
Fresno Redevelopment Authority, California
GoTopeka, Inc., Kansas
Lincoln Road Development Corporation, Miami

Beach, FL
Los Angeles, California, Community
Redevelopment Agency
Mid-American Regional Council, Kansas City,
Missouri
West Palm Beach Downtown Development
Authority, Florida

Housing Authorities

California Housing Finance Agency

Jefferson County Housing Authority, Alabama
Las Vegas Housing Authority
Memphis Housing Authority, Tennessee
Ocala Housing Authority, Florida
Peoria Housing Authority, Illinois

Libraries

Birmingham, Alabama Public Library
Central Arkansas Library System
Lexington, Kentucky Library System
Metropolitan Library System of Oklahoma
Moline Public Library

Non-Profits and Other Governmental Jurisdictions

California State Government
CDC Federal Credit Union, Atlanta, Georgia
District of Columbia
Fresno Employment and Training Commission, California
Jefferson County Personnel Board, Alabama
Local Government Insurance Trust, Maryland
Los Angeles, California Department of Community Public Health Los Angeles,
California Music Center Operating Company
Los Angeles Olympics Organizing Committee
Metropolitan Nashville, Tennessee Arts Commission
Parkland Hospital, Texas
Southwest Florida Regional Planning Council

Professional Associations

American Public Works Association
Association of County Commissioners, Georgia
Georgia Municipal Association
International City/County Management Association
Iowa League of Cities
Missouri Municipal League

School Districts

Adams County School District #14, Commerce City, Colorado
Lake Sumpter Community College, Florida
Dallas Independent School District, Texas

Transportation Agencies

Alameda-Contra Costa Transit District, Oakland, California
Bay Area Rapid Transit District, Oakland, California
Dallas Area Rapid Transit District, Dallas, Texas
Greater Dayton Regional Transportation Authority
Kalamazoo County Transportation Authority
Lee County Port Authority, Florida
Metra (Chicago Commuter Rail System)
MetroPlan Orlando (MPA)
Port Everglades Authority, Fort Lauderdale, Florida
Orlando - Orange County Expressway Authority
Port of Sacramento, California
Riverside Transit Agency, California
San Francisco Bay Area Rapid Transit District, California
Sarasota/Manatee Airport Authority, Florida
Southern California Rapid Transit District

Utilities

Columbus Water Works, Georgia
Greater Peoria Sanitation District
Gulf Shores Utilities
Metropolitan Sewer District of Greater Cincinnati, Ohio
Orange Water and Sewer Authority (North Carolina)
Public Works Commission of Fayetteville, North Carolina
Rivanna Solid Waste Authority, Virginia
Rivanna Water and Sewer Authority, Virginia
Sacramento Municipal Utility District, California
South Florida Water Management District
Spartanburg Utility District, South Carolina

EEO STATEMENT

Slavin Management Consultants (SMC) is committed to building a diverse workforce which reflects the face of the community we serve, honors and respects the differences and abilities of all our employees and residents, and provides employees with the necessary opportunities, tools, and support to achieve their maximum potential.

Equitably managing a diverse workforce is at the heart of equal opportunity. Valuing diversity is the basis for a policy of inclusion. Diversity recognizes and respects the multitude of differences which employees bring to the workplace. Diversity complements organizational values that stress teamwork, leadership, empowerment, and quality service. Diversity means striving to maintain an environment in which managers value the differences in their employees and take steps to ensure that all employees know they are welcome.

To achieve workplace equity and inclusion, SMC will observe the practices outlined below:

- It is the policy of Slavin Management Consultants to provide equal opportunity to all qualified employees and applicants without regard to race, color, religion, age, sex (including gender identity, sexual preference, and pregnancy), marital status, national origin or ancestry, genetic make-up, disability status, protected veterans' status, equal pay or any other characteristic protected by law..
- Our recruiting efforts will ensure that applicant pools are both capable and diverse.
- We will make employment decisions based on job-related criteria and will provide opportunities for entry and promotion into non-traditional jobs.
- We will ensure a workplace free of all forms of harassment.
- We will develop a procedure for prompt, thorough and impartial investigations of discrimination or harassment complaints and will act on appropriate measures to provide remedy or relief to individuals who have been victims of illegal discrimination or harassment.

Measures to ensure accountability for managing diversity will be incorporated into the performance management system for supervisors and managers. The chief executive officer will evaluate the effectiveness of our diversity policies and programs.

By creating a workplace where everyone can work towards their maximum potential, SMC will retain quality, productive employees who will provide excellent services to our clients.

SMC SEXUAL HARASSMENT POLICY

Slavin Management Consultants (SMC) is committed to providing a workplace that is free from sexual harassment. Sexual harassment in the workplace is against the law and will not be tolerated. Should the company determine that an allegation of sexual harassment is credible, it will take prompt and appropriate corrective action.

What Is Sexual Harassment?

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitutes sexual harassment when:

- An employment decision affecting that individual is made because the individual submitted to or rejected the unwelcome conduct; or
- The unwelcome conduct unreasonably interferes with an individual's work performance or creates an intimidating, hostile, or abusive work environment.
- Certain behaviors, such as conditioning promotions, awards, training or other job benefits upon acceptance of unwelcome actions of a sexual nature, are always wrong.

Unwelcome actions such as the following are inappropriate and, depending on the circumstances, may in and of themselves meet the definition of sexual harassment or contribute to a hostile work environment:

- Sexual pranks, or repeated sexual teasing, jokes, or innuendo, in person or via e-mail;
- Verbal abuse of a sexual nature;
- Touching or grabbing of a sexual nature;
- Repeatedly standing too close to or brushing up against a person;
- Repeatedly asking a person to socialize during off-duty hours when the person has said no or has indicated he or she is not interested (supervisors in particular should be careful not to pressure their employees to socialize);
- Giving gifts or leaving objects that are sexually suggestive;
- Repeatedly making sexually suggestive gestures;
- Making or posting sexually demeaning or offensive pictures, cartoons or other materials in the workplace;
- Off-duty, unwelcome conduct of a sexual nature that affects the work environment. A victim of sexual harassment can be a man or a woman.
- The victim can be of the same sex as the harasser.
- The harasser can be a supervisor, co-worker, other company employee, or a non-employee who has a business relationship with the Slavin Management Consultants.

SMC's Responsibilities Under This Policy:

If SMC receives an allegation of sexual harassment, or has reason to believe sexual harassment is occurring, it will take the necessary steps to ensure that the matter is promptly investigated and addressed. If the allegation is determined to be credible, SMC will take immediate and effective measures to end the unwelcome behavior. SMC is committed to take action if it learns of possible sexual harassment, even if the individual does not wish to file a formal complaint.

SMC will seek to protect the identities of the alleged victim and harasser, except as reasonably necessary (for example, to complete an investigation successfully). SMC will also take the necessary steps to protect from retaliation those employees who in good faith report incidents of potential sexual harassment. It is a violation of both federal law and this policy to retaliate against someone who has reported possible sexual harassment. Violators may be subject to discipline.

Employees who have been found by SMC to have subjected another employee to unwelcome conduct of a sexual nature, whether such behavior meets the legal definition of sexual harassment or not, will be subject to discipline or other appropriate management action. Discipline will be appropriate to the circumstances, ranging from a letter of reprimand through suspensions without pay of varying lengths to

separation for cause. A verbal or written admonishment, while not considered formal discipline, may also be considered.

Employees' Rights and Responsibilities Under This Policy

Any employee who believes he or she has been the target of sexual harassment is encouraged to inform the offending person orally or in writing that such conduct is unwelcome and offensive and must stop.

If the employee does not wish to communicate directly with the offending person, or if such communication has been ineffective, the employee has multiple avenues for reporting allegations of sexual harassment and/or pursuing resolution.

Employees are encouraged to report the unwelcome conduct as soon as possible to his or her supervisor or to the President of SMC.

In addition to reporting sexual harassment concerns to a responsible SMC official, employees who believe they have been subjected to sexual harassment may elect to pursue resolution in several ways, including:

Mediation: Mediation is an informal way to resolve office problems using a trained mediator who facilitates communication between the parties to the dispute. If an employee chooses to attempt resolution through mediation, management is obligated by Company policy to send a representative to the table. If a resolution is not reached, the parties may continue to pursue their rights in any other appropriate forum.

EEO processes: All SMC employees can file an Equal Employment Opportunity (EEO) complaint with the United States Equal Employment Commission (EEOC). An employee who wishes to file a complaint under EEO procedures must consult an EEO counselor within 45 days of the alleged incident. It is not necessary for an employee to complain to his/her supervisor before approaching an EEO counselor, nor to attempt informal resolution through mediation or other means. EEOC contact Information:

<https://eeoc.com>. Phone 1 (800) 669-4000

All SMC employees are required to comply with this policy. Employees are also expected to behave professionally and to exercise good judgment in work-related relationships, whether with fellow employees, business colleagues, or members of the public with whom they come into contact in the course of official duties. Further, all employees are expected to take appropriate measures to prevent sexual harassment. Unwelcome behavior of a sexual nature should be stopped before it becomes severe or pervasive and rises to a violation of law.

MINORITY AND WOMEN PLACEMENTS

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
<i>ALACHUA COUNTY, FL</i>	County Administrator			X
<i>ALBANY, GA</i>	City Manager	X		
	Police Chief	X		
	Assistant City Manager	X		
	Human Resources Director	X		
<i>ALTAMONTE SPRINGS, FL</i>	Finance Director		X	
<i>ASPEN, CO</i>	City Manager		X	
<i>AUSTIN, TX</i>	City Auditor		X	
	City Manager		X	
	Police Chief			X
<i>BERKELEY, CA</i>	City Manager	X		
	Public Works Director			X
<i>BEVERLY HILLS, CA</i>	Sanitation Director	X		
	Library Director		X	
<i>BOCA RATON, FL</i>	City Manager		X	
	Asst. City Manager		X	
<i>BOTHELL, WA</i>	City Manager		X	
<i>BOISE, ID</i>	Chief Financial Officer	X		
<i>BROWARD COUNTY, FL</i>	Assistant Director of Equal Employment	X	X	
	Director of Budget	X		
<i>BOISE, ID</i>	Chief Financial Officer		X	
<i>BRYAN, TX</i>	Municipal Court Judge		X	
	City Manager		X	
<i>BUNCOMBE COUNTY, NC</i>	County Manager	X	X	
<i>CAMARILLO, CA</i>	City Clerk		X	
<i>CARSON, CA</i>	Planning Director		X	
<i>CHAPEL HILL, NC</i>	Transportation Director		X	
	Human Resources Director		X	
<i>CHARLOTTE COUNTY, FL</i>	County Attorney		X	
<i>CENTRAL CITY ASSN. OF THE CITY OF LOS ANGELES (CA)</i>	Director of Security	X		
<i>CHARLOTTE, NC</i>	Neighborhood Services Director	X		
<i>COLUMBIA, MO</i>	Police Chief	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
<i>CORINTH, TX</i>	Director of Economic Development		X	X
<i>CORPUS CHRISTI, TX</i>	City Manager			X
<i>CULVER CITY, CA</i>	Finance Director			X
<i>DANE COUNTY, WI</i>	Director of Human Services		X	
<i>DALLAS INDEPENDENT SCHOOL DISTRICT (TX)</i>	Chief Financial Officer	X	X	
<i>DALLAS, TX</i>	City Attorney		X	
<i>DAYTONA BEACH, FL</i>	City Manager	X		
<i>DECATUR, GA</i>	Chief of Police	X		
<i>DISTRICT OF COLUMBIA</i>	Executive Director Alcoholic Beverage Regulations Commission		X	
<i>DURANGO, CO</i>	City Manager			X
<i>DURHAM, NC</i>	City Manager	X		
	City Manager	X	X	
	Police Chief		X	
	Public Works Director	X	X	
<i>ESCAMBIA COUNTY, FL</i>	Assistant County Administrator	X		
<i>ESCONDIDO, CA</i>	Civic Center Construction Mgr		X	
<i>FRANKFORT, KY</i>	City Manager		X	
<i>EVANSTON, IL</i>	City Manager		X	
<i>FRESNO, CA (PIC)</i>	Executive Director	X		
<i>FORT COLLINS, CO</i>	City Attorney		X	
<i>FORT LAUDERDALE, FL</i>	Fire Chief	X		
<i>FORT MYERS, FL</i>	City Manager	X		
	Police Chief	X		
<i>FORT WORTH, TX</i>	Auditor General		X	
	Police Chief	X		
<i>FRANKLIN, TN</i>	Director of Community Development		X	
<i>FRESNO, CA (PIC)</i>	Executive Director	X		
<i>GAINESVILLE, FL</i>	Equal Employment Director	X		
<i>GEORGETOWN, SC</i>	City Administrator		X	
<i>GEORGETOWN COUNTY, SC</i>	County Manager	X	X	
<i>GLASTONBURY, CT</i>	Human Resources Director	X	X	
<i>GLENWOOD SPRINGS, CO</i>	City Manager		X	
<i>GREENBELT HOMES, INC. (MARYLAND)</i>	Executive Director		X	
<i>GREENSBORO, NC</i>	Assistant City Manager	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
<i>GREENVILLE, NC</i>	City Manager	X	X	
<i>HAMILTON COUNTY, OH</i>	Jobs and Family Services Director		X	
<i>HILLSBOROUGH COUNTY (FL) CHILDREN'S BOARD</i>	Executive Director		X	
<i>HOLLYWOOD, FL</i>	City Manager	X		
<i>JUPITER, FL</i>	Assistant to the City Manager		X	
	Public Works Director			X
<i>KALAMAZOO, MI</i>	City Manager		X	
	Assistant City Manager		X	
<i>LAKE COUNTY, FL</i>	County Attorney		X	
<i>LAKE COUNTY, IL</i>	Purchasing Director		X	
	Human Resources Director	X		
	Assistant County Administrator		X	
<i>LAKE COUNTY, IL HEALTH DEPARTMENT</i>	Executive Director		X	
<i>LAKE WORTH, FL</i>	Utilities Customer Services Manager	X		
<i>LA PLATA COUNTY, CO</i>	Human Services Director		X	
<i>LAREDO, TX</i>	City Manager			X
<i>LEE COUNTY, FL</i>	County Administrator		X	
	Human Resources Director	X		
<i>LINCOLN ROAD DEVELOPMENT CORP.</i>	Executive Director		X	
<i>LONG BEACH, CA</i>	Police Chief	X	X	
	Executive Director, Civil Service Commission			
<i>LONGMONT, CO</i>	City Manager			X
<i>LONGVIEW, CO</i>	Assistant City Manger		X	
<i>LOS ANGELES, COMMUNITY REDEVELOPMENT AGENCY</i>	Sr. Project Manager	X		X
	Project Manager	X		
	Project Manager			X
<i>LOS ANGELES COUNTY (CA) HEALTH SYSTEMS AGENCY</i>	Executive Director	X	X	
	Deputy Exec. Dir.			X
<i>LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH</i>	Public Health Director	X		
<i>LOS ANGELES OLYMPICS ORGANIZING COMMITTEE</i>	Human Resources Director	X	X	
	Director of Venues		X	
<i>MAPLEWOOD, MO</i>	City Manager	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
<i>METROZOO (MIAMI FL)</i>	Director of Marketing		X	
<i>MEMPHIS (TN) HOUSING AUTHORITY</i>	Executive Director	X		
<i>MIAMI (FL) OFF-STREET PARKING SYSTEM</i>	Finance Director			X
<i>MIAMI VALLEY REGIONAL TRANSIT AUTH. (DAYTON, OH)</i>	Executive Director	X	X	
<i>MIRAMAR, FL</i>	City Manager		X	
<i>MISSISSIPPI REGIONAL HOUSING AUTHORITY VIII</i>	Executive Director	X		
<i>MONTEREY COUNTY, CA</i>	Hospital Administrator	X		
<i>MONTGOMERY COUNTY BOARD OF DEVELOPMENTAL DISABILITIES</i>	Executive Director	X	X	
<i>MOUNT DORA, FL</i>	City Manager		X	
<i>NOAH DEVELOPMENT CORPORATION</i>	Executive Director	X		
<i>NEWARK, DE</i>	City Manager	X		
<i>NORFOLK, VA</i>	Human Resources Director	X		
	Senior Engineer		X	
<i>NORFOLK, VA</i>	Social Services Director	X		
<i>OAK PARK, IL</i>	Village Manager		X	
<i>OCALA (FL) PUBLIC HOUSING AUTHORITY</i>	Executive Director	X		
<i>OBERLIN, OH</i>	City Manager		X	
<i>ORLANDO, FL</i>	Fire Chief	X		
<i>ORMOND BEACH, FL</i>	City Manager	X		
<i>OKLAHOMA CITY, OK</i>	City Manager	X		
<i>PALM BAY, FL</i>	Human Resources Director		X	
<i>PALM BEACH COUNTY, FL</i>	Assistant County Administrator		X	
<i>PALM BEACH COUNTY (FL) CHILDREN'S SERVICES BOARD</i>	Executive Director		X	
<i>PALM BEACH COUNTY (FL) HEALTH CARE DISTRICT</i>	Executive Director		X	
<i>PALM BEACH GARDENS, FL</i>	City Manager (1992) City Manager (1999)		X	X
<i>PALO ALTO, CA</i>	City Attorney		X	
<i>PANAMA CITY, FL</i>	City Clerk/Treasurer		X	
<i>PARKLAND, FLORIDA</i>	City Manager		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
<i>PEORIA (IL) PUBLIC HOUSING AUTHORITY</i>	Executive Director	X		
<i>PHOENIX, AZ</i>	Chief of Police			X
<i>POWDER SPRINGS, GA</i>	City Manager		X	
<i>PRINCE WILLIAM COUNTY, VA</i>	County Executive		X	
	Human Resources Director	X	X	
	Fire Chief	X	X	
<i>RICHMOND, CA</i>	City Manager	X		
<i>RICHMOND, VA</i>	Director of Public Health	X		
<i>ROANOKE, VA</i>	Police Chief	X		
	Economic Development Director		X	
	Assistant City Manager	X	X	
	Director of Human Services		X	
<i>ROCKVILLE, MD</i>	Assistant City Manager		X	
<i>SACRAMENTO, CA</i>	Human Resources Director	X	X	
<i>SAGINAW, MI</i>	Police Chief			X
<i>SAN DIEGO, CA</i>	City Manager	X		
<i>SAN FRANCISCO, CA</i>	Assistant City Administrator		X	
<i>SAN JOSE, CA</i>	Police Chief	X		
<i>SANTA MONICA, CA</i>	Deputy City Manager		X	
<i>SANTA ROSA ISLAND AUTHORITY (FL)</i>	Executive Director		X	
<i>SARASOTA, FL</i>	Human Resources Director	X		
<i>SARASOTA COUNTY, FL</i>	Deputy County Administrator	X		
<i>SELMA, AL</i>	Chief of Police	X		
<i>SHAKER HEIGHTS, OH</i>	City Administrator		X	
<i>SOUTH DAKOTA STATE LEGISLATURE</i>	Chief Legislative Analyst		X	
<i>SOUTH FULTON, GA</i>	Finance Director	X	X	
<i>SUNNYVALE, CA</i>	Public Information Officer		X	
	City Clerk		X	
<i>STRATFORD, CT</i>	Human Resources Director		X	
<i>STOCKBRIDGE, GA</i>	City Manager	X		
<i>TAKOMA PARK, MD</i>	City Manager		X	
	Recreation Director	X	X	
	Housing and Community Development Director		X	
	Public Works Director	X		
<i>THORNTON, CO</i>	Public Information Officer City Attorney		X	X

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
TOPEKA, KS	City Manager	X		
	Police Chief	X		
URBANA, IL	Chief Administrative Officer		X	
VALDEZ, AK	City Manager		X	
VENICE, FL	Police Chief		X	
VIRGINIA BEACH, VA	Human Resources Director	X		
VIRGINIA BEACH PARK TRUST (FL)	Executive Director	X		
VOLUSIA COUNTY, FL	County Manager		X	
	Budget Director		X	
	Human Resources Director		X	
	Deputy County Manager		X	
WACO, TX	Deputy City Manager		X	
	Exec. Dir. - Support Services			X
	Assistant City Manager	X		
	Director of Facilities			X
WAKE COUNTY, NC	Human Services Director			X
THE WEINGART CENTER (LOS ANGELES)	Executive Director		X	
WEST COVINA, CA	Planning Director	X	X	
WEST MIFFLIN, PA	Town Administrator		X	
WEST PALM BEACH, FL	Assistant City Administrator	X	X	
	Human Resources Dir	X	X	
	Community Services Dir	X	X	
	Communications Director		X	
	Director of Libraries		X	
	Housing and Development Director	X	X	
	City Manager	X		
	City Manager		X	
WYOMING, OHIO	City Manager		X	
YPSILANTI, MI	City Manager	X		
ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)	Executive Director			X



RECRUITMENT SERVICES FOR



THE CITY OF FIRCREST

CITY MANAGER

NOVEMBER 3, 2022

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I. COVER LETTER.....

November 3, 2022

Fircrest City Hall
Re: City Manager Recruitment Services
115 Ramsdell St
Fircrest, WA 98466



It is our pleasure to submit this proposal for recruitment services to secure your ideal candidate to serve as the City Manager for the City of Fircrest. WBCP has extensive experience filling executive-level positions, including City Managers, and we are excited at the opportunity to partner with you on this critical role.

We trust our proposal will showcase our client-focused recruitment process and will act as a testament that we are passionate about what we do to make our clients happy.

It has been proven that great employees are looking for great employers, not just a paycheck. WBCP provides a broader perspective to recruitment services – going beyond securing the ideal candidate – we brand your organization as an employer of choice. We use eye-catching marketing materials, innovative search practices, and responsive and respectful communications with your applicants and stakeholders. **We guarantee we will fill your position, and we guarantee that placement for 24 months.** We provide a fair and equal recruitment process that also focuses on attracting ethnic and gender-diverse applicant pools.

WBCP is talented at working with you to identify the strengths, challenges, and opportunities of this job, the ideal candidate, and your community and organizational culture. WBCP will work with your stakeholders to design a recruitment strategy that will include a customized engagement process. We will have a series of meetings, discussions, stakeholder interviews, and survey(s) to get to know you, the organization, community, culture, and the staff that the future City Manager will lead.

My team and I know the Washington candidate marketplace and have experience filling a wide variety of executive-level positions in the region. Some agencies we are working with include King County and the City of Duvall. A few notable positions WBCP has most recently filled in the City Manager space include, but are not limited to:

- City Administrator, City of Duvall, WA
- City Manager, City of Independence, OR
- City Administrator, City of Rogue River, OR
- City Manager, City of Phoenix, OR

To see a full list of our clients and successful recruitments, visit pages 3 – 13 of this proposal.

Sam Sackman, Marissa Sanchez, and/or I will be the lead on this recruitment. I have over 20 years of experience in executive search services, six years of which were working for the County of Orange, and I have owned and operated WBCP since 2004. Sam Sackman lives and works in Roseville and spent the latter part of her career working directly for Valley Water in the Executive Office gaining a deep understanding of the inner workings of executive-level positions. Marissa Sanchez is a dynamic HR Professional with over 20 years of experience working with public sector agencies within the state of California and is one of WBCP's lead recruiters. WBCP now has offices in Oregon, Washington, and California, including two offices in the South Bay Area, the Greater Sacramento Area, and Central California.

I. COVER LETTER.....

WBCP, Inc. staff are experts in the virtual recruitment process. We are providing these services seamlessly and will be able to effectively support a virtual recruitment process or coordinate COVID-compliant in-person interviews and/or hybrid virtual and/or in-person interviews; WBCP is willing to travel during COVID.

Recruiting top talent has become the number-one topic amongst administrators. New and innovative recruitment strategies are critical to identifying and securing candidates with a deep understanding of how to assess and meet community needs and address future challenges. WBCP understands the complexity of community leadership, and we are prepared to provide a thorough, complete, and fair recruitment process to provide a diverse applicant pool. **Upon our 2021 year-end review, we found that over the last three years, 62% of our applicants and 56% of candidates placed in leadership positions with our clients came from diverse backgrounds.** In fact, because of our ability to reach diverse applicant pools, we were hired by two national Latino organizations to recruit for an Executive Director and other leadership positions: Latino Public Broadcasting and Radio Bilingüe (two of the largest Latino national nonprofit organization in the U.S.).

Clients choose our firm over others because of our ability to work with your support staff and stakeholder group (including boards, appointed/elected officials, and engaged constituents), manage all details of a recruitment process, and secure great candidates. Our dedication and commitment to the client are complemented by our deep understanding and ability to effectively navigate challenging political climates.

Our clients have great things to say about the quality of the service we provide and the amazing candidates we find them, In fact, many of our clients are return customers. Please feel comfortable reaching out to these organizations to get their feedback directly.

Lastly, I love what I do, and I am passionate about finding exceptional candidates who are also passionate about serving others. My staff and I are driven and desire to exceed client expectations. I appreciate your consideration in retaining our services and hope to have an opportunity to work with you in the future.

Best Regards,



Wendi Brown | Founder/President, WBCP, INC.

wendi@wbcpinc.com | 541-664-0376

www.wbcpinc.com

DIVERSITY

56%

*of WBCP candidates
placed in leadership
positions come from a
diverse background*

II. BACKGROUND & QUALIFICATIONS.....

Principal: Wendi Brown, President

Company Legal Name: WBCP, Inc.

Tax ID: 81-5454037

Website: www.wbcpinc.com

Phone: 866-929-WBCP (9227) / 541-664-0376

Address:

- **California Main Office:** Roseville, CA 95661
- **Oregon Main Office:** 360 Riverside Ave., P.O. Box 909, Gold Hill, Oregon 97525
- **Washington Main Office:** 15405 Des Moines Memorial Drive, #G303, Burien, WA 98148
- **Satellite Offices:** San Jose, CA; Fresno, CA; Nipomo, CA



WOMEN OWNED

WBCP, Inc. is a 100% woman-owned business, an S Corporation, not part of a parent company, and is a registered small business through the U.S. Small Business Administration (SBA). WBCP is registered to do business in California, Oregon, Washington, and Arizona and soon expanding in other states. WBCP files and pays California S Corp and personal income taxes.

BUSINESS HISTORY

WBCP, Inc. has been in business since 2004 and serves nonprofit and public sector organizations. WBCP offers a variety of services, including partial and full-service search services for individual contributor, supervisor, management, and executive management positions; human resources consulting: organizational development, training, classification and compensation studies, analysis and assessments, etc.

CURRENT ENGAGEMENTS / CAPACITY:

WBCP has the capacity to accept and manage this recruitment immediately.

II. BACKGROUND & QUALIFICATIONS.....

EXPERIENCE:

WBCP has over 20 years of experience providing search services for public sector and non-profit organizations. We have successfully secured professionals and provided other consulting services in Washington, California, Arizona, Colorado, Idaho, and Oregon.

California, Arizona, Oregon, and Washington Cities of: Arcata, Ashland (OR), Astoria, Berkeley, Calistoga, Central Point (OR), Ceres, Chandler (AZ), Davis, Dunsmuir, Duvall (WA), Grants Pass (OR), Gold Hill (OR), Hemet, Independence (OR), Irvine, Lincoln, Livermore, Long Beach, Medford, Milpitas, Napa, Oxnard, Palo Alto, Pasadena, Petaluma, Phoenix (AZ), Phoenix (OR), Port Hueneme, Redding, Riverside, Roseville, Rogue River (OR), Sacramento, San Francisco, San Rafael, Santa Maria, Santa Paula, Santa Rosa, Solvang, Sonoma, Truckee, Ventura, Vernon, and Windsor.

California, Colorado, Idaho, Oregon, and Washington Counties of: Alameda, Colusa, Contra Costa, El Paso (CO), Fresno, Humboldt, Jackson, King (WA), Lake, Lane, Los Angeles, Marin, Mariposa, Merced, Napa, Orange, Riverside, San Benito, San Bernardino, San Francisco, San Joaquin, San Luis Obispo, Santa Barbara, Santa Cruz, Solano, Sonoma, Stanislaus, and Tuolumne.

Local and National Councils, Boards, and Districts: Boulder Creek Protection District, CalPIA (California Prison Authority), Hass Avocado Board (HAB), Jackson County Fire District 5, North American Blueberry Council/U.S. Highbush Blueberry Council (NABC/USHBC), Oakland Housing Authority, Olivehurst Public Utility District, Sacramento Area Flood Control Agency (SAFCA), Sacramento Employment & Training Agency (SETA), Sacramento Library Authority, Sacramento Sewer District, Teton County Joint Housing Authority (ID), Tri-City Mental Health Authority (TCMHA), Tuolumne Utilities District, and Valley Water.

Nonprofit and Joint Powers Authorities (JPAs): Center Point, Central California Legal Services (CCLS), Community Food Bank, Dogs for Better Lives/Dogs for the Deaf, First 5 (Alameda County, California Association, Fresno, Santa Barbara County, San Mateo), Futures Without Violence (Family Violence Protect Fund), Greater Richmond Interfaith Program (GRIP), La Public Media, Latino Public Broadcasting, Options Recovery, Radio Bilingüe, Santa Cruz County Animal Shelter, Transitions- Mental Health Association, Valley Consortium for Medical Education (VCME), and Water Forum.

Private Organizations: NAVA, SWEED, Touchstone Accounting

Consulting services (classification and compensation services, competency modeling, job description development, job family development, job analysis): City of Fremont, City of Medford, City of Santa Maria, City of Santa Paula, County of Humboldt, County of Mariposa, County of Santa Barbara, and County of San Luis Obispo.

INDUSTRIES

- Organizational Leadership
- Transportation
- Human Resources
- Facilities & Operations
- Marketing & Communications
- Economic Development
- Financial, Accounting/Auditing
- Engineering
- Legal/Counsel/Clerk
- Parks & Recreation
- Community Services & Arts
- Public Works
- Information Technology
- Health & Human Services
- Safety/Fire/Police
- Planning & Building

II. BACKGROUND & QUALIFICATIONS.....

BELOW IS A LIST OF SIMILAR RECRUITMENTS WBCP HAS SUCCESSFULLY MANAGED:

ORGANIZATIONAL LEADERSHIP

- Town Manager, Town of Truckee, CA
- Town Manager, Town of Windsor, CA
- City Manager, City of Pasadena, CA
- City Manager, City of Ceres, CA
- City Manager, City of Santa Rosa, CA
- City Manager, City of Gold Hill, OR
- City Manager, City of Pasadena, CA
- City Manager, City of Petaluma, CA
- City Manager, City of Phoenix, OR
- City Manager, City of Dunsmuir, CA
- City Manager, City of Oxnard, CA
- City Manager, City of Ventura, CA
- City Manager, City of Independence, OR
- City Administrator, City of Rogue River, OR
- City Administrator, City of Duvall, WA
- Assistant City Manager (Public Safety), City of Sacramento, CA
- Deputy City Manager, City of Long Beach, CA
- General Manager, Olivehurst Public Utility District, CA
- General Manager, Tuolumne Utilities District, CA
- General Manager, LA Public Media, CA
- General Manager, Radio Bilingüe, CA
- General Manager, Santa Cruz County Animal Services Authority, CA
- Chief Executive Officer, CalPIA (California Prison Authority), CA
- Chief Executive Director, Valley Consortium of Medical Education, CA
- Chief Operating Officer, IT and Administrative Services, Valley Water, CA
- Chief Operating Officer, Water Utility Enterprise, Valley Water, CA
- Chief Operating Officer, Futures Without Violence, CA
- Chief Operating Officer/Executive Director, Valley Consortium for Medical Education, CA
- ACEO - Assistant County Executive Officer, County of Napa, CA
- ACEO - Assistant County Administrative Officer, County of Santa Barbara, CA
- ACAO - Assistant County Administrator, County of San Joaquin, CA
- ACAO/HR Director, County of Mariposa, CA
- Executive Director, Water Forum, CA
- Executive Director, Teton County Joint Housing Authority, ID
- Executive Director, Placer County Transportation Planning Agency, CA

II. BACKGROUND & QUALIFICATIONS.....

ORGANIZATIONAL LEADERSHIP (CON'T)

- Executive Director, Options Recovery Services, CA
- Executive Director, Latino Public Broadcasting, CA
- Executive Director, First 5 Association of California, CA
- Executive Director, First 5 Santa Barbara County, CA
- Executive Director, First 5 Fresno, CA
- Assistant Director, First 5 San Mateo, CA
- Executive Vice President, Center Point, CA
- Executive Director, San Benito Council of Governments, CA
- Executive Director, Northern Valley Catholic Social Service, Redding, CA
- Executive Director, Community Food Bank, CA
- Executive Director, Greater Richmond Interfaith Program, CA
- Executive Director, Sacramento Employment and Training Agency, CA
- Executive Assistant of Operations, Hass Avocado Board, CA

BELOW IS A LIST OF ADDITIONAL RECRUITMENTS WBCP HAS SUCCESSFULLY MANAGED:

INFORMATION TECHNOLOGY

- Chief Information Officer, County of Solano, CA
- Chief Information Officer, King County, WA
- Chief Information Officer, City of Chandler, AZ
- Chief Information Officer, City of Santa Maria, CA
- Chief Information Officer, County of San Joaquin, CA
- Chief Information Officer, General Hospital, County of San Joaquin, CA
- Chief Information Security Officer (CISO), County of Santa Barbara, CA
- Chief Innovation Security Officer (CISO), City of Riverside, CA
- Chief Operating Officer, First 5 Alameda, CA
- IT Program Director, NAVA Public Benefit Company
- Vice President of Engineering, NAVA, (national)
- Digital Services Director, City of San Rafael, CA
- Director of IT, Valley Water, CA
- Software Services Manager, Valley Water, CA
- Assistant IT Director, City of Roseville, CA
- Assistant IT Director, County of Solano, CA
- Assistant IT Manger, County of Marin, CA
- IT Manager – GIS, County of Solano, CA
- IT Manager – Health and Social Services/County Data Services, County of Solano, CA
- IT Manager, County of Santa Barbara, Social Services, CA

II. BACKGROUND & QUALIFICATIONS.....

INFORMATION TECHNOLOGY (CON'T)

- General Manager - Information Technology Service, County of Los Angeles, CA
- Cloud Migration Architect, County of Santa Barbara, CA
- Infrastructure Architect, County of Santa Barbara, CA
- Operations Technical Support Supervisor, County of Santa Barbara, CA
- Software Engineer (7 positions), County of San Luis Obispo, CA
- Project Manager, County of San Luis Obispo, CA
- IT Programming Analyst, Reporting, County of Santa Barbara, CA
- Operations Technical Support Supervisor, County of Santa Barbara, CA
- Open Text Business Analyst, County of San Luis Obispo, CA
- Network Engineer, City of Santa Maria, CA
- Network Architect, County of Santa Barbara, CA
- Applications Team Supervisor, County of San Luis Obispo, CA
- IT Security Specialist, County of Santa Barbara, CA
- SAP Software Engineer, County of San Luis Obispo, CA
- IT Security Specialist/Engineer, County of Santa Barbara, CA
- Network Administrators, Superior Court CA, County of Santa Barbara, CA
- Senior Programmer, County of Santa Barbara, CA
- Senior Database Administrator, County of Napa, CA
- IT Project Managers (2 positions), County of Solano, CA
- Data Engineer, County of Solano, CA
- Director of Information Technology, Oakland Housing Authority, CA
- Software Engineer, Valley Water, CA

ECONOMIC DEVELOPMENT

- Director of Innovation and Economic Development, City of Livermore, CA
- Director, Economic Development, and Innovation, City of San Rafael, CA

FINANCIAL, ACCOUNTING, AUDITING, FACILITIES, & OPERATIONS

- Chief Financial Officer, County of Marin Employees Retirement Agency, CA
- Chief Financial Officer, Social Services Department, County of Santa Barbara, CA
- Director of Finance, City of Ashland, OR
- Director of Finance, City of Grants Pass, OR
- Director of Finance, City of Lincoln, CA
- Director of Finance, City of Sacramento, CA
- Director of Finance, Community Food Bank, CA
- Director of Finance, Nevada Irrigation District, Grass Valley, CA

II. BACKGROUND & QUALIFICATIONS.....

FINANCIAL, ACCOUNTING, AUDITING, FACILITIES, & OPERATIONS (CON'T)

- Director of Finance, County of Jackson, OR
- Director of Finance, County of Marin, CA
- Financial Controller/Finance Director, North American Blueberry Council/USHBC, CA
- Director of Contracts and Procurement, Valley Water, CA
- Division Chief, Auditor Controller, County of San Joaquin, CA
- Internal Audit Chief, County of Santa Barbara, CA
- Administrative Services and Finance Director, City of Ashland, OR
- Administrative Services and Finance Director, City of Solvang, CA
- Director of Administrative Services, City of Irvine, CA
- Senior Principal Accountant, City of San Rafael, CA
- Senior Tax Accountant, Touchstone Accounting, OR
- Director of Contracts and Procurement, Valley Water, CA
- Audit Supervisor, County of Santa Barbara, CA
- Internal Audit Chief, County of Santa Barbara, CA
- Assistant Finance Director, City of Roseville, CA
- Payroll Supervisor, County of Santa Barbara, CA
- Finance and Compliance Manager, NABC/USHBC, Folsom, CA
- Finance Manager, County of Santa Barbara, Department of Behavioral Wellness, CA
- Financial Systems Analyst, County of Santa Barbara, CA
- Senior Financial Systems Analyst, County of Santa Barbara, CA
- Accountant Auditor I/II, County of Santa Barbara, CA

HUMAN RESOURCES

- Chief of Labor Relations, City of Long Beach, CA
- Executive Director of Human Resources (HR) and Risk Management, County of El Paso, CO
- Chief Human Resources & Organizational Development Officer, City of Santa Maria, CA
- Director of Employee Experience and Culture, City of San Rafael, CA
- Director, Organizational Effectiveness and Culture, County of Los Angeles, CA
- Director of Enterprise Risk Management, Oakland Housing Authority, Oakland, CA
- Human Resources Director, County of Napa, CA
- Human Resources Director, County of Solano, CA
- Human Resources Director, County of Mariposa, CA
- Human Resources Director, County of Humboldt, CA
- Human Resources Director, City of Berkeley, CA
- Human Resources Manager, County of Solano, CA
- Human Resources Manager, City of Milpitas, CA

II. BACKGROUND & QUALIFICATIONS.....

HUMAN RESOURCES (CON'T)

- Human Resources Manager & Risk Manager, City of Port Hueneme, CA
- Payroll Division Chief, County of Santa Barbara, CA
- Risk Manager, County of Marin, CA
- Risk Manager, City of Roseville, CA
- Recruitment, Retention and Selection Manager, County of Santa Barbara, CA
- Labor Relations Manager, County of Solano, CA
- Deputy Human Resources Director, Labor Relations, County of Marin, CA
- Labor Relations Specialist/Labor Relations Program Administrator, Valley Water, CA

HEALTH AND HUMAN SERVICES/HOUSING/UNHOUSED

- Director of Aging and Adult Services, County of Contra Costa, CA
- Director of Health & Human Services, County of Humboldt, CA
- Director of Health Services, Gold Coast Health Plan, CA
- Director of Nursing, County of San Luis Obispo, CA
- Assistant Director, Health and Human Services, County of Solano, CA
- Assistant Director of Property Operations, Oakland Housing Authority, CA
- Assistant Public Health Officer (2), County of San Joaquin, CA
- Assistant Director, Forensic, Diversion, & Behavioral Health, County of Alameda, CA
- Executive Director, Tri-City Mental Health Authority, CA
- Behavioral Health & Recovery Services Director, County of Stanislaus, CA
- Behavioral Health and Recovery Services Director, County of Marin, CA
- Behavioral Health Director, County of Santa Barbara, CA
- Behavioral Health Director, County of Tuolumne, CA
- Compliance Manager, County of Solano, CA
- Crisis Manager and Forensic Manager, County of Santa Barbara, CA
- Director of Nursing, County of Lake, CA
- Director of Nursing, County of Napa, CA
- Director of Social Services, County of San Luis Obispo, CA
- Director of Social Services, County of Santa Barbara, CA
- Director, Health & Human Services, County of Marin, CA
- Director, Health & Human Services, County of Napa, CA
- Director, Health & Social Services, County of Solano, CA
- Director, Health Services Agency, County of Santa Cruz, CA
- Director, Health Services Agency, County of San Luis Obispo, CA
- Director, Health Services Agency, County of Sonoma, CA
- Director of Social Services and Housing, City of Davis, CA

II. BACKGROUND & QUALIFICATIONS.....

HEALTH AND HUMAN SERVICES/HOUSING/UNHOUSED (CON'T)

- Public Health Nursing Director, County of Napa, CA
- Division Director, Adult Systems of Care, County of Marin, CA
- Assistant Director of Property Operations, Oakland Housing Authority, CA
- Assistant Director of Community Development – Affordable Housing/Homelessness Programs, City of San Rafael, CA
- Executive Vice President, Center Point, CA
- Housing Program Analyst or Manager, City of San Rafael, CA
- Health Services Administrator, County of Solano, CA
- Homeless Program Manager, City of San Rafael, CA
- Medical Director, Public Health Clinics, County of Santa Barbara, CA
- Mental Health Specialists (5), and a Mental Health Manager, County of Jackson, OR
- Nursing Services Manager, County of Marin, CA
- Operations Director, Behavioral Health and Recovery Services, County of Marin, CA
- Physicians (5 openings), Public Health Clinics, County of Santa Barbara, CA
- Public Health Officer, County of Humboldt, CA
- Public Health Officer, County of Lake, CA
- Public Health Officer, County of San Joaquin, CA
- Public Health Officer, County of Stanislaus, CA
- Public Health Officer, County of Tuolumne, CA
- Director of Public Health, County of Santa Barbara, CA
- Public Health Nurse I/II and Senior, County of Lake, CA
- Public Health Nurse I/II and Senior, County of San Luis Obispo, CA
- Community Health Nurse I/II and Senior, County of Lake, CA
- Senior Deputy Director, Public Health Department, County of San Joaquin, CA
- Assistant Public Health Officer – Children’s Services, County of San Joaquin, CA
- Assistant Public Health Officer – County of San Joaquin, CA
- Assistant Director, Forensic, Diversion, & Re-Entry System of Care, County of Alameda, CA
- Behavioral Health Clinical Manager & Behavioral Health Clinical Supervisor, County of Alameda, CA
- Supervising Public Health Nurse, County of Marin, CA
- Therapists (5 Positions), Family Solutions, OR

LIBRARY

- Library Director & CEO, Sacramento Library Authority, CA
- Library Services Director, City of Long Beach, CA
- Library and Recreation Director, City of San Rafael, CA
- Assistant Library and Recreation Director, City of San Rafael, CA

II. BACKGROUND & QUALIFICATIONS.....

LEGAL/COUNSEL/CLERK

- Public Defender, County of Santa Cruz, CA
- Public Defender, County of Humboldt, CA
- Public Defender, County of Solano, CA
- County Counsel, County of San Bernardino, CA
- County Counsel, County of Napa, CA
- County Counsel, County of Jackson, OR
- County Counsel, County of Solano, CA
- County Counsel, County of Marin, CA
- County Counsel, County of Orange, CA
- Agency Counsel, Sacramento Area Flood Control Agency (SAFCA), CA
- City Attorney, City of Santa Maria, CA
- City Attorney, City of Vernon, CA
- Assistant City Attorney, City of Santa Maria, CA
- Assistant City Attorney, City of Roseville, CA
- Assistant City Attorney (planning and development), City of Santa Maria, CA
- Deputy County Counsel IV, County of Jackson, OR
- County Counsel I/II, III, Assistant County Counsel (5 positions), County of Santa Barbara, CA
- City Clerk, City of Roseville, CA
- City Clerk, City of Livermore, CA
- City Clerk, City of Solvang, CA
- Deputy City Clerk, City of Petaluma, CA

PLANNING & ENVIRONMENTAL/COMMUNITY DEVELOPMENT/BUILDING/TRANSIT

- Chief Building Official, City of Truckee, CA
- Chief Building Official, City of Arcata, CA
- Chief Building Official, City of Astoria, OR
- Chief Building Officer, City of San Rafael, CA
- Chief Building Official, City of Calistoga, CA
- Chief Building Official, City of Sacramento, CA
- Community Development Director, County of Lake, CA
- Community Development Director, City of Petaluma, CA
- Community Development Director, City of San Rafael, CA
- Community Development Director, City of Grants Pass, OR
- Deputy Community Development Director, County of Lake, CA
- Development Services Director, City of Redding, CA
- Director of Transportation, County of Riverside, CA

II. BACKGROUND & QUALIFICATIONS.....

PLANNING & ENVIRONMENTAL/COMMUNITY DEVELOPMENT/BUILDING/TRANSIT (CON'T)

- Planning & Development Director, City of Culver City, CA
- Planning Director, City of Sacramento, CA
- Policy and Planning Director, County of Sacramento, CA
- Planning Manager, City of Grants Pass, OR
- Planning Manager, County of Solano, CA
- Planning Manager, City of Napa, CA
- Planning Manager, City of Solvang, CA
- Principal Planner, County of Lake, CA
- Principal Planner, Sacramento Area Flood Control Agency (SAFCA), CA
- Planning Director, County of Santa Barbara, CA
- Assistant Planning Director, County of Santa Barbara, CA (2005/2021)
- Assistant Director of Planning & Development, City of Fresno, CA
- Senior Planner, County of Lake, CA
- Subdivision & Mapping Manager, City and County of San Francisco, CA
- Street Maintenance Manager, City of Roseville, CA
- Transit Manager, City of Santa Maria, CA
- Senior Transit Planner & Transit Planner I/II, City of Petaluma, CA
- Environmental Planning Manager, County of San Luis Obispo, CA
- Groundwater Sustainability Director, County of San Luis Obispo, CA
- Planner I/II/III, County of Santa Barbara, multiple departments (12 positions), CA
- Planner: II/III, Sr. Planner, Principle Env. Planner, Div. Mgr, (4 positions) County of SLO, CA
- Construction Manager, Valley Water, CA
- County Surveyor, County of Santa Barbara, CA
- Subdivision & Mapping Manager, City and County of San Francisco, CA

PARKS AND RECREATION, COMMUNITY SERVICES, & ARTS

- Director of Youth, Parks & Community Enrichment, City of Sacramento, CA
- Assistant Director, Recreation and Parks, City of Santa Maria, CA
- Assistant Parks Director, County of Santa Barbara, CA
- Community Services Director, City of Irvine, CA
- Community Services Director, City of San Rafael, CA
- Community Engagement Director, City of Davis, CA
- Executive Director, Arts Commission, County of Santa Barbara, CA
- Parks Director, City of Ashland, CA
- Parks Director, County of Santa Barbara, CA
- Real Estate Program Manager, Sacramento Area Flood Control Agency, CA

II. BACKGROUND & QUALIFICATIONS.....

PUBLIC SAFETY

- Chief of Police, City of Sacramento, CA
- Deputy/Chief of Police, Oakland Housing Authority, CA
- Fire Chief, City of Hemet, CA
- Fire Chief, County of Jackson Fire District 5, OR
- Fire Chief, Boulder Creek Fire Protection District, CA
- Chief of Emergency Management, County of Santa Barbara, CA
- Deputy Fire Chief, City of Santa Maria, CA
- Deputy Fire Chief, Wildlands, County of Marin, CA
- Emergency Communications Manager, City of Astoria, OR
- Emergency Manager, City of Petaluma, CA
- Defensible Space Program Manager, City of San Rafael, CA

PUBLIC WORKS, TRANSPORTATION, & ENGINEERING

- Director of Transportation, County of Riverside, CA
- Director of Engineering, City of Ceres, CA
- Chief Operating Officer, Water Utility Enterprise, Valley Water, CA
- Chief Operating Officer, Administrative and Contract Services, Valley Water, CA
- Power Engineer, City of Roseville, CA
- Director of Public Works, City of Solvang, CA
- Director of Public Works, City of Roseville, CA
- Director of Public Works, City of San Rafael, CA
- Director of Public Works, City of Santa Maria, CA
- Director of Public Works, City of Ashland, OR
- Director of Public Works & Transportation, City of Irvine, CA
- Director of Engineering, City of Ceres, CA
- Electric Utility Director, City of Roseville, CA
- Assistant Director Public Works, County of Marin, CA
- Assistant Director of Public Works, City of Santa Paula, CA
- Assistant Director of Public Works – Transportation, City of Davis, CA
- Deputy Operating Officer, Watersheds Design and Construction, Valley Water, CA
- Deputy Operating Officer, Water Utility Capital, Valley Water, CA
- Deputy Operating Officer, Watersheds Operations and Maintenance, Valley Water, CA
- Deputy Operating Officer, Raw Water, Valley Water, CA
- Deputy Director Public Works, Civil/Traffic Engineer, County of Marin, CA
- Deputy Director Public Works/Traffic Engineer, City of San Rafael, CA
- Deputy PW Director/Principal Civil Engineer/Traffic Engineer, City of Santa Maria, CA
- Assistant Operating Officer of Watershed Stewardship & Planning Div., Valley Water, CA

II. BACKGROUND & QUALIFICATIONS.....

PUBLIC WORKS, TRANSPORTATION, & ENGINEERING (CON'T)

- Assistant Operating Officer, Treated Water, Valley Water, CA
- Assistant Operating Officer, Dam Safety and Capital Delivery, Valley Water, CA
- Street Maintenance Superintendent, City of Roseville, CA
- Unit Manager, Treatment Plant Design & Commissioning Manager, Valley Water, CA
- Unit Manager, Engineering Utility Operations and Maintenance Manager, Valley Water, CA
- Unit Manager, Asset Management, Valley Water, CA
- Senior Civil Engineer, City of San Rafael, CA
- Senior Civil Engineer, City of Petaluma, CA
- Principal Civil Engineer, City of Santa Maria, CA
- Senior Environmental Planner, Valley Water, CA
- Engineering/CIP Manager, City of Petaluma, CA
- Project Engineer/Power Engineer, City of Palo Alto, CA
- Electric Project Engineer, City of Palo Alto, CA
- Electric Linesperson/Cable Splicer (High Voltage Lineman), City of Palo Alto, CA
- Electric Operations Manager, City of Palo Alto, CA
- Civil Engineer, Project Manager & Assistant Project Manager, Morton & Pitalo, Sacramento, CA
- Industrial / Mechanical Senior Engineer, SWEED, OR
- Multiple Civil Engineering & Project Management Positions, City of Petaluma, CA

OTHER:

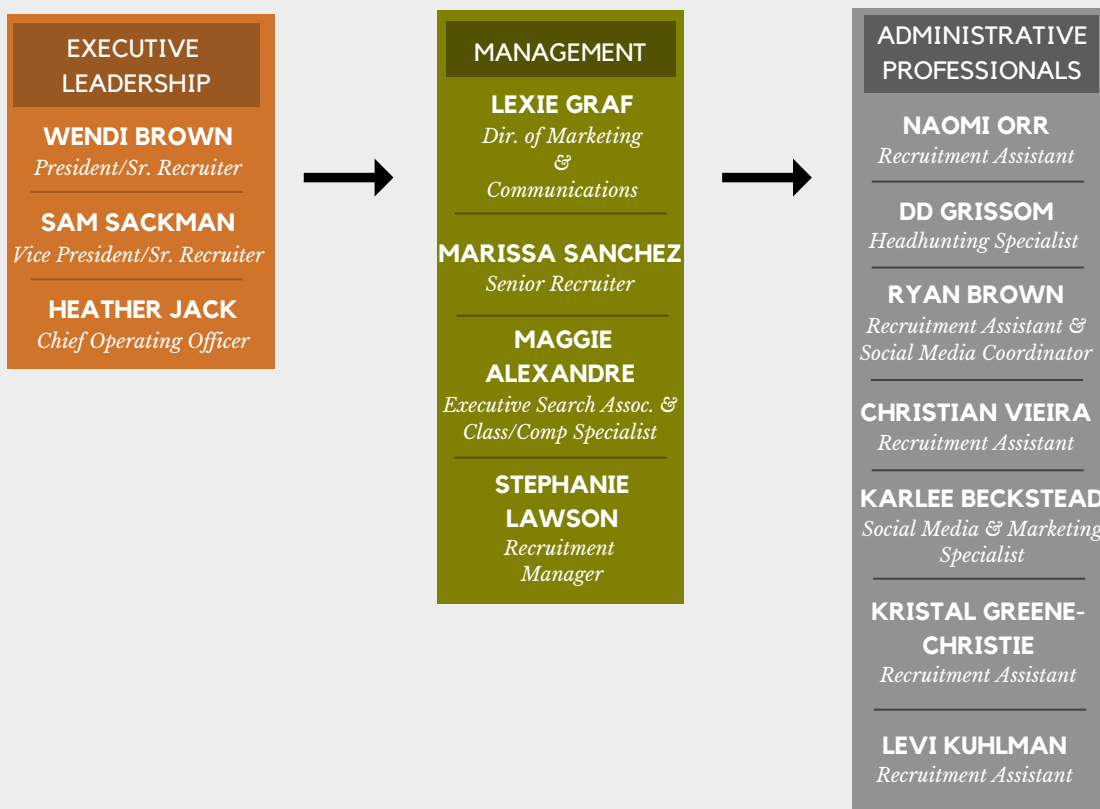
- COO, WBCP Inc., OR
- Strategic Communications Officer, First 5 Alameda, CA
- Director of Marketing & Communications, WBCP Inc., OR
- Government Affairs Director, North American Blueberry Council, CA
- Marketing and Communications Director, North American Blueberry Council, CA
- Director of Communications and Industry Relations, North American Blueberry Council, CA
- Director of Business Intelligence, North American Blueberry Council/USHBC, CA
- Director of Community Engagement, City of Davis
- Dir. of Policy and Planning, SASD & SRCSD, County of Sacramento, CA
- Agriculture Commissioner/Weights and Measures Director, County of Marin, CA
- VP/Business Development Director, WBCP Inc., OR
- Asst. Director, Agriculture Commissioner/Weights & Measures, County of Santa Barbara, CA
- Public Relations Specialist, Valley Water, CA
- Administrative Assistant, Legal Counsel, Valley Water, CA
- Certified Dog Trainers, Dogs for Better Lives, OR
- Social Media Coordinator, WBCP Inc., OR
- Division Sales Representative – Wood Products, SWEED, OR

III. GUARANTEE.....

(1) We guarantee successful placement and will provide continued consulting services (however, the client will pay for any additional direct cost expenses) until we are successful.

(2) If a candidate selected and appointed by the Client terminates employment for any reason before the completion of the **first 24 months of service**, WBCP will provide the Client with the necessary consulting services required to secure a replacement. Professional consulting services will be provided at no cost to the Client; however additional expenses will be covered by the Client. *The Guarantee is valid for one recruitment/replacement only.*

IV. ORGANIZATIONAL CHART.....



STRATEGIC PARTNERS

CHRISTY WURSTER
Sr. Facilitator

RIVKAH SASS
Retired Library Director/Sr. Facilitator

SUSAN KLIEN-ROTHSCHILD
H&HS Expert/Sr. Facilitator

STRATEGIC PARTNERS

BILL LANDIS
Public Safety Investigator

CARL CROWN
HR & Organizational Development Director


PATRICK DUTERTE
Sr. Facilitator

WBCP STATISTICS

WBCP is a 100% woman-owned business.

Staff and consultants are a diverse mix of gender/ethnicity

Age ranges from 21 - 70+



WBCP

V. KEY CONSULTANT BIOS.....

WENDI BROWN

Lead Consultant/Recruiter



I am the President of WBCP, an executive search and human resources consultancy, serving clients in Oregon and California. My team and I are passionate about helping organizations improve their recruitment services, place great talent, conduct department assessments, redesign antiquated processes, revise job descriptions, conduct salary and benchmark studies, and more. I have over 20 years of experience in marketing and advertising and combine this with my background in recruiting to successfully place hard-to-fill, management, and executive positions. I have worked in various industries – advertising and public relations, national real estate franchisor, global manufacturing – and I have worked with nonprofit and public sector organizations since 1999. Formerly, I was an internal Human Resources Consultant for the County of Orange, California, providing countywide communications, human resources, executive search, and recruiter training services to the Assistant Chief Executive Office/Human Resources Director and, at that time, 25 decentralized departments, with 17,000 employees, serving a community of 300,000. I have a Bachelor’s of Science in Business Administration with an emphasis in Marketing from Colorado Technical University; have earned several certificates in Project Management, Global Business, Marketing, and Human Resources; and working towards a Master’s in Management at Southern Oregon University

SAM SACKMAN

Vice President/Recruiter



Sam is WBCP’s Vice President and is part of WBCP’s executive leadership team. Sam has a wealth of business and public sector experience and brings in-depth analytical and project management skills and experience supporting executive leadership with special projects, program development, contracts and administration, and executive recruitment support. Prior to joining the WBCP team, she spent five years working at Valley Water (formerly Santa Clara Valley Water District) where she was an expert in leading complex projects and organizational change management practices supporting the CEO, Chief Officers, and various departments, such as Facilities, Contracts, Human Resources, and Government Affairs. She brings a wealth of knowledge of the inner workings of government agencies, political sensitivities, and their recruitment policies and processes. Sam has a Master’s in Anthropology with an emphasis in Program Development, and an undergraduate degree in Anthropology with an emphasis in Sociology and Behavior-driven Health from Creighton University.

V. KEY CONSULTANT BIOS.....

MARISSA SANCHEZ

Senior Recruiter



Marissa Sanchez is a WBCP recruiter and has been with the company since 2022. She is a dynamic HR Professional with over 20 years’ experience working with public sector agencies within the state of California. She holds a master’s degree in human resources management and organizational development and a bachelor’s degree in business administration – both from National University. Most recently, Marissa served as the Director of Personnel for the City of Fresno, the 5th largest city in the state of California, where she was overseeing all areas of human resources and risk management for more than 4,000 employees. Marissa’s areas of focus include directing all personnel-related activities, including Recruitment, Talent Development and Training, Classification & Compensation, Labor Relations, Benefits Administration and Wellness, Compliance, Workers’ Compensation, General Liability, Contracts, and Loss Prevention. As a seasoned human resources leader, Marissa has been successful in creating positive work cultures using a democratic management style that is rooted in collaboration and employee engagement to affect change and achieve workforce excellence.

HEATHER JACK

Chief Operating Officer

Heather Jack is WBCP’s Chief Operating Officer and lead Project Manager. Since starting at WBCP in 2015, she has grown into an integral part of the business. Heather uses her strong organizational skills and attention to detail to support all recruitments from start to finish, coordinate timelines, oversee the team’s productivity. Meeting clients’ deadlines and major milestones is one of Heather’s top priorities, making her our go-to person for all things calendar and project management-related. Heather also assists with projects in human resources with several municipalities in Oregon and California. Other aspects of her role include supporting employee engagement, salary and benchmark studies, and business operations. During her time at WBCP, Heather has modernized processes and scaled technology systems for the company. Prior to working with WBCP, Heather worked at Hannon Library, developing organizational, research, and interpersonal skills. Heather has a Bachelor of Science degree in Anthropology and a double minor in Environmental Studies and French from Southern Oregon University.

LEXIE GRAF

Director of Marketing & Communications

As a marketing professional, Lexie has been primarily focusing on copywriting, content creation, and brand strategy in her career. She has a knack for understanding each clients’ unique needs, allowing her to adapt her writing voice and branding as needed. Along with developing and overseeing the creation of social media, marketing materials, and advertising plans for WBCP, Lexie collaborates with the recruitment team in meeting clients’ needs and deadlines. Before WBCP, Lexie wrote for Indeed and the University of Wisconsin Colleges, helping her develop a deep understanding of career development, recruitment, and public sector careers. Throughout her marketing career, Lexie has produced a wide variety of campaigns and deliverables, such as blogs, digital and print ads, website content, brochures, social media posts, eBooks, and magazines. Notable projects throughout her career include developing content for two websites and collaborating on an email marketing campaign that won an American Advertising Award in multiple categories. Lexie has a Bachelor’s in Communications with certificates in Digital Studies and Environmental Studies from the University of Wisconsin – Madison.



WBCP

Confidential

V. KEY CONSULTANT BIOS.....

STEPHANIE LAWSON

Recruitment Manager

Stephanie started working for WBCP in 2019. She acts as support for all facets of the recruitment process, as well as any other tasks to assist the WBCP team. Stephanie has a Bachelor’s of Science degree in Business Administration with a focus in Hospitality from Southern Oregon University.

MAGGIE ALEXANDRE

*Executive Search
Assoc. & Class/Comp
Specialist*

Maggie Alexandre is a Human Resources professional with over 30 years of experience, and is WBCP’s key Executive Search Associate and Classification and Compensation Specialist for WBCP since 2018. Prior to working at WBCP, Maggie was a Human Resources Director in the San Francisco Financial District and led an 80 person team of human resource professionals. She began her career in HR at Robertson, Stephens & Company, a boutique investment bank, and continued in the HR Director role at other investment banks and private equity firms until 2016. Maggie studied Anthropology at California State University, Long Beach and received her Human Resources Management Certificate from California State University, San Francisco.

CARL CROWN

*Facilitator & Senior
Consultant as needed*

Carl Crown has over 35 years of experience in Human Resources and Training. He is the former Director of Human Resources (retired) for the County of Orange, California. Carl started his county career in Human Resources as a Senior Project Manager working on various initiatives including Agency and Department reorganizations, comprehensive classification and compensation reviews, job redesign efforts, and decentralization of Human Resources functions. Carl was then recruited by the County of Orange CIO to be the manager of the newly formed Client Services Division, where Carl oversaw application development and support and business development. Shortly thereafter, Carl became the Interim Chief Technology Officer. Attesting to his leadership abilities and flexibility, he was asked by the CEO to serve as the Human Resources Director for the County, where he supported 25 decentralized departments in all human resource capacities. Carl came to the County after a 28-year career in the U.S. Coast Guard where he served as: Regional Director of Human Resources, Assistant Director of the Coast Guard Leadership and Management School, Director of Training Development for the USCG Reserve, and Commanding Officer of Coast Guard bases in Hawaii and Southern California. Carl holds a Master’s in Administration in Organizational and Human Resource Development and Bachelor of Administration in Biology from the University of Florida and has completed training from the George Washington University in Washington D.C.



V. KEY CONSULTANT BIOS.....

KARLEE BECKSTEAD
*Social Media & Marketing
 Specialist*

Karlee Beckstead is WBCP’s Social Media & Marketing Specialist. She works to build WBCP’s online presence and develop strategies to market our services, especially through online engagement with potential customers. Her duties include, creating social media posts, running ad campaigns, networking with candidates, reviewing resumes, and brainstorming new marketing strategies. Prior to joining the WBCP team, Karlee worked in customer service and social media management, where she sharpened her skills in customer relations, communications, and marketing. She holds a bachelor’s degree from Southern Oregon University in Communication Studies, with minors in Political Science and International Studies.

**CHRISTIAN
 VIEIRA**
Recruitment Assistant

Christian is one of WBCP’s Recruitment Assistants and has been with the company since 2021. The primary purpose of his role is to support WBCP’s Executive Team. His other duties include panel/candidate coordination, resume review, and time/schedule management. Christian quickly learned how to interact with WBCP clients, as he has several years of experience working in customer service. Some of his other strengths include communication, organization, and relationship building. Christian will soon be enrolling at Southern Oregon University to study Anthropology and further his knowledge of different cultures and human behavior.

NAOMI ORR
Recruitment Assistant

Naomi is one of WBCP’s Recruitment Assistants and is part of WBCP’s support team. She has project management experience in report writing coupled with data entry and client relations experience. She directly supports the executive leadership recruitment staff with project management, candidate coordination, and rigorous attention to detail. Prior to joining the WBCP team, she spent three years working at an environmental research laboratory where she aided clients in regulatory compliance, sample collection, and report production. Naomi has a Bachelor of Science in Environmental Science and Policy from Southern Oregon University.

**CHIEF
 WILLIAM O. LANDIS**
*Public Safety /
 Investigator / Support
 Consultant as needed*

Bill Landis may conduct the background and reference checks for this recruitment. Chief Landis specializes in public safety searches including police, EMS, medical examiner, and fire leadership positions. With over 30 years of law enforcement experience, he has served in multiple roles including School Resource Officer, Bike Team Member, Detective, Corporal, Patrol Sergeant, Detective Sergeant, SAFE (SWAT) Team Member, Commander, CINT Team Member, Operations Lieutenant, Deputy Chief, and Police Chief. He holds a Master’s degree in Justice Administration and Crime Management from Bellevue University, a Bachelor’s degree in Fire Service Administration from Eastern Oregon University, and an Associate’s degree in Criminal Justice from Rogue Valley Community College. Chief Landis was certified as a Firefighter I, Deputy Medical Examiner and Executive from DPSST (highest police certification in Oregon). He is an active member of the International Association of Police (IACP), Oregon Association of Chiefs of Police (OACP), and serves as adjunct criminology professor at Rogue Community College.

VI. RECRUITMENT STRATEGY / PHASES.....

WBCP knows how to customize your search strategy to meet your unique recruitment needs. We customize your recruitment based on the specific needs, target audience, and challenges for each recruitment; however, below is a baseline approach for most recruitments.

CLIENT & STAKEHOLDER MEETINGS

We require the Client and/or Search Committee, and other stakeholders identified by the Client, be involved in the initial and final phases of this recruitment. These are critical phases to ensure we obtain a clear sense of the priorities and the successful hire of the right candidate. WBCP will meet with various stakeholders as warranted by the Client and the level of the position in the organization. These meetings will allow us an opportunity to gather information and gain knowledge about the organization, community, and unique aspects of the recruitment to design the ideal candidate professional profile, advertising materials, and strategic approach



FEEDBACK OUTCOME / TIMELINE DEVELOPMENT

Following the Client/stakeholder meetings, we will develop a detailed timeline for the recruitment along with a proposed advertising plan for approval.

CREATIVE DEVELOPMENT

Immediately following the client feedback activities, we will draft the competencies for the recruitment and advertising material/recruitment brochure for the Client’s review. This information will summarize what was learned from Client-related interviews and will be used to advertise the opening.

MARKETING STRATEGY & IMPLEMENTATION

WBCP will execute a customized marketing/ad plan once the job announcement is created. An ad plan could include the following (based on assumptions), and will be customized based on information gathered in Phase I:



ONLINE ADVERTISING – Including local and national job boards, associations, social media, and other industry-related job postings targeting ideal candidates; job boards that reach a desired geographic area and reach a diverse ethnicity.

E-DIRECT MAIL ADVERTISING – including WBCP’s current database of potential applicants, we have access to other professional lists and will source more lists through associations, contacts, etc.

SOURCING/HEAD HUNTING – WBCP will contact individuals targeted and generate new contacts through referrals made by respected sources.

WBCP is a LinkedIn recruiter and we have access to over 350 million profiles via LinkedIn to assist us in targeting ideal candidates.

COMMUNICATION WITH CLIENT

We will provide weekly updates on the progress of this search unless the client prefers more or less frequent communications. We tailor our communications in accordance with our Client’s needs.

VI. RECRUITMENT STRATEGY / PHASES.....

RESUME ASSESSMENT

WBCP will review resumes as they are received and/or at the close of the recruitment. Those candidates determined to be the most highly qualified will be selected for a screening interview.

SCREENING INTERVIEWS / REPORT TO CLIENT

WBCP does not restrict the number of applicants or candidates to be screened. Rather, we interview candidates who meet our ideal candidate criteria; frequently this group amounts to 20 candidates, or on average 20% of the applicant pool. Following the completion of the phone screen interviews, we will develop a report/recommended shortlist of candidates, which includes: resumes, cover letters, and a one-page profile summary of candidates' professional history, including a brief overview of WBCP's assessment and the results of their phone screen. We will meet with the selection committee/Client to review this report and select candidates for interviews. In this meeting, we will review the recruitment plan and discuss the final stages of the selection process.



COMMUNICATION WITH CANDIDATES

WBCP will take responsibility for communicating with the applicants/candidates during each phase of the search process and Client should refer any inquiries from potential or existing applicants directly to WBCP.

SELECTION PROCESS

WBCP will design and administer an appropriate final selection process based on the needs of the Client (tailored to the need and recruitment). WBCP will facilitate the invitation and coordination of these meetings/interviews and provide additional assessment tools/recommendations such as interview questions, writing and presentation exercises, problem solving scenarios, etc.

COMMUNICATION WITH CLIENT

Following the interviews and the Client's top candidate(s) selection, we will assist the Client with facilitating a thorough background and reference check. A typical approach includes a review of federal, state, and local criminal background checks and academic verification by a licensed background agency. Reference checks are conducted over the phone by a senior consultant and a final report is provided to the Client. References are completed on candidate(s) being considered after initial/panel interviews.



NEGOTIATIONS

Once the client reviews and is comfortable with the findings in the background and reference report, we are available to assist with negotiations on compensation, benefits, start date, and other transition details.

PLEASE NOTE: Due to COVID-19 Guidelines, WBCP, Inc. is committed to providing services listed herein, typically these services are executed in-person, however, we will facilitate all services virtually as needed and have successfully managed many virtual and hybrid interviews (partial in-person/part virtual) since March 2020 for our clients.

VII. SCOPE OF WORK.....

- Facilitate initial kick-off meeting with Client and other meetings that may include Executive Leadership, staff, community, and other stakeholders to assist with identifying the ideal candidate profile.
- Assist Client hiring authority/stakeholders in modifying the job description (as needed), and develop a recruitment announcement, marketing materials, and advertising plan for the recruitment.
- Attend all other meetings and engagements as needed or identified by the Client.
- Implement advertising plan including: publication, headhunting, direct mail, and other online and email marketing efforts.
- Provide timely updates and progress reports to the client regarding search services; every two weeks or as Client identifies is needed.
- Preliminary internet searches will be conducted on recommended candidates.
- Coordinate interview panel(s) as needed, or coordinate this process with Client.
- Receive and review applicants and screen those applicants to identify top candidates. Top screened paper applicants will be video/phone screened by recruiter to identify the key competencies (technical and interpersonal) to assist in identifying the top group of candidates who will be recommended at the Client/WBCP shortlist meeting.
- Facilitate shortlist meeting with Client – review and select candidates who will be invited to interview.
- Coordinate invitations to candidates.
- Develop interview questions and other selection details to meet specific needs and identify key competencies of candidates.
- Facilitate interviews with panel(s).
- Background and reference checks will be conducted with candidates who are identified as final candidates after initial Client interviews have been conducted. Background checks will typically include the following: criminal (local, state, and federal), education, credit, social security. References will be conducted based on a 360-degree perspective and will include staff, peers, and superiors. Onsite background services are available at an additional fee (see fees for details)
- Facilitate offer and negotiations with selected candidate; as directed by Client.



VIII. SAMPLE RECRUITMENT TIMELINE.....

BELOW IS A SAMPLE OF AN EXECUTIVE SEARCH TIMELINE THAT WBCP WILL CUSTOMIZE FOR THIS RECRUITMENT

Week 1:

- Secure services with search firm, WBCP, Inc.
- WBCP: review search parameters and recruiting processes with Client
 - Interview with hiring authority and other stakeholders for competencies
 - Identification of advertising venues and ideal candidate prospects
 - Calls, meetings, or coordination with other stakeholders for information gathering

Weeks 1 + 2:

- Develop and approvals: recruitment process, deadlines, ad plan and strategy, recruitment timeline and brochure
- Print coordination (if applicable)

Weeks 2 + 3:

- **OPEN RECRUITMENT AND AD PLAN:** Implement marketing plan and direct mail (if applicable)
- Secure panel member calendars
- Timeline may be extended if direct mail piece is included (i.e., print/postage)
- Finalize panel members and interview logistics and invitations to panel members

Weeks 4, 5, + 6:

- Receive applications –Collect and source applicants will continue until recruitment closes

Weeks 7 + 8:

- **CLOSE RECRUITMENT AND ADVERTISING**
- Conduct initial phone screen to identify shortlist of candidates
- Preliminary check on shortlist candidates (Google search)
- Candidate profiles developed and short list recommendations to client

Weeks 9 + 10:

- **MEETING – Client confirms selection of candidates to be advanced to panel interviews**
- Finalize questions, presentation, in-basket (as determined)
- Coordinates invitations with selected top candidates (shortlist)
- Produce panel candidate interview packets

Weeks 10 + 11:

- WBCP facilitates interview process – Interview process will be customized based on client and community needs:
 - **Day 1: Panel Interviews Conducted; Day 2: 2nd Interviews with executive leaders;**
 - 3rd interviews may be scheduled as needed with Boards/Commissions, etc.;
 - As needed schedule staff and/or community discussions/meetings

Week 12:

- WBCP conducts background and reference checks (backgrounds may be conducted by Client if current contract exists)
- WBCP conducts full reference checks for candidate(s) selected for Board/Commission interviews; or when Client is interested in making an offer

NEGOTIATIONS / HIRE:

- Hire date to accommodate possible candidate relocation
- Client (WBCP available to assist in process) conducts offer and facilitates salary negotiations with preferred candidate

IX. REFERENCES.....

1-City of Independence, Oregon

Contact Information:

- John McArdle, Mayor- mcardle.john@ci.independence.or.us | 816-325-7027

2-City of Duvall, Washington

Contact Information:

- Amy Ockerlander, Mayor - Amy.Ockerlander@duvallwa.gov | 206-305-8258

3-King County, Washington

Contact Information:

- Brian A. Roberts, Human Resources Manager II, King County Information Technology | broberts@kingcounty.gov | 206-263-1508

X. MARKETING MATERIAL EXAMPLES.....

Click below to see our marketing samples for similar positions. To see all of our brochures, visit www.wbcpinc.com/job-board

- [Town Manager, Town of Truckee, CA](#)
- [City Administrator, City of Duvall, WA](#)
- [City Manager, City of Independence, OR](#)
- [City Manager, City of Pasadena, CA](#)
- [City Manager, City of Santa Rosa, CA](#)
- [Assistant City Manager, City of Sacramento, CA](#)

XI. COST PROPOSAL.....

WBCP will not limit the number of hours we work on a recruitment, rather we charge a flat rate and will spend the time necessary to ensure we are successful. Consulting fees will be billed in thirds at the beginning, middle (short list selection) and end of the recruitment process.

SERVICE COST PER RECRUITMENT CITY MANAGER

Description of Services/Deliverables:	Inclusive Rate per Recruitment:
<p><u>Consulting Services:</u> Phases I-IV in the proposal's scope of work</p>	<p>\$28,900 (not to exceed)</p>
<p><u>Expenses:</u> Includes travel to client location (up to 2 trips), or document shipping fees/delivery charges to facilitate virtual meetings, advertising (may include print and postage), brochure design (flat fee of \$950.00 for graphic design), panel packet content, delivery charges, fees for background and reference checks, may include fee for one additional consultant to travel (and related expenses) and facilitate an additional panel for one day.</p>	<p>\$5,500 - \$7,900 (not to exceed)</p>

ADDITIONAL BACKGROUND SERVICES AVAILABLE – *these services can be added to the package if desired*

Onsite Investigative Background Services: In addition to the background reports, education verification, credit report, and reference checks, which are included in the expenses above, WBCP also offers onsite investigative background services. If the client wishes to conduct a background check that includes an onsite visit by a trained private investigator and former Police Chief (similar to a police background check) please contact our office for an estimate for these services.

XII. OTHER.....

INSURANCE

WBCP and its sub-consultants have reviewed the contractual agreement and the Insurance Requirements. If selected, WBCP will execute said agreement and will provide the required insurance documents. WBCP will submit certificates of insurance as evidence of the required coverage limits. Insurance policies include: liability, errors and omissions, workers compensation, and vehicle insurance.

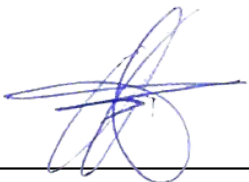
CONFIDENTIALITY SAFEGUARDS

Confidentiality is paramount in the work we do. We ensure that the client and candidate information we receive, and conversations with our client (and certainly discussions in closed session) are kept confidential. There are several physical safeguards we have in place including: locked and alarmed office space, password, and encryption protected information on our computers and servers, multiple backup systems.

As information is shared with our client, we discuss the importance of confidentiality and why it is important to the candidates they are considering but also brands the organization appropriately. We also ask candidates who are interviewed to keep candidate information confidential, as they may see or meet a candidate during the process. We emphasize that confidentiality is not just until the recruitment is completed, and a candidate is hired, confidentiality is in perpetuity. Leaked information is not a reputation that a client wants to receive, as this could deter future applicants from applying.

ORGANIZATIONAL DIVERSITY STATEMENT

WBCP embraces cross-cultural diversity and we are committed to equitable treatment and elimination of discrimination in all its forms at all organizational levels and throughout all consulting practices, including search services. We strive to reach diverse groups of people to inform them of leadership opportunities. **Upon our 2021 year-end review, we found that over the last three years, 62% of our applicants and 56% of candidates placed in leadership positions with our clients came from diverse backgrounds.** We will make extensive efforts to attract a qualified applicant pool that represents a broad range of gender and ethnically diverse individuals.



Wendi Brown, President

November 3, 2022

Date

Client, Title

Date