

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

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

**FIRCREST CITY HALL
115 RAMSDELL STREET**

- 1. CALL TO ORDER**
- 2. PLEDGE OF ALLEGIANCE**
- 3. ROLL CALL**
- 4. [CITY MANAGER RECRUITMENT INTERVIEWS/DISCUSSION](#)**
- 5. 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

Memo

To: City Council
From: Jayne Westman, City Clerk
cc: Colleen Corcoran, Interim City Manager
Date: December 19, 2022
Re: City Manager Recruitment

Honorable Mayor & Councilmembers,

City Staff was instructed to solicit proposals/ qualifications for a person or firm to assist the City with the City Manager recruitment. The closing date for the RFQ was November 18, 2022, at 2 pm.

At the November 21, 2022, Study Session, City Staff was instructed to schedule interviews with four chosen firms. Staff was further asked to assemble comparison data. The comparison is attached for your review.

Open Public Meeting

The Council has asked that we have the meeting open to all and not limit who can listen to or watch the presentations.

Because of this, we asked, not required, each firm to join the meeting at a respective time slot as a professional courtesy.

Order of Presentations

The Council asked staff to draw names to randomly set the presentation order. Each is hyperlinked to take you to their respective submittal. Below are approximate interview times.

- [Colin Baenziger & Associates – 6:00 p](#)
- [Slavin Management Consultants – 6:25 p](#)
- [Prothman – 6:45 p](#)
- [GMP Consultants – 7:05 p](#)

Questions From Council

The Mayor has chosen to ask two questions of each firm. Each firm will have 15 minutes to address the Council. Staff will ensure the 15-minute threshold is not exceeded.

Here are the two questions:

1. *Please explain your firm's experience recruiting executive-level positions for a nearby comparable city.*
2. *What aspects of this recruitment are you most concerned about? What aspects of this recruitment are you most excited about?*

Goals for the Study Session

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 27, 2022**, meeting.

Attachment: [Comparison Data Matrix](#)

City Manager Recruitment Comparison List

	CB&A	Slavin	Prothman	GMP
Cost	\$29,500	\$15,565	\$17,500	\$18,500
Add'l Expenses	n/a	varies	varies	\$3,640*
Total	\$29,500			\$22,140
Not to Exceed		\$24,126	\$22,000	
Guarantee	1 yr, at cost	2 yr	1 yr, at cost	1 yr, at cost
Warranty	At cost until filled	Until filled, cost not provided	At cost until filled	At cost until filled
Location	Florida	Georgia**	Washington	Washington
Local CM Placement & Year of Placement***	Burien 2017 Fife 2017 Sammamish 2019 Sequim 2021 Tacoma 2017	Shelton 2019 Bothell 2022	Tacoma 2022 Buckley 2017 Fircrest 2017	Newcastle 2022 Gig Harbor 2022 Lacey 2022

*Expense is approx. using figures provided and the cost of two background checks, mileage not included

** Local consultant will be used

*** Sources - Proposal Documents and Google Search



**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
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...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

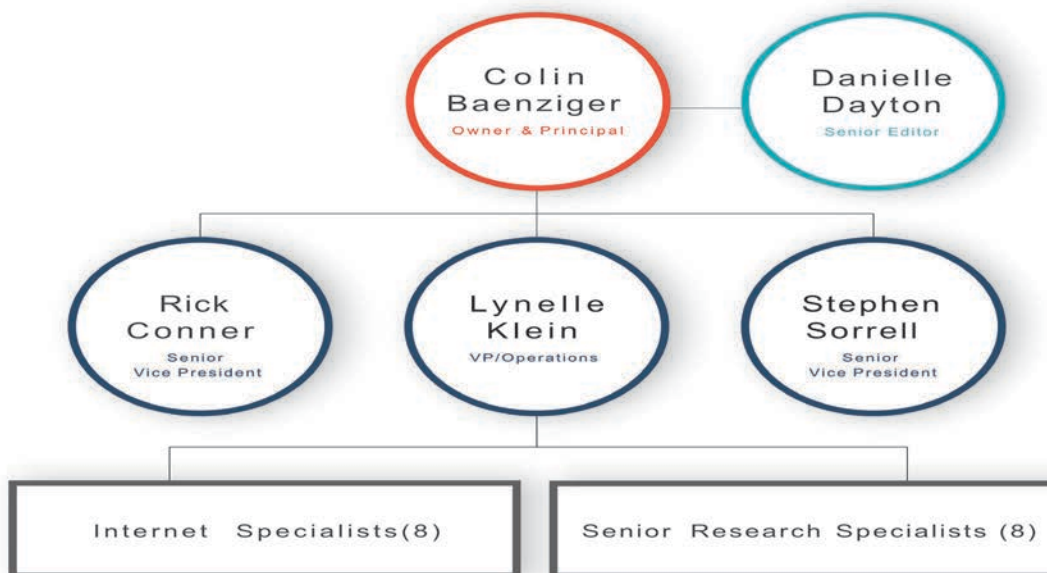
Colin Baenziger & Associates (CB&A) is a nationally recognized executive recruiting firm established in 1997 and owned and operated by Colin Baenziger. We are a sole proprietorship headquartered in Volusia County, FL with satellite offices in Grand Junction, CO, and Pensacola, FL. As a sole proprietorship, 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.

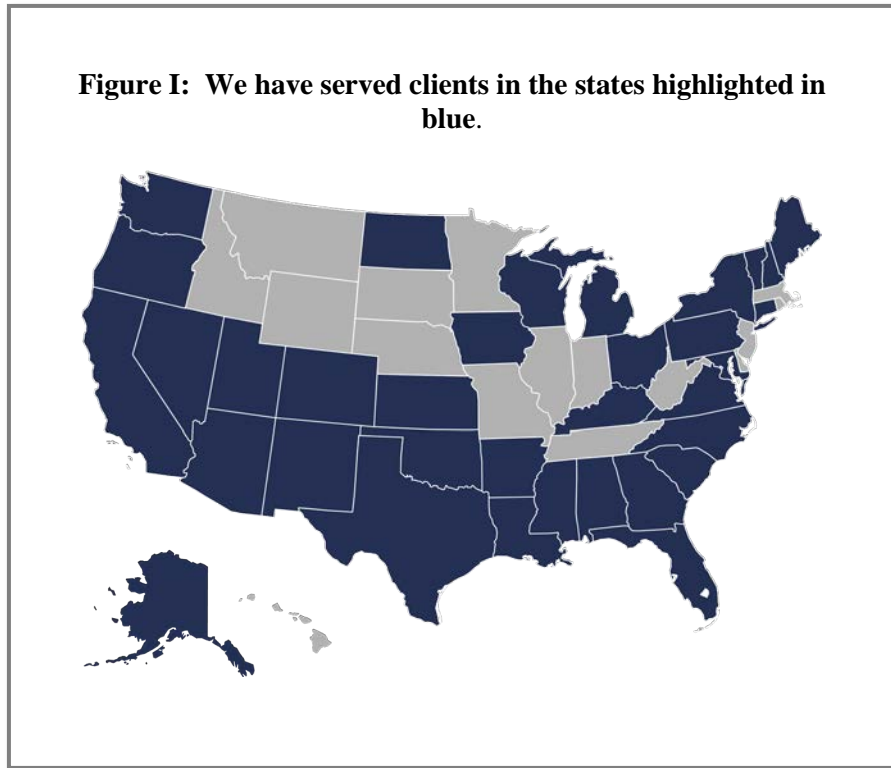
Insurance

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

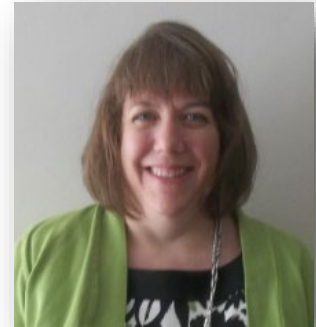
Project Team and Involvement

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

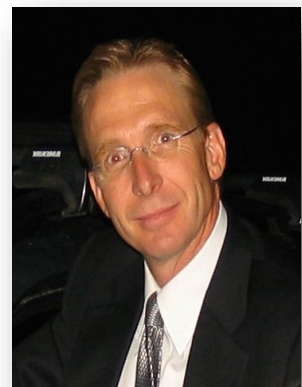
CB&A began work in September 2015 to assist the city in finding its next **Manager**. Our work included scouring the nation to find the right person for the job, interviewing the candidates, conducting thorough background checks, recommending finalists for the city to interview and helping with the contract 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.

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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Sample Recruitment Profile
 Sample Invitee Letter
 Sample Announcement
 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.

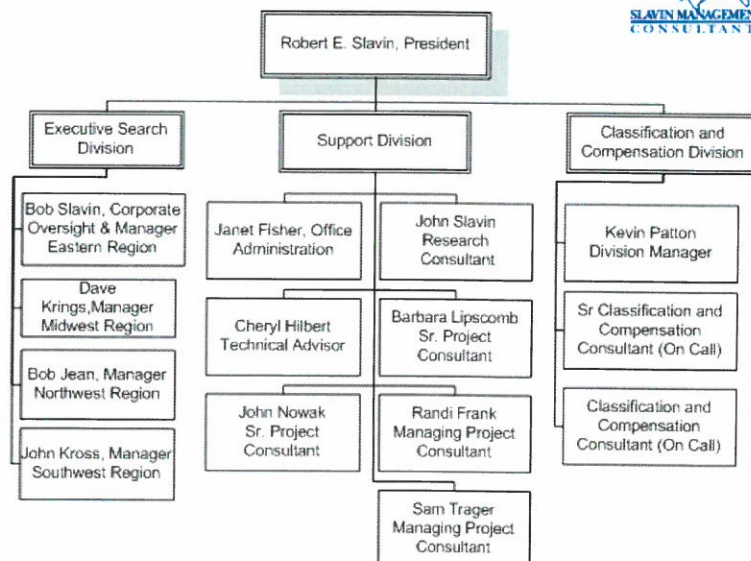
About Slavin Management Consultants

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 gruiz@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 Connolly (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.



1944 Logging Trucks

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.

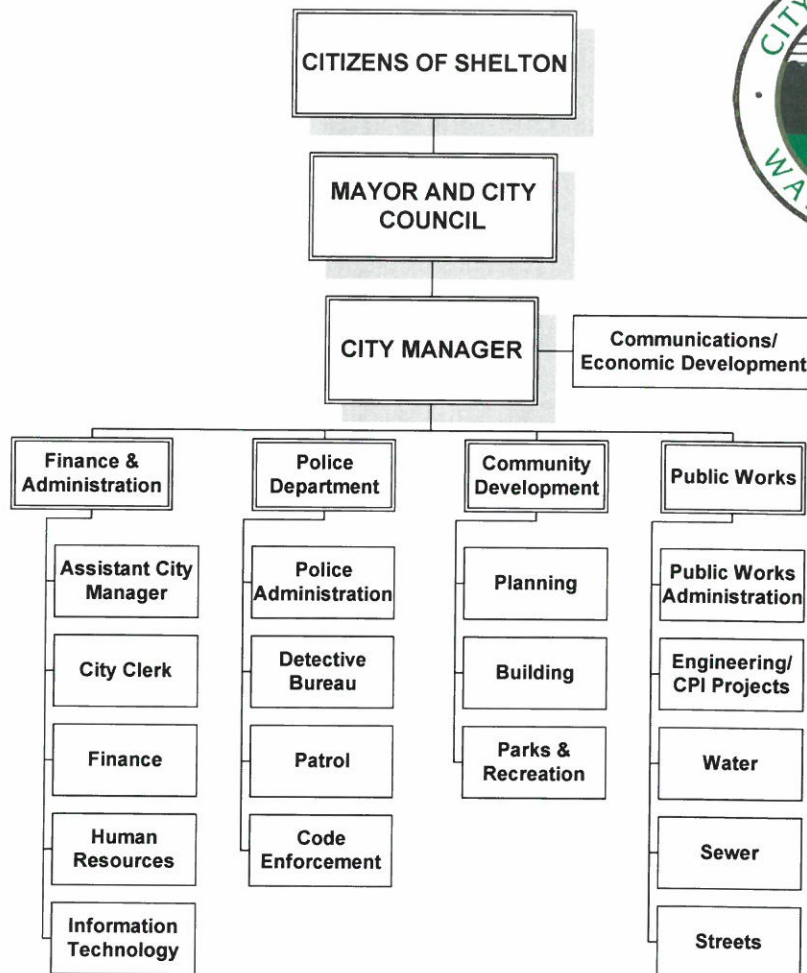
Visit Shelton on the web at : www.ci.shelton.wa.us



Shelton Civic Center (City Hall)

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.

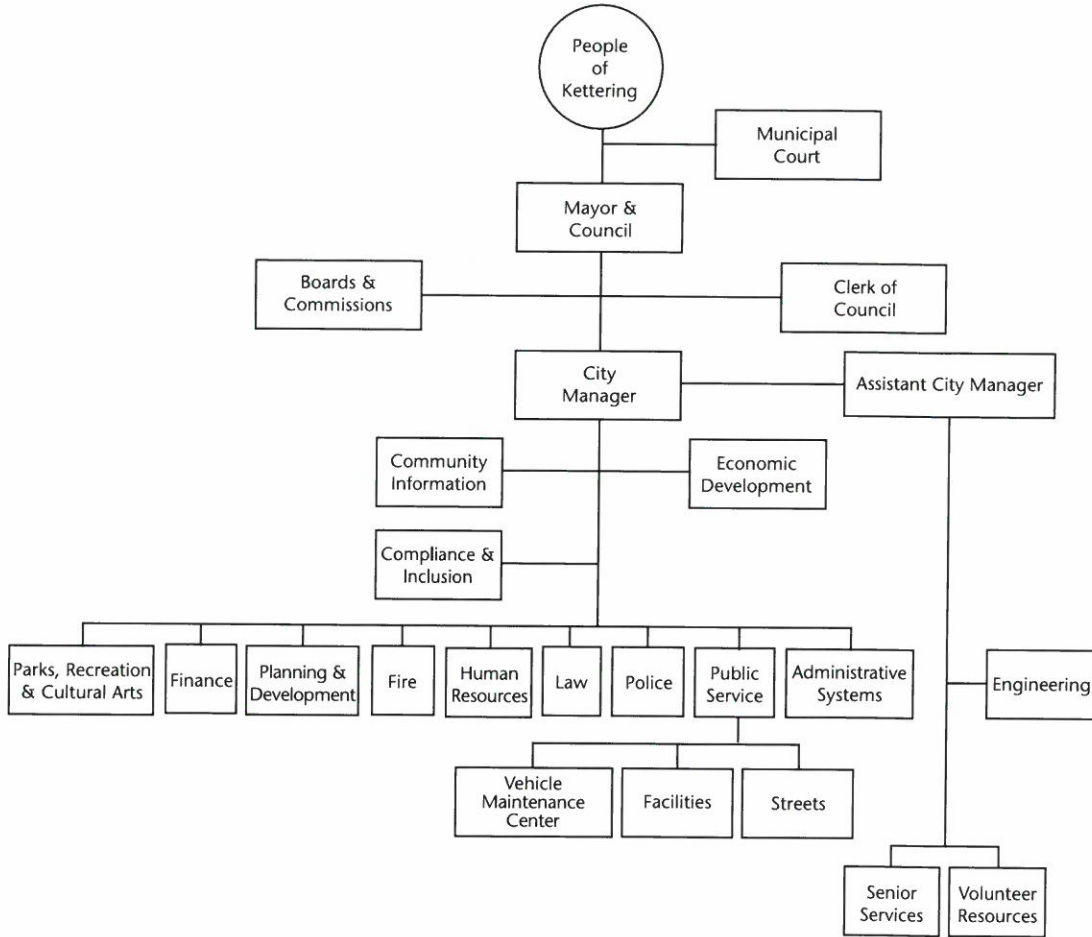
The City Council strongly supports the traditional authority of the City Manager under the Council/Manager Plan. The City Charter also makes clear the City Manager's authority to manage, hire, and remove administrative staff while cautioning Council members to, except for the purpose of inquiry, deal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

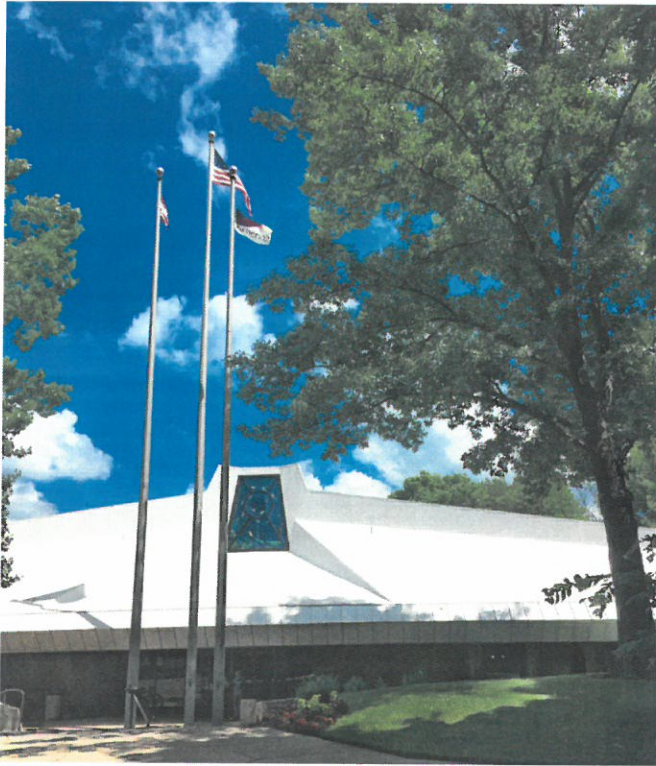
Kettering offers exceptional core services to its residents, business owners and patrons. Quality of life is important to the residents, and Kettering's public safety, public service, as well as parks, recreation and cultural arts caters to the changing needs of the community.

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 amphitheatres 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.

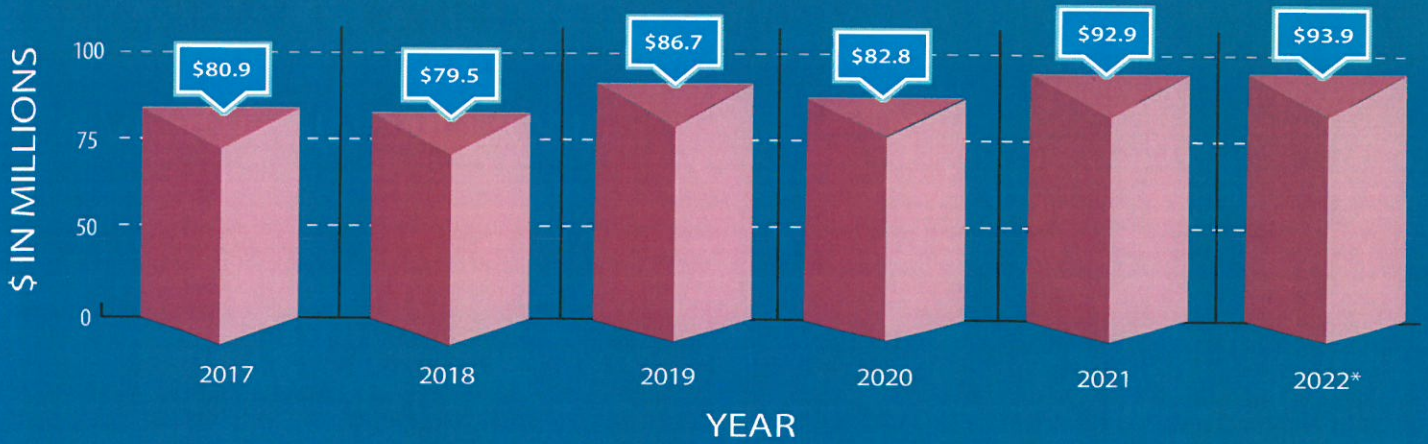
Public Service supports city streets maintenance, leaf collection, vehicle maintenance for the City's fleet, mulch and compost preparation and a yard debris drop-off center.



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

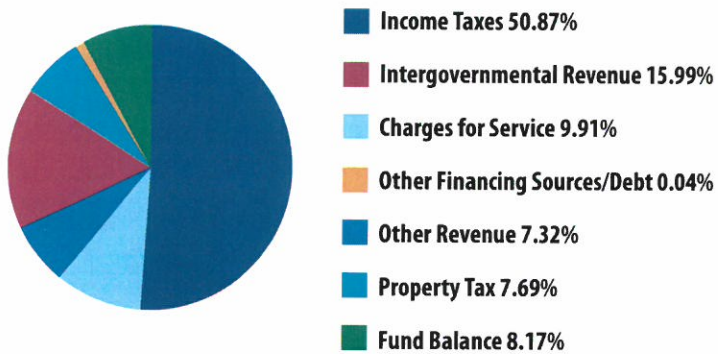
CITY OF KETTERING FINANCIALS

REVENUE \$ IN MILLIONS

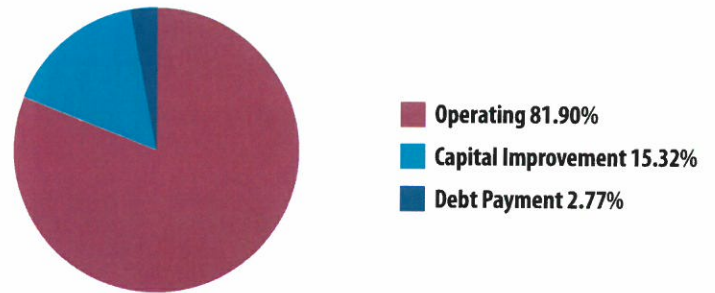


*2022 Budgeted Revenue of \$93.9 million

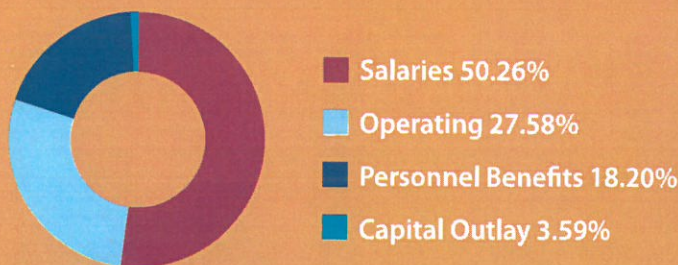
RESOURCES USED TO FUND BUDGETED 2022 TOTAL EXPENDITURES OF \$102.3 MILLION



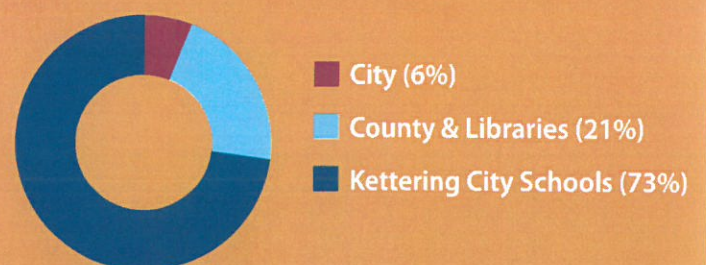
APPROVED TOTAL 2022 EXPENDITURE BUDGET



DISTRIBUTION OF APPROVED 2022 OPERATING EXPENDITURES OF \$83.8 MILLION



PROPERTY TAX DISTRIBUTION

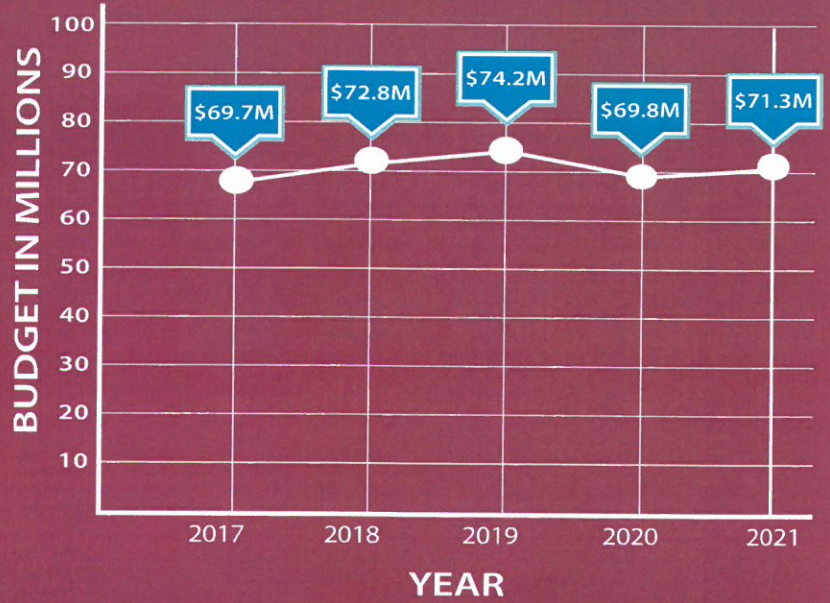


CITY OF KETTERING ANNUAL OPERATING EXPENDITURES

\$83.8 million

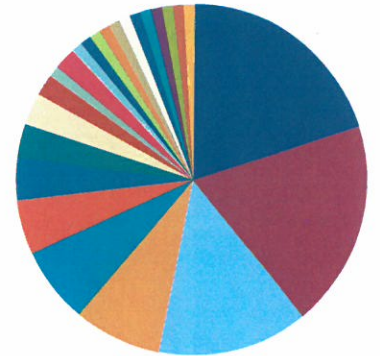
APPROVED 2022 TOTAL OPERATING EXPENDITURES

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.

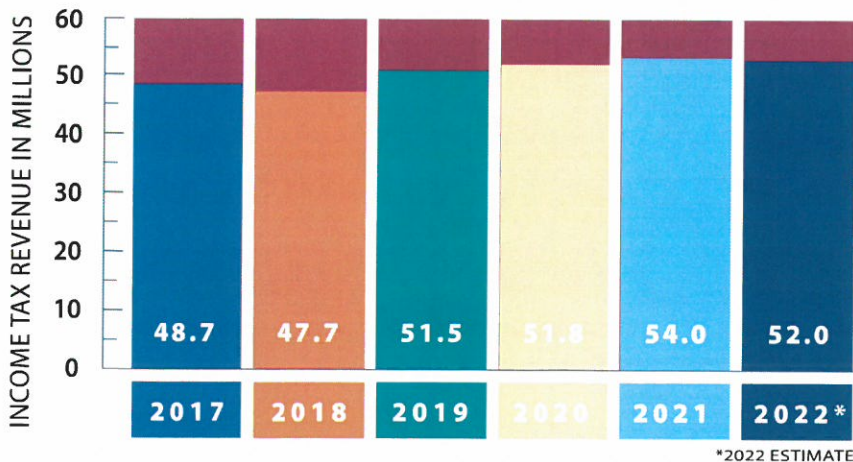


PERCENTAGE OF 2022 TOTAL OPERATING EXPENDITURES ALLOCATED BY CITY DEPARTMENT

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%



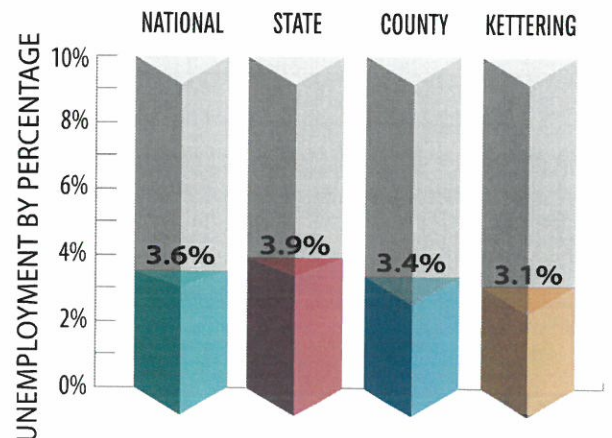
CITY OF KETTERING INCOME TAX REVENUE



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.

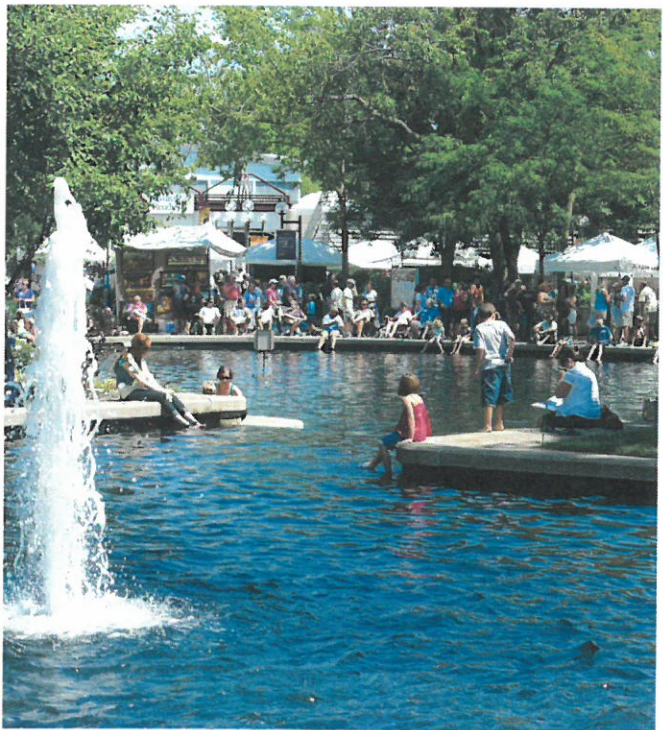
Style with Other Governments including County, State and Schools

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

**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)

***P*ROTHMAN**



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.



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 blue 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

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