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

Leadership is Key to the Sustainability of Any Organization

Professionalism, 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!

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 2001, Prothman has become an industry leader known and respected for outstanding customer service, quality candidate pools, and our knowledge of local government.

OUR EXPERTISE

Recruitment Knowledge and Experience: The Prothman team has conducted over 500 recruitments and interim placements. We have read and screened over 15,000 resumes, and we have personally interviewed over 6,500 semifinalist candidates. We know how to read between the lines, filter the fluff, and drill down to the qualities and experiences required to be a good manager.

Firsthand Knowledge of Local Government: Every Prothman team member has worked in local government. Our talented consultants have a cumulative 175 years in local government service, with expertise ranging from organization management, police and fire management, human resources, finance, public works and elected official public service.

OUR PROVEN PROCESS

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

OUR GUARANTEE

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

CONTACT INFORMATION

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: October 30, 2018

COMMITMENT TO PROVIDE SERVICE

Prothman looks forward to working with the City of Polson and commits to performing all services represented in this proposal.

STATEMENT OF QUALIFICATIONS - EXPERIENCE

Current Recruitments

City of Clyde Hill, WA – *City Administrator*
City of Roseburg, OR – *City Manager*
City of South Lake Tahoe, CA – *City Manager*
Inyo County, CA – *County Administrative Officer*
City of Gunnison, CO – *Community Development Director*
King County, WA – *Director of Adult & Juvenile Detention*
Snohomish County PUD, WA – *HR Director*
Snohomish County PUD, WA – *Asst. General Manager*
Island Transit, WA – *Executive Director*
City & Borough of Sitka, AK – *HR Director*
League of Oregon Cities, OR – *Legislative Director*
Deschutes Valley Water District, OR – *General Manager*
Oregon Parks & Recreation Department, OR – *Park Managers (2)*
City of Medina, WA – *Planning Manager*
City of Grants Pass, OR – *Public Safety Director*
City of Bend, OR – *Property Manager*
Key Peninsula Fire Department, WA – *Fire Chief*
Valley Transit, WA – *General Manager*

SAMPLE SCHEDULE

Blue highlighted events represent meetings with the client

Date	Topic
Week of November 5, 2018 **Week of November 12, 2018**	**Create position profile** **Travel to Polson for stakeholder interviews**
November 12, 2018	Post profile and start advertising
December 9, 2018	Application Close Date
Weeks of December 10 & 17, 2018	Prothman screens applications & interviews top 8 - 15 candidates
December 21, 2018 - January 2, 2019	Christmas Holiday
Week of January 7 – 11, 2019	**Work Session to review semifinalists and pick finalists, and design final interviews**
Week of January 21 or 28, 2019	**Final Interview Process, may include an evening reception and next day interviews**

2012 - 2018 Completed Manager/Administrator Recruitments

City of Umatilla, OR - *City Manager*
City of Emeryville, CA - *City Manager*
City of Gig Harbor, WA - *City Administrator*
Lewis County, WA - *County Manager*
Inyo County, CA - *Deputy County Administrator*
Curry County, OR - *County Administrator*
Eagle County, CO - *County Manager*
City of Renton, WA - *Chief Admin. Officer*
Twin Transit, WA - *General Manager*
City of Lewiston, ID - *City Manager*
City of Minot, ND - *City Manager*
City of Gladstone, OR - *City Administrator*
City of Fircrest, WA - *City Manager*
City of Yakima, WA - *Asst. City Manager*
City & Borough of Sitka, AK - *Municipal Admin.*
City of Sheridan, WY - *City Administrator*
City of West Linn, OR - *City Manager*
City of Yachats, OR - *City Manager*
City of Chehalis, WA - *City Manager*
San Juan County, WA - *County Manager*
Snohomish County, WA - *Executive Director*
Lane County, OR - *County Administrator*
Hood River County, OR - *County Administrator*
Town of W. Yellowstone, MT - *Town Manager*
City of Coburg, OR - *City Administrator*
WSRMP, WA - *Executive Director*
City of Monroe, WA - *City Administrator*
Spokane Reg. Transp. Council, WA - *Exec. Dir.*
City of Troutdale, OR - *City Manager*
City of Drain, OR - *City Administrator*
City of Lake Stevens, WA - *City Administrator*
City of Bandon, OR - *City Manager*
City of Chelan, WA - *City Administrator*
City of Yelm, WA - *City Administrator*
City of Yakima, WA - *City Manager*
City of College Place, WA - *City Administrator*
City of Shelton, WA - *City Administrator*
City of Canby, OR - *City Administrator*
City of McMinnville, OR - *City Manager*
City of Hood River, OR - *City Manager*
City of Woodinville, WA - *City Manager*
City of Stevenson, WA - *City Administrator*
City of Hermiston, OR - *City Manager*
City of Othello, WA - *City Administrator*
City of Lynden, WA - *City Administrator*
City of Puyallup, WA - *City Manager*
City of Covington, WA - *City Manager*
Summit County, UT - *County Manager*
Clatsop County, OR - *County Manager*
Deschutes County, OR - *County Administrator*
City of Belgrade, MT - *City Manager*
WA Assoc. of County Officials, WA - *Director*
City of Gillette, WY - *City Administrator*
City of Lincoln City, OR - *City Manager*
City of Scappoose, OR - *City Manager*
City of Pasco, WA - *City Manager*
City of Stanwood, WA - *City Administrator*
City of Waldport, OR - *City Manager*
City of Issaquah, WA - *Deputy City Admin.*
City of Duvall, WA - *City Administrator*
City of Kenmore, WA - *City Manager*
City of Lake Forest Park, WA - *City Admin.*
City of Fife, WA - *City Manager*
City of Bothell, WA - *Asst. City Manager*
City of Lakewood, WA - *City Manager*
City of Lake Oswego, OR - *City Manager*
SW Clean Air Agency, WA - *Executive Director*
eCityGov Alliance, WA - *Executive Director*
City of Lebanon, OR - *City Manager*
City of Polson, MT - *City Manager*
City of Port Angeles, WA - *City Manager*
City of Ridgefield, WA - *City Manager*
MRSC, WA - *Executive Director*
City of White Salmon, WA - *City Administrator*
City of Milwaukie, OR - *City Manager*
City of Lacey, WA - *City Manager*
City of Riverton, WY - *City Administrator*
City of Shoreline, WA - *City Manager*
City of Issaquah, WA - *City Administrator*
City of Newcastle, WA - *City Manager*

STATEMENT OF QUALIFICATIONS - PROJECT TEAM

STEVE WORTHINGTON - PROJECT LEAD

Steve is a senior consultant for Prothman and brings over 25 years of successful leadership in local government and is currently serving his second 4-year term as a Council Member for the City of University Place, WA. Prior to retirement after 6 years as the City Manager for the City of Fife, WA, Steve served as Community Development Director for six years in Fife and for nine years for the City of Cheney, WA. Steve was also an economic development specialist for the Spokane Economic Development Council, a member of the Association of Washington Cities Legislative Task Force, and an Economic Development Board Tacoma/Pierce County Trustee. Steve has a Bachelor of Arts degree in Speech Communications from the University of Washington, and a Master of Public Administration degree from Eastern Washington University.

JOHN HODGSON - PROJECT SUPPORT

John is a senior consultant for Prothman and brings 33 years of municipal service including, most recently, 7 ½ years as City Administrator/Chief Administrative Officer for the City of Kent, the sixth largest city in the state of Washington. Prior to that, John had 26 years in parks and recreation management for the City of Vancouver, WA, the Metropolitan Park District of Tacoma, and he was Director of Parks, Recreation & Community Services for the City of Kent from 1994-2005. John's awards for his service include Kent Chamber of Commerce Public Employee of the Year, WRPA Honor Fellow, Kiwanis Distinguished President, and the Kent Lions Club Community Service Award. John has a Bachelor of Science degree in Parks & Recreation Management from the University of Oregon (1980) and completed the Cascade Management Series from the University of Washington Graduate School of Public Affairs (1992).

SONJA PROTHMAN - PROJECT SUPPORT

As Vice President, Sonja directs the day-to-day operations of the Prothman Company and she assists with recruitments, 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 is responsible for candidate management. His attention to detail and understanding of timeliness to the customer and candidates is remarkable. Barry works with the lead consultant in following through with scheduling interviews, arranging candidate travel, managing candidate application packets, and assembly of candidate information to give to the client. Barry came to us from the Bill & Melinda Gates Foundation where he served as a Program Assistant for four years in the US Library Program. Barry earned his bachelor's degree from California State University in Los Angeles.

JARED ECKHARDT - PROJECT SUPPORT

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

EXECUTIVE SUMMARY

Prothman has been in the business of finding highly qualified candidates for placement in local government organizations of various sizes with varying political ideologies for 17 years. We have worked for small organizations like Yachats, Oregon, pop. 800, to Snoqualmie, Washington, pop. 13,190, to large cities like Seattle, Washington, pop. 725,000. We understand politics, council and board dynamics and community passion, and we are experts in facilitating. We have designed our recruitment process so that all stakeholders are included, listened to and treated with respect. Our company takes pride in and stakes its reputation on finding qualified candidates who are the right "fit" for our clients. Anything less would be unacceptable!

Our strategy is to cast the widest net possible to ensure a diverse, qualified applicant pool. We have an aggressive national advertising campaign and our extensive databases allow us to mail and email the job announcement directly to employees in every city, county, and district in the US. Our recruitment process emphasizes "fit" and we take as much time as needed to meet with your team so that we can learn and understand the experience, qualities and personality traits required for candidates to be successful within your unique organization and community.

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 Polson 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 Commission
- Meet with Department Directors and other Staff, as directed
- Meet with 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. Once the Position Profile is written and approved, it will serve as the foundation for our determination of a candidate's "fit" within the organization and community. Profiles include the following:

- **A description of the ideal candidate's qualifications**
  - Years of related experience
  - 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 on related websites.
- **Targeted Direct Mail Brochures** sent directly to hundreds of highly qualified city/county management professionals who are not actively searching for a new position.
- **Focused Candidate Outreach** via emails and phone calls from our database of over 7,500 city/county ICMA registered managers.
- **Posting the Position Profile on Prothman's Facebook and LinkedIn pages, and on the Prothman website**, which receives over five thousand visits per month 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 8 to 15 candidates. During the interviews, we ask the technical questions to gauge their competency, and just as importantly, we design our interviews to measure the candidate's fit within your organization.

Candidate Presentation

We will prepare and send to you a detailed summary report for the semifinalist candidates and binders which include each candidate's application materials, including resume, cover letter, and supplemental question responses, and the results of the personal interviews and publication search. **We will meet via phone or Skype** and discuss with you everything we have learned throughout our screening process. We will review with you the candidates' qualifications and experience, the results of the semifinal interviews and the candidates' 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 5 candidates to invite to the final interviews. We will discuss the planning and design of the final interview process during this meeting after the finalist candidates have been agreed upon.

4. Prepare Process and Materials 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 or an evening reception.
  - **Deciding on Candidate Travel Expenses**
    We will help you identify which expenses your organization wishes to cover.
  - **Identifying Interview Panel Participants & Panel Facilitators**
    We will work with you to identify the participants of different interview panels.
- **Background Checks**
  Prior to the final interviews, we will conduct a background check on each of the finalist candidates. Background checks include the following:
  - **References**
    We conduct 6-8 reference checks on each candidate. We ask each candidate to provide names of their supervisors, subordinates and peers for the last several years.
  - **Education Verification, Criminal History, Driving Record and Sex Offender Check**
    We contract with Sterling for all background checks.
- **Candidate Travel Coordination**
  After you have identified the expenses you wish to cover, we work with the candidates to organize the most cost-effective travel arrangements.
- **Final Interview Binders**
  The Final Interview Binders include suggested interview questions, as well as the candidates' applications, supplemental question responses, and resumes, and are the tool that keeps the final interview process organized. Each panel member will be provided a binder.
- **Final Interviews with Candidates**
  We will travel to Polson and facilitate the interviews. The interview process usually begins with a morning briefing where schedule and process will be discussed with all those involved in the interviews. Each candidate will then go through a series of one-hour interview sessions, with an hour break for lunch.
- **Panelists & Decision Makers Debrief**: After the interviews are complete, we will facilitate a debrief with all panel participants where the panel facilitators will report their panel's view of the strengths and weaknesses of each candidate interviewed. The decision makers will also have an opportunity to ask panelists questions.
- **Candidate Evaluation Session**: After the debrief we will facilitate the evaluation process, help the decision makers come to consensus, discuss next steps, and organize any additional candidate referencing or research if needed.
- **Facilitate Employment Agreement**: Once the top candidate has been selected, we will offer any assistance needed in developing a letter of offer and negotiating terms of the employment agreement.

FEE, EXPENSES & GUARANTEE

Professional Fee

The fee for conducting a City Manager recruitment with a one-year guarantee is $17,500. The professional fee covers all Prothman staff time required to conduct the recruitment. This includes all correspondence and on-site meetings with the client, writing and placing the recruitment ads, development of the candidate profile, creating and processing invitation letters, reviewing resumes, coordinating and conducting semifinalist interviews, coordinating and attending finalist interviews, coordinating candidate travel, conducting background checks and professional references 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, at the halfway point, and upon completion.

Expenses

Expenses vary depending on the design and geographical scope of the recruitment. We do not mark up expenses and work diligently to keep expenses at a minimum and keep records of all expenditures. The City of Polson will be responsible for reimbursing expenses Prothman incurs on your behalf. Expenses include:

- Newspaper, trade journal, websites and other advertising (approx. $1,900 - 2,100)
- Direct mail announcements (approx. $1,700 - 1,900)
- Interview Binders & printing of materials (approx. $500 - 600)
- Delivery expenses for Interview Binders (approx. $225 - 400)
- Consultant travel: Airfare, travel time at $45 per hour, rental car, lodging, parking (approx. $900 - 1,200 per trip)
- Background checks performed by Sterling (approx. $150 per candidate)

Expenses are billed monthly.

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.

Warranty

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

Guarantee

Our record of success in placing highly qualified candidates provides that Prothman will guarantee with a full recruitment that if the selected finalist is terminated for cause or resigns within one year from the employment date, we will conduct a replacement search with no additional professional fee, the only cost to you would be the expenses.

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.