



**A PROPOSAL TO CONDUCT AN EXECUTIVE
RECRUITMENT FOR A
City Manager
ON BEHALF OF THE
City of Mill Creek**

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December 17, 2014

Mayor Pam Pruitt and Members of the City Council
City of Mill Creek
15728 Main St.
Mill Creek, WA 98012

Dear Mayor Pruitt and Council Members:

Thank you for inviting Bob Murray & Associates to submit a proposal to conduct the City Manager recruitment for the City of Mill Creek. The following proposal details our qualifications and describes our process of identifying, recruiting and screening outstanding candidates on your behalf. It also includes a proposed budget, timeline, guarantee, and sample recruitment brochure.

At Bob Murray & Associates, we pride ourselves on providing quality service to local governments. We have created a recruitment process that combines our ability to help you to determine the direction of the search and the types of candidates you seek with our experience recruiting outstanding candidates who are not necessarily looking for a job. Our proven expertise ensures that the candidates we present for your consideration will match the criteria you have established and will be outstanding in their field.

With respect to the City Manager recruitment, Bob Murray & Associates offers the following expertise:

- We have placed over 200 City Managers since our firm's inception in 2000. We are currently conducting City Manager recruitments on behalf of the cities of Cotati, Martinez, Rancho Palos Verdes, and Redondo Beach, CA, as well as the City of Tucson, AZ. In the past three years, we have placed City Managers in the California cities of Albany, Arcadia, Arvin, Atherton, Cathedral City, Chino, Chino Hills, Concord, El Monte, Fortuna, Goleta, Hemet, Lake Elsinore, Loomis, Marina, Modesto, Monrovia, Montebello, Mountain View, Oxnard, Pico Rivera, Pittsburg, Rancho Cordova, Rancho Santa Margarita, Salinas, San Fernando, San Marcos, Santa Ana, South Gate, St. Helena, Temple City, Ventura, and Woodland, in addition to the cities of Arvada, Centennial, and Sterling, CO; Fort Lauderdale and Miami Beach, FL; Topeka, KS; Glendale and Phoenix, AZ; and Dallas, TX. For a complete list of our previous City Manager recruitments, please reference the enclosed client list. Our extensive contacts and knowledge of outstanding candidates will ensure you have a quality group of finalists from which to select the City of Mill Creek's next City Manager.
- Bob Murray & Associates' experience in the State of Washington is diverse and will be an asset when presenting opportunities to prospective candidates. We recently completed the Police Chief search on behalf of the City of Seattle and assisted the

City of Vancouver in sourcing candidates for its Police Chief search; we also recently completed the Human Resources Director recruitment on behalf of the City of Bellevue, as well as the Fire Chief and Police Chief recruitments for the City of Walla Walla. Our other experience in Washington includes conducting recruitments on behalf of the cities of Airway Heights (City Manager); Bellevue (Police Chief); Covington (Interim City Manager); Kirkland (City Manager); Maple Valley (Community Development Director, Parks and Recreation Director, and Public Works Director); Newcastle (City Manager and Community Development Director); Seattle (Police Chief and Fire Chief); Shoreline (City Manager); Tacoma (Police Chief and Purchasing Manager); and Vancouver (City Manager and Economic Development and Redevelopment Director); as well as the Kennewick Irrigation District (District Manager); the Port of Seattle (Police Chief); and the Vancouver Housing Authority (Executive Director and Deputy Executive Director).

A significant portion of our process focuses on conducting thorough and confidential background investigations of the top 2-3 candidates to ensure that nothing about them is left undiscovered. We have candid discussions with references who have insight into the candidate's experience, style and ethics; conduct a search of newspaper articles; and run credit, criminal and civil records reports. This ensures that the chosen candidate will not only be an excellent fit with the City of Mill Creek, but also that the selected candidate will reflect positively upon your organization.

To learn first hand of the quality of our service and our recruitment successes, we invite you to contact the references listed on page 10 of the attached proposal.

We look forward to your favorable consideration of our qualifications. Please do not hesitate to contact us at (916) 784-9080 should you have any questions.

Sincerely,

Valerie Gaeta Phillips

Valerie Gaeta Phillips
President
Bob Murray & Associates

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THE RECRUITMENT PROCESS

Bob Murray & Associates' unique and client oriented approach to executive search will ensure that the City of Mill Creek has quality candidates from which to select the new City Manager. Outlined below are the key steps in our recruitment process.

STEP 1 DEVELOPING THE CANDIDATE PROFILE

Our understanding of the City of Mill Creek's needs will be key to a successful search. We will work with the City Council to learn as much as possible about the organization's expectations for a new City Manager. We want to learn the values and culture of the organization, as well as understand the current issues, challenges and opportunities that face the City of Mill Creek. We also want to know the City Council's expectations regarding the knowledge, skills and abilities sought in the ideal candidate and will work with the City to identify expectations regarding education and experience. Additionally, we want to discuss expectations regarding compensation and other items necessary to complete the successful appointment of the ideal candidate. The profile we develop together at this stage will drive subsequent recruitment efforts.

STEP 2 ADVERTISING CAMPAIGN AND RECRUITMENT BROCHURE

After gaining an understanding of the City of Mill Creek's needs, we will design an effective advertising campaign appropriate for the City Manager recruitment. We will focus on professional journals that are specifically suited to the City Manager search. We will also develop a professional recruitment brochure on the City Council's behalf that will discuss the community, organization, position and compensation in detail. Once completed, we will mail the profile to an extensive audience, making them aware of the exciting opportunity with the City of Mill Creek.

STEP 3 RECRUITING CANDIDATES

After cross-referencing the profile of the ideal candidate with our database and contacts in the field, we will conduct an aggressive outreach effort, including making personal calls to prospective applicants, designed to identify and recruit outstanding candidates. We recognize that the best candidate is often not looking for a new job and this is the person we actively seek to convince to become a candidate. Aggressively marketing the City Manager position to prospective candidates will be essential to the success of the search.

STEP 4 SCREENING CANDIDATES

Following the closing date for the recruitment, we will screen the resumes we have received. We will use the criteria established in our initial meetings as a basis upon which to narrow the field of candidates.

STEP 5 PERSONAL INTERVIEWS

We will conduct personal interviews with the top 10 to 12 candidates with the goal of determining which candidates have the greatest potential to succeed in your organization. During the interviews we will explore each candidate's background and experience as it relates to the City Manager position. In addition, we will discuss the candidate's motivation for applying for the position and make an assessment of his/her knowledge, skills and abilities. We will devote specific attention to establishing the likelihood of the candidate's acceptance of the position if an offer of employment is made.

STEP 6 PUBLIC RECORD SEARCH

Following the interviews, we will conduct a review of published articles for each candidate. Various sources will be consulted including Lexis-Nexis™, a newspaper/magazine search engine, Google, and local papers for the communities in which the candidates have worked. This alerts us to any further detailed inquiries we may need to make at this time.

STEP 7 RECOMMENDATION

Based on the information gathered through meetings with your organization and personal interviews with candidates, we will recommend a limited number of candidates for your further consideration. We will prepare a detailed written report on each candidate that focuses on the results of our interviews and public record searches. We will make specific recommendations, but the final determination of those to be considered will be up to you.

STEP 8 FINAL INTERVIEWS

Our years of experience will be invaluable as we help you develop an interview process that objectively assesses the qualifications of each candidate. We will adopt an approach that fits your needs, whether it is a traditional interview, multiple interview panel or assessment center process. We will provide you with suggested interview questions and rating forms and will be present at the interview/assessment center to facilitate the process. Our expertise lies in facilitating the discussion that can bring about a consensus regarding the final candidates.

We will work closely with your staff to coordinate and schedule interviews and candidate travel. Our goal is to ensure that each candidate has a very positive experience, as the manner in which the entire process is conducted will have an effect on the candidates' perception of your organization.

STEP 9 BACKGROUND CHECKS /DETAILED REFERENCE CHECKS

Based on final interviews we will conduct credit, criminal, civil litigation and motor vehicle record checks for the top one to three candidates. In addition, those candidates will be the subjects of detailed, confidential reference checks. In order to gain an accurate and honest appraisal of the candidates' strengths and weaknesses, we will talk candidly with people who have direct knowledge of their work and management style. We will ask candidates to forward the names of their supervisors, subordinates and peers for the past several years. Additionally, we make a point of speaking confidentially to individuals who we know have insight into a candidate's abilities, but who may not be on their preferred list of contacts. At this stage in the recruitment we will also verify candidates' degrees.

STEP 10 NEGOTIATIONS

We recognize the critical importance of successful negotiations and can serve as your representative during this process. We know what other organizations have done to put deals together with great candidates and will be available to advise you regarding current approaches to difficult issues such as housing and relocation. We will represent your interests and advise you regarding salary, benefits and employment agreements with the goal of putting together a deal that results in the appointment of your chosen candidate. Most often we can turn a very difficult aspect of the recruitment into one that is viewed positively by both you and the candidate.

STEP 11 COMPLETE ADMINISTRATIVE ASSISTANCE

Throughout the recruitment we will provide the City Council with updates on the status of the search. We will also take care of all administrative details on your behalf. Candidates will receive personal letters advising them of their status at each critical point in the recruitment. In addition, we will respond to inquiries about the status of their candidacy within twenty-four hours. Every administrative detail will receive our attention. Often, candidates judge our clients based on how well these details are handled.

BUDGET AND TIMING

PROFESSIONAL FEE AND EXPENSES

The consulting fee for conducting the City Manager recruitment on behalf of the City of Mill Creek is \$16,500 plus expenses. Services provided for in the fee consist of all steps outlined in this proposal including three (3) days of meetings on site. The City of Mill Creek will be responsible for reimbursing expenses Bob Murray & Associates incurs on your behalf. We estimate expenses for this project to be \$7,900. Reimbursable expenses include such items as the cost of recruiter travel; clerical support; placement of ads; credit, criminal and civil background checks; education verification; and public records searches. Postage, printing, photocopying, and telephone charges are allocated costs and included in the expense estimate.

TIMING

We are prepared to start work on this assignment immediately and anticipate that we will be prepared to make our recommendation regarding finalists within seventy five to ninety days from the start of the search.

GUARANTEE

We guarantee that should the selected candidate be terminated within the first year of employment we will conduct the search again at no cost (with the exception of expenses) to the City of Mill Creek. We are confident in our ability to recruit outstanding candidates and do not expect the City of Mill Creek to find it necessary to exercise this provision of our proposal.

PROFESSIONAL QUALIFICATIONS

BOB MURRAY, FOUNDER

Mr. Murray brings over 25 years experience as a recruiter. Mr. Murray is recognized as one of the nation's leading recruiters. He has conducted hundreds of searches for cities, counties, and special districts. He has been called on to conduct searches for some of the largest most complex organizations in the country and some of the smallest. Mr. Murray has conducted searches for chief executives, department heads, professional and technical positions. Mr. Murray has taken the lead on the firm's most difficult assignments with great success. His clients have retained him again and again given the quality of his work and success in finding candidates for difficult to fill positions.

Prior to creating Bob Murray & Associates, Mr. Murray directed the search practice for the largest search company serving local government in the country. Mr. Murray has worked in local government and benefits from the knowledge of having led an organization. Prior to his career in executive search he served as the City Manager for the City of Olympia, Washington. He has also served as an Assistant City Manager and held positions in law enforcement.

Mr. Murray received his Bachelor of Science Degree in Criminology from the University of California at Berkeley with graduate studies in Public Administration at California State University at Hayward.

VALERIE GAETA PHILLIPS, PRESIDENT

Ms. Gaeta Phillips has over 15 years of recruiting experience, including more than a decade of recent experience in executive search for public, private, and startup companies nationwide. Ms. Gaeta Phillips has expertise in the full recruiting cycle, from process design and outreach through candidate assessment and selection. She has placed senior-level candidates in a variety of industries and fields, including Finance, Information Technology, and Engineering. Ms. Gaeta Phillips is valued for her passion for finding and retaining the most outstanding candidates for even the most difficult or untraditional assignments and for her commitment to her clients' success. Ms. Gaeta Phillips has a passion for helping people, evidenced by her fundraising and efforts to raise awareness for organizations such as Autism Speaks and the M.I.N.D. Institute.

GARY PHILLIPS, EXECUTIVE VICE PRESIDENT

Mr. Phillips started his career with a New York based Fortune 100 company and quickly became a Senior Manager building and running a large customer service organization in New York and eventually in thirteen countries in Europe. He also served as a Director with a large Fortune 500 company and was responsible for developing and maintaining new and existing clients in Europe, Asia, and Australia. He then became Senior Vice President with a public enterprise software company. Some of his successes include building an organization from 2 to 250 people worldwide; acquiring 5 companies in two years; and growing a company from 800 to 1200 employees.

Mr. Phillips was part of an executive acquisition and recruiting team where he helped build a start-up enterprise software company in San Francisco. He recruited top notch talent, and built a world class organization. The company was eventually sold to a Fortune 500 software company.

Mr. Phillips has maintained customer relationships in the public sector, private sector, as well as medical, and financial institutions. He prides himself on finding key talent and offering the best customer service to his clients.

Mr. Phillips is involved in his community as a soccer coach and as an organizer of fundraisers for Autism Speaks in Sacramento. Mr. Phillips received his Associate of Science degree, as well as completed coursework at Rochester Institute of Technology, NY.

REGAN WILLIAMS, SENIOR VICE PRESIDENT

Mr. Williams brings 30 years of local government experience to Bob Murray & Associates. Most recently, he worked as a private consultant with Deloitte and Touche on various public sector assignments. Prior to that, he served as Director of Public Safety with the City of Sunnyvale, CA.

Mr. Williams was involved in the development of some of Sunnyvale's most innovative programs and has a national reputation for excellence in law enforcement. He has been responsible for numerous recruitments throughout his career. Clients find his insight and expertise in recruitment and selection a valuable asset.

Mr. Williams received his Bachelor of Science Degree in Administration of Justice from San Jose State University. He is also a graduate of the FBI National Academy.

JOEL BRYDEN, VICE PRESIDENT

Mr. Bryden has over 30 years of local government experience that he brings to the firm, having recently retired as the Chief of Police in Walnut Creek, CA.

Throughout his career, Mr. Bryden has been involved in public sector consulting. He has vast experience in hiring and promotional processes, as well as interviewing candidates for advancement in all aspects of local government. Mr. Bryden has a solid reputation as a leader in the public sector, and clients find his ability to find and evaluate outstanding applicants invaluable.

Mr. Bryden is a graduate of the FBI National Academy and obtained his Bachelor of Arts degree in Communication from San Diego State University.

FRED FREEMAN, VICE PRESIDENT

Mr. Freeman brings over 24 years of local government experience to Bob Murray & Associates, with 11 years in the recruitment field. Mr. Freeman is a retired Chief of Police and has served as an elected official in local government. He has vetted hundreds of local governmental officials in the pre-employment process and conducted recruitments for positions in all sectors of public agency employment.

In addition to his career in the law enforcement field, Mr. Freeman served as the Mayor and the Mayor Pro-Tem for the Los Alamitos City Council. Mr. Freeman has been a member of the Public Safety Policy Committee - California League of Cities; the Orange County Fire Authority Board of Directors; and the Orange Line Development Authority as the Vice-Chair. His unique perspective and experience, as both a member of executive city staff and as an elected official, provides exceptional results for our clients.

Mr. Freeman is a graduate of the FBI National Academy and received his Teaching Credential from the University of California Los Angeles.

AMANDA URRUTIA-SANDERS, PRINCIPAL CONSULTANT

As a consultant with Bob Murray & Associates, Ms. Urrutia-Sanders is responsible for research, candidate recruitment and screening, as well as reference checks and background verifications. She focuses on client communication and works closely with clients to coordinate candidate outreach and ensure a successful search.

Ms. Urrutia-Sanders brings several years of industry experience as she worked for one of the nation's largest recruitment firms. Her insight into the recruitment process is a valuable asset to Bob Murray & Associates.

Ms. Urrutia-Sanders received her Bachelor's of Arts degree in Communications from the University of Wyoming.

AMBER SMITH, SENIOR CONSULTANT

As Senior Consultant with Bob Murray & Associates, Ms. Smith acts as a liaison between clients and candidates from beginning to end of each recruitment process. She is responsible for the development and distribution of position recruitment and advertising materials, client research, reference and background checks, responding to requests for proposals, and providing a broad range of support services for the recruiting team.

Ms. Smith brings over 5 years of client-oriented customer service, administrative, and management experience to Bob Murray & Associates. She is committed to working as a partner with clients and candidates in order to provide a quality service and experience.

Ms. Smith received her Bachelor of Arts degree in Business Administration from La Sierra University, Riverside, California.

ROSA GOMEZ, ADMINISTRATIVE MANAGER

Ms. Rosa Gomez is the Administrative Manager at Bob Murray & Associates. Ms. Gomez is the first point of contact at Bob Murray & Associates and has extensive administrative experience.

Ms. Gomez is known for her personal approach as she works closely with clients and candidates alike to ensure a successful search. As the first point of contact for Bob Murray & Associates Ms. Gomez's professional approach is of the highest caliber.

REFERENCES

Clients and candidates are the best testament to our ability to conduct quality searches. Clients for whom Bob Murray & Associates has recently conducted searches are listed below.

CLIENT: City of Bellevue, WA
POSITION: Police Chief and Human Resources Director
REFERENCE: Mr. Steve Sarkozy, former City Manager, (206) 310-0031 or Ms. Catherine Laird, Assistant Human Resources Director, (425) 452-6838

CLIENT: City of Kirkland, WA
POSITION: City Manager and Public Services Director
REFERENCE: Mayor Joan McBride, (425) 587-3001

CLIENT: City of Tacoma, WA
POSITION: Purchasing Manager
REFERENCE: Mr. Bob Biles, Finance Director, (253) 591-5805

CLIENT: City of Centennial, CO
POSITION: City Manager
REFERENCE: Mayor Cathy Noon, (303) 325-8000

CLIENT: City of Springfield, OR
POSITION: City Manager
REFERENCE: Mr. Bill Spiry, Human Resources Director, (541) 726-3704

COLIN BAENZIGER  ASSOCIATES

EXECUTIVE RECRUITING



**PROPOSAL TO PROVIDE EXECUTIVE
SEARCH SERVICES FOR A CITY MANAGER**

Volume I: Proposal

Colin Baenziger & Associates

Project Manager and Contact Person:

Colin Baenziger (561) 707-3537

e-mail: Colin@cb-asso.com

Fax: (888) 635-2430

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

PROPOSAL TO PROVIDE EXECUTIVE RECRUITMENT SERVICES TO FIND MILL CREEK'S NEXT CITY MANAGER

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December 17, 2014

The Honorable Mayor Pam Pruitt, Mayor Pro Tem Mark Harmsworth, and Councilmembers
Mark Bond, Brian Holtzclaw, Sean Kelly, Donna Michelson, and Mike Todd

ATTN: Mr. Landy Manual, Interim City Manager

Mill Creek City Hall

15728 Main Street

Mill Creek, WA 98012

RE: Proposal to Provide Recruitment Services for City Manager

Dear Mayor Pruitt, Mayor Pro Tem Harmsworth, and Councilmembers Bond, Holtzclaw, Kelly,
Michelson and Todd:

Colin Baenziger & Associates (CB&A) appreciates 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 nationwide and found to be extremely effective.

CB&A is a national recruiting firm having conducted assignments from Florida to Washington and Maine to California. 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 manager selection. We also offer the best warranty in the industry.

Not only do we offer unparalleled service at a reasonable price, we focus on finding just the right people for your organization. We say people, and not person, because our goal is to bring you five finalists who are so good that you will have a difficult time choosing among them. The proof is in the fact that five of our local government clients have passed resolutions thanking us for our outstanding efforts in finding their key staff. We do not know how often you have passed a resolution thanking a consulting firm for its efforts, but we have rarely seen it happen. Our goal, in fact, would be for you to be our next client to pass such a resolution.

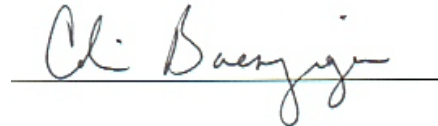
Some of our recent searches include the City Managers for Bellevue, Connell, Medina, Mountlake Terrace, Sunnyside, Tacoma and Yakima in Washington. Some of our other searches include City Managers for Ankeny, IA, Destin, FL, Mount Pleasant, MI, Roanoke, VA, Titusville, FL, and Winchester, VA. We also found the Borough Manager for Matanuska-Susitna Borough, Alaska (a county the size of West Virginia), County Managers for Clackamas County, OR; Clay County, FL; El Paso County, TX, James City County (the county seat is Williamsburg), VA; and Union County, NC.

Our current searches include, among others, the County Administrator for York County, VA, as well as the City Manager for Ocala, FL. We are also seeking the General Services Director for Loudoun County, VA, the Assistant Public Works Director for Sumter County, FL, and an Assistant Finance Director for Pasco County, FL.

We would like to add that we propose the same staff and to charge you the same fee we charged Mountlake Terrace when we did its City Manager search earlier this year.

We look forward to hearing from you and hopefully 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...

Some of CB&A Clients...



City of Ankeny, IA

City Manager



City of Bellevue, WA

City Manager



City of Fayetteville, NC

City Manager



City of Winchester, VA

City Manager

Section I: Search Methodology

The following search methodology has been refined over the past sixteen years and now is virtually foolproof. We will integrate your ideas into the process. Our goal is to ensure you have the right people to interview as well as the information you need to make the right decision.

Phase I: Information Gathering and Needs Assessment

Task One: Needs Assessment

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

- Compile background information from the jurisdiction's website and other sources.
- Interview the Mayor and Councilmembers, other key stakeholders (such as department heads, members of community groups, representatives of business organization, residents and so on). 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 likely include experience, longevity, education, personality, demeanor, and achievements as well as other items the Councilmembers and stakeholders consider important), and
- Determine a reasonable compensation package.

We will also finalize the timeline so candidates can mark their calendars well in advance and will be available when the Councilmembers wish to conduct the interviews.

If the City wishes, we routinely incorporate meetings with other stakeholders (such as the business community, the non-profit community, City staff and so on) to gather their insights. These forums are valuable as they provide additional perspectives and a better understanding of the environment the Manager will be working in.

Task Two: Develop Position Description and Recruitment Materials

Based on the information we gather, CB&A will next develop a position description and comprehensive recruitment profile. We will provide our draft for your review and comment. Your suggestions will be incorporated, and the final documents prepared. A sample of our work is included as Appendix B. Other samples can be found on our firm's website under the "Executive Recruitments" / "Active Recruitments" tabs.

Phase II: Recruitment

Task Three: Recruit Candidates

CB&A uses a number of approaches to identify the right people for this position. We say people, and not person, because our goal is to bring you six to ten excellent semi-finalists, all of whom will do the job extraordinarily well and who are so good you will have a difficult time choosing

Section I: Search Methodology (continued)

among them. 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 our colleagues and consult our data base. 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. When we approach them, their credentials are enhanced rather than diminished. One of the tools we use is Linked-In.
- ***Advertising*** While we will seek out the best, we will not ignore the trade press as it often also yields strong candidates. We intend to contact the members of organizations such as the Association of Washington Cities, International City/ County Management Association, Washington City/County Management Association and so on. We will also post it on our website, www.cb-asso.com. We generally do not use newspapers or generic websites because while they produce large numbers of applications, they generally do not produce the type of candidates our clients are seeking.
- ***Email:*** We will also e-mail the recruitment profile to our listserv of eleven thousand managers and professionals who are interested in local government management. 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.

Phase III: Screening and Finalist Selection

Task Four: Evaluate the Candidates

Based on our most recent recruiting efforts, we anticipate receiving resumes from sixty to one hundred applicants. We will narrow the field as described above and present information on candidates to the Mayor and City Councilmembers. This process requires a mixture of in-depth research and subjective evaluation. Our process is as follows.

It should be noted that selecting strong candidates is more an art than a science. While we consider standard ranking factors and the elements of the job, ultimately the most important factor is who we believe will be a good fit with the City and the community. Typically forty percent of our finalists are women and/or minorities.

Specifically, our efforts will involve:

Step One. Resume Review. CB&A will evaluate all resumes and identify the ten to fifteen outstanding candidates. Some of these may be in-house candidates or individuals who have held high-level positions in other governments but who have never been the Administrator. Often these people simply need the opportunity. Using a football analogy, Vince Lombardi was an assistant coach with the New York Giants prior to being hired by the Green Bay Packers. Hence, we do not believe we should only consider those who have already held the position we are recruiting for.

Section I: Search Methodology (continued)

Step Two. Screening Interview. Our lead recruiter, and possibly other senior representatives of the firm, will interview each of these 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 or not to consider them further.

Step Three. Candidate Materials and Background Investigations. For those that remain in consideration, CB&A will:

- **Ask the Candidates to Prepare a Written Introduction:** We will ask the candidates to prepare a written introduction to themselves as part of their preliminary background checks. This is done for several reasons. First, it allows the candidates to tell their own story and balance the negativity that is so often characteristic of the press. It also allows the City to evaluate the candidates written and communications skills.
- **Candidate Disclosure Statement:** We will ask candidates if there is anything controversial in their background that we should be made aware of prior to further consideration. While it is unlikely that we find anything not previously publicized in the press, we believe redundant checks offer superior security for our client.
- **Interviews of References:** We tell the candidate with whom we wish to speak. These include current and former Councilmembers, the municipal attorney, the external auditor, staff members, peers, news media representatives, the director of the local chamber of commerce, community activists, and others who know the candidate. We also attempt to contact some individuals who are not on the candidate's list. Typically we reach eight to ten people and prepare a written 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 any litigation at the county and federal level; and bankruptcy and credit.
- **Search the Internet and Newspaper Archives:** Virtually every local newspaper has an 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 Councilmembers. Of course, not all news sources are unbiased and we consider that in our evaluation. This step is conducted in order to quickly discover candidates with problems in their backgrounds and eliminate them.

Section I: Search Methodology (continued)

- **Verification of Education:** We also verify claimed educational degrees to assure the candidate is being totally forthright.
- **Verification of Work History:** We verify employment for the past fifteen years.

Note: We firmly believe that all background work we have outlined above should be completed early in the process. That way the client knows the individuals to be interviewed 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 our client has made a selection, it can move forward promptly, negotiate a contract and make an announcement.

Task Five: Preparation and Presentation of Candidate Materials

For the selected candidates, CB&A will compile the information we have developed into a complete written report for each recommended candidate. Specifically, this information will include: the candidates' resumes, introductions, 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 some areas that it is not wise to get into), and some logistical information. The preceding information will be forwarded to you *electronically*.

The goal in conducting these checks is to develop a clear picture of the candidates and to determine which best meet the criteria established in Phase I. Each of the avenues we pursue adds a piece of the puzzle. We will crosscheck sources, search for discrepancies, and resolve them when we find them. When sensitive or potentially embarrassing items are discovered, they are thoroughly researched. If we conclude the situation is damaging or even questionable that cannot be adequately explained, the candidate will be dropped from further consideration.

Task Six: Finalist Selection

Approximately a week after the City has received the candidate materials, CB&A will meet with the Councilmembers to discuss our findings and make a final determination concerning who will be invited to interview. The goal is to select four to six candidates to interview.

We will then notify the selected finalists of their status and schedule the interviews with the Mayor and City Councilmembers.

Task Seven: Notify All Candidates of Their Status

We will notify the selected candidates by telephone and give them the opportunity to ask additional questions. CB&A will also contact those not selected to advise them of their status. Part of the notification will include advice concerning the candidates' resume and/or cover letter so, even though they were not selected to go forward, they will have gained something valuable from participating in the process.

Section I: Search Methodology (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 interview/assessment process for the City's review including means to evaluate the candidates' communication skills, interpersonal skills, and decision-making skills. As part of the process, we will recommend the Councilmembers observe the finalists in a number of settings. We will also recommend you invite the finalists' spouses so they can spend time in and evaluate your community.

Day #1: The finalists are given a tour of the community and its facilities by a knowledgeable staff member. Later, senior staff members meet briefly with the candidates. This opportunity allows the finalists to ask questions and the senior staff to assess the candidates.

Later, that evening, the Mayor and City Councilmembers host a reception for the candidates. The purpose is to observe how the finalists respond to a social situation. Your next City Manager will, after all, represent your local government in numerous venues. It is thus important to know how the individual will respond in a social setting. The reception also serves as an ice-breaker whereby the Councilmembers and the candidates get to know one another informally.

Day #2: Beginning at approximately 8:30 a.m., each candidate interviews individually with each elected official for approximately 40 minutes. These meetings provide the Councilmembers with an opportunity to assess how the candidates might interact with them on an individual basis. It is very important to know if good chemistry exists. Ultimately, Administrators succeed and fail based on their interaction with the Councilmembers and the one-on-one interviews are an excellent way to test that interaction.

After lunch, the Mayor and City Councilmembers as a group will interview each candidate so that they can assess the candidates in a formal meeting. Part of the interviews may include a PowerPoint presentation so the Councilmembers can observe the candidates' presentational skills.

Task Nine: Debriefing and Selection

Once the interviews have concluded, CB&A suggests the Council adjourn and hold a meeting a day or two later to select the next City Manager. Although the selection can be made the same day as the interviews, this decision is quite important and we recommend you take some time to consider what you have seen and heard.

In terms of the final selection, we have developed a simple methodology that moves the elected body quickly and rationally to the desired outcome. Once the selection has been made, CB&A will notify the finalists of their status. Candidates are eager to know and we feel it is important to keep them informed.

Section I: Search Methodology (continued)

Phase V: Negotiation and Continuing Assistance

Task Ten: Notification, Contract Negotiations and Warranty

Should the Councilmembers wish, 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. 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 a relatively 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. In fact, at your request, we will conduct a team-building workshop, at no charge, to resolve any difficulties. 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 want to be responsive and to assist in any way we can.

Section I: Search Methodology (continued)

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 for all expenses associated with their travel, meals, and incidentals for the interview weekend.

The City should also plan to provide the following information, if it is not available on the City's website, to each of the finalists: the current year budget, an organizational chart, the latest completed audit and management letter, any current strategic and long range plans, a copy of the City Charter, any job descriptions and other materials defining the role and duties of the City Manager, and any evaluations of the organization completed in the last year.

These are the only obligations and responsibilities the City is expected to assume in the recruitment process.

Section I: Search Methodology (continued)

Possible Project Schedule

The following is the schedule we would suggest and assumes CB&A is selected to perform the search by January 6th. We realize the schedule may need to be adjusted to accommodate the Mayor's and Councilmembers' availability. We can also shorten the schedule considerably if the City wishes to move more quickly.

Phase I: Needs Assessment / Information Gathering

- January 13th: CB&A begins working with the Mayor, City Councilmembers and other stakeholders to understand the job and its challenges
- January 19th: CB&A submits the draft of the full recruitment profile to the City for its review. Comments will be due back by January 22nd.

Phase II: Recruiting

- January 26th: CB&A posts the full recruitment profile on its website and submits it to the appropriate publications. It is also e-mailed to over 11,000 local government managers and professionals.
- February 13th: Closing date for submission of applications.
- February 18th: CB&A reports the results of the recruitment to the Mayor and Councilmembers.

Phase III: Screening, Reference Checks and Credential Verification

- March 16th: CB&A forwards complete semi-finalist material electronically to the City.
- March 23rd: City selects finalists.

Phase IV: Interview Process Coordination and City Selection

- April 3rd: City holds reception for the finalists.
- April 4th: One-on-one and full Council Interviews.
- April 6th: City selects its next City Manager.

Phase V: Negotiation, Warranty & Continuing Assistance

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

More CB&A Clients...



City of Roanoke, VA
City Manager
City Attorney
Economic Development Director
Finance Director
Human Resources Director
Planning, Building and
Development Director



Oregon City, OR
Finance Director



James City County, VA
County Administrator



City of Scottsdale, AZ
City Manager

II. 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 offices in Centerville, MD; Rhinelander, WI; Richland, WA and Salt Lake City, UT. As a sole proprietorship, we are not registered with any states as a corporation, foreign or otherwise. Although our primary focus is executive search, we are often involved in operational reviews of governmental operations. Our consultants live in other areas of the country and converge wherever the client's needs exist. We develop an operational plan prior to arrival and our team of experts quickly studies the issues, identifies problems and opportunities, performs the necessary analysis, develops solutions, prepares reports and action plans, and completes the assignment. The client receives prompt, professional service, and its needs are effectively addressed. We are available for follow-up work, however, our goal is to provide the client with solutions that its existing staff can implement without additional outside assistance.

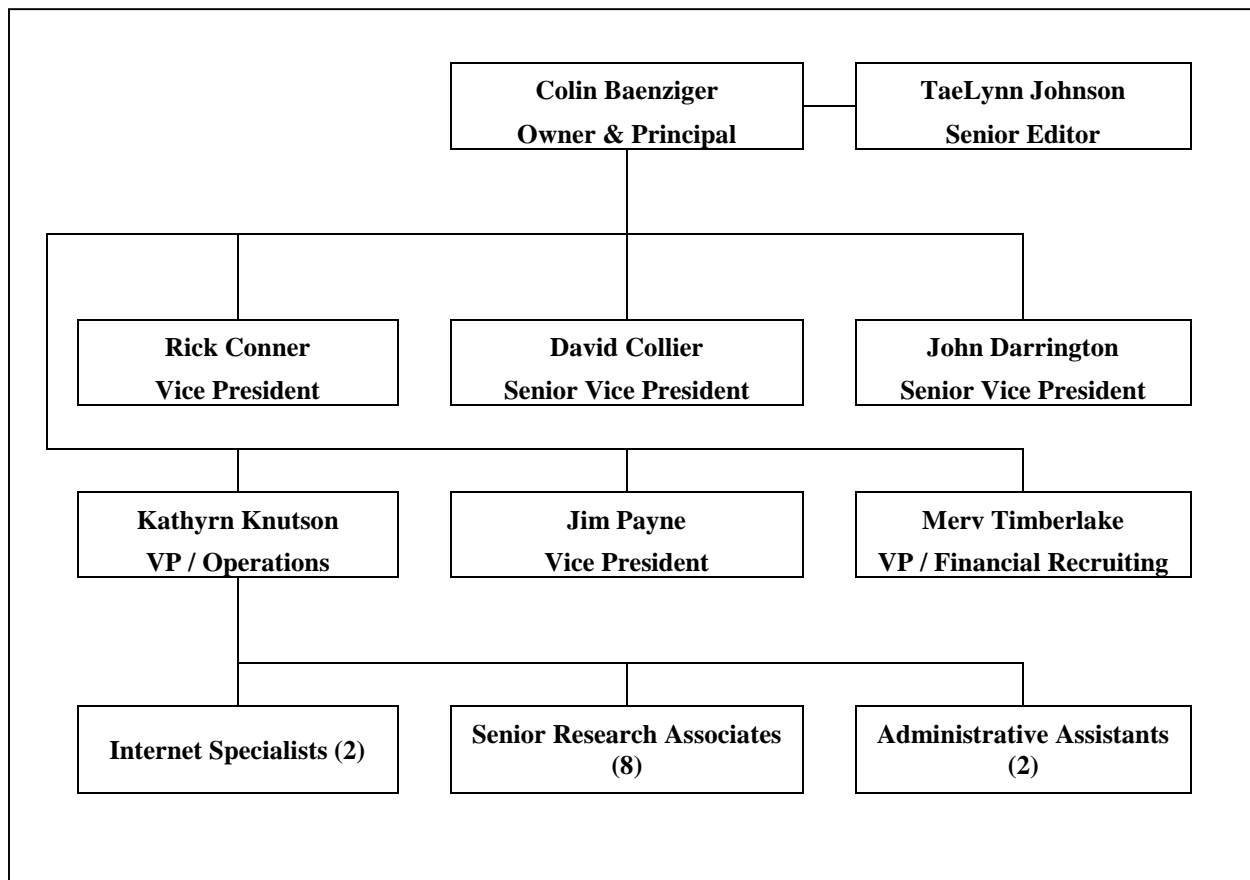
Colin Baenziger & Associates' outstanding reputation is derived from our commitment to timeliness and quality. Our work is not done until you are satisfied. That means we go the extra mile and, at times, expend more effort and energy than originally anticipated in our fee or in our action plan. We do not ask the client for additional fees. Rather, we accept these situations as part of our cost of doing business. We believe that once a contract is signed we have an obligation to fulfill its requirements excellently and within the budgeted amount.

Since beginning our search practice in 1998, we have conducted searches and other related work for clients in nineteen states. Overall our staff has performed over 150 City, County, and Special District Manager searches and approximately 200 local government searches. The basic approach we have presented herein is the approach we have used in each of our searches. It has been refined over the years to the point where it is problem-free.

Technical Capabilities and Organizational Structure

Colin Baenziger & Associates has developed its business model over the past 15 years. The model has proven to be extremely effective in every state where we have applied it and for every type of position for which we have searched. In fact, we are often called when a government has a particularly difficult position to fill or where one of our competitors has failed. Overall, we utilize approximately eighteen people. Most staff members are independent contractors and are given assignments on a task order basis. Consequently we can pay well while having a great deal of flexibility without the overhead of many firms. In addition to Mr. Baenziger, other senior staff members are former City and/or County Managers or elected officials. As a result, we understand multiple perspectives and have been very successful in identifying the right candidates for our clients. CB&A's other staff are all competent researchers and writers and most have been with us for a long time.

II. 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. When we quote a price to the client, that price is what the client will pay, no matter how difficult the search is or what unforeseen circumstances may develop. ***We have never asked a search client for additional fees, even when we were entitled to do so.***

Completion of Projects on Schedule

Colin Baenziger & Associates routinely completes its assignments in sixty to ninety days. Further, since CB&A began performing recruitments, ***it has never missed a 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 through the end of 2011, forty-three percent of the individuals whom we placed as City and County Managers were minorities and/or women. So far in 2014 our placement percentage of women and minorities is also 43%.

II. Qualifications and Experience of the Firm *(continued)*

Prior Names and Litigation

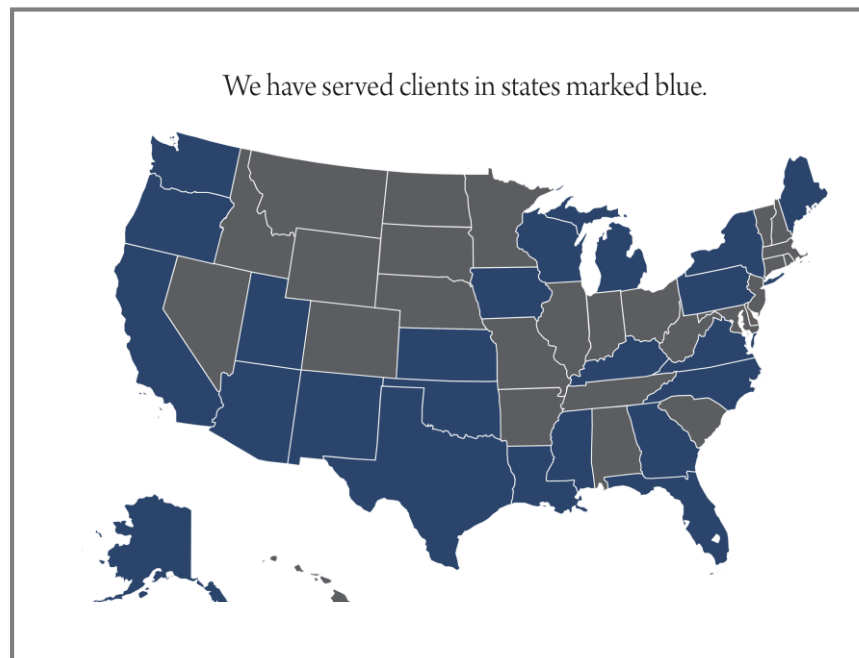
Colin Baenziger & Associates has always operated under its current name and has never been involved in any litigation, except to testify as an expert witness on behalf of one of the parties. Our performance has never been questioned nor have we or any of our clients been involved in any legal action 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. As a small firm, predominantly utilizing independent contractors, we are not typically subject to the requirements for workers compensation and employer liability insurance. If required by the client, and if it is available to us, we will obtain these two coverages prior to contract execution.

Overall Executive Search Experience

CB&A started its executive search business in 1998 from scratch. As a single father, he needed to stay nearby and so his goal was to become Florida's preeminent recruiter. In 2007 with his children mature, he branched out into other states. His firm has now worked in 23 states, from Maine to California and Florida to Alaska. See the map below.



A complete list of our searches is contained in Appendix A.

More CB&A Clients...



City of Corpus Christi, TX
Assistant City Manager



Bay County, FL
County Manager



City of Doraville, GA
City Manager



City of Durham, NC
Deputy City Manager –
Community Building
Director - Economic and
Workforce Development

III. Proposed Project Staff

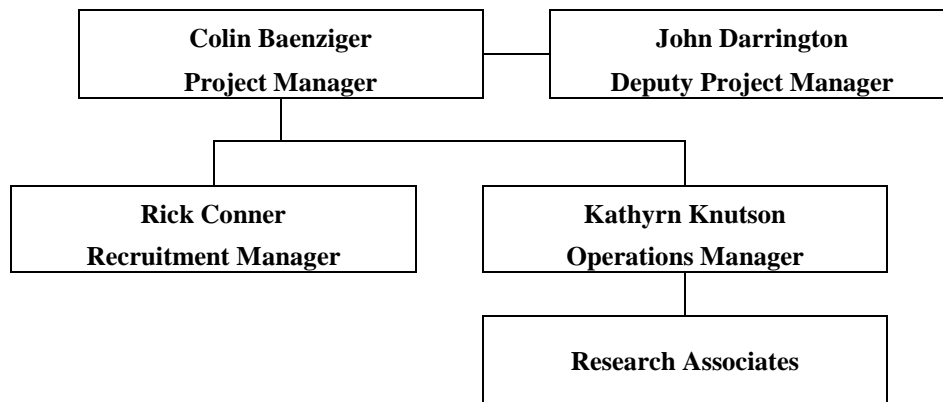
Project Team and Involvement

Colin Baenziger & Associates is an experienced recruiting firm which strongly believes that the majority of the search work should be conducted by one knowledgeable person. Colin Baenziger will be that person—he will serve as your project manager. He will conduct the interviews with the elected officials, search for strong candidates, discuss the position with those candidates, recruit them, conduct the interviews with the candidates, conduct the background investigations, oversee the interview process, and assist with the contract negotiations. In addition to fifteen years as a consultant, Mr. Baenziger spent ten years in government as a senior manager. Overall, he has been the firm’s Project Manager for more than one hundred and twenty five city and county manager searches. Prior to starting CB&A, he spent over 20 years hiring key staff.

John Darrington, Senior Vice President, will serve as deputy project manager. Mr. Darrington will assist in every aspect of the search effort but will focus on the search for strong candidates and candidate evaluation. Before joining the firm, Mr. Darrington spent over 30 years managing communities in Idaho, Washington and Wyoming. He holds a Masters of Public Administration and a B.A. from Brigham Young University.

Rick Conner, vice president, will serve as the recruitment manager and assist with the identification and screening of candidates. He has over 30 years of in local government and in executive recruiting. He earned Bachelors of Science Degrees in Business Administration and Engineering from the University of Missouri.

Kathyrn Knutson, Vice President for Operations, will be responsible for coordinating the advertising and production of the materials we will present to you as described in the Recruitment Approach.



III. Proposed Project Staff *(continued)*

Colin Baenziger, M.P.A.

Principal

Colin Baenziger is a student of local government and responsible for the executive recruitment functions at Colin Baenziger & Associates. Over the years, he has worked with a number of cities on recruitments and on management, operational, and organizational issues. As a former manager and someone who actively consults with governments, he understands what it takes to do the manager's job effectively. Furthermore, because he is active in a number of professional associations, he knows many of the nation's managers on a first-name basis.



Some of Mr. Baenziger's searches for local governments include:

- City Manager, Bellevue, WA (population 144,000)
- City Manager, Cottonwood Heights, UT (population 34,000)
- City Manager, Fife, WA (population 8,200)
- City Manager, Fayetteville, NC (population 208,000)
- Village Manager, Key Biscayne, FL (population 11,000)
- Economic Development Director, Loudoun County, VA (population 326,000)
- City Manager, Mountlake Terrace, WA (20,700)
- Borough Manager, Matanuska-Susitna Borough, Alaska (population 88,000)
- City Manager, Mount Dora, FL (population 12,000)
- County Manager, Clackamas County, OR (population 380,000)
- City Manager, Palm Coast, FL (population 51,000)
- City Manager, Portland, ME (population 65,000)
- City Manager, Roanoke, VA (population 96,000)
- City Manager, Tacoma, WA (population 200,000)
- General Manager, Tampa Bay Water Authority (serving a population of 2.4 million)
- County Manager, Union County, NC (population 290,000)

Other recent efforts include a strategic planning session for the Florida Association of Special Districts, an operational review of Tamarac's water utility, a business practices review for a division of Martin County government, an operational reconciliation for Palm Beach County Water, development of an automated system to pay royalties to featured recording artists for the Recording Industry Association of America, and a review of financial procedures for a division of the Marriott Corporation.

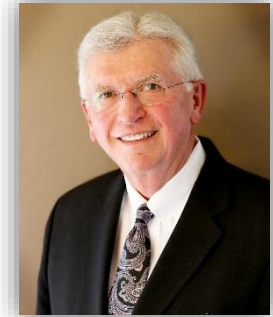
Mr. Baenziger has a master's degree with distinction in public administration from Cornell University's Graduate School of Management, and a Bachelor of Arts degree from Carleton College. He is also active in the International City Management Association and the Florida City and County Management Association. He has also been called upon frequently to speak at conferences of the Utah and Florida City/County Managers' Associations, and the Florida Public Personnel Association.

III. Proposed Project Staff *(continued)*

John C. Darrington, M.P.A.

Senior Vice President

Having served over 30 years as a local government manager in Washington, Idaho and Wyoming, John Darrington is no stranger to the issues cities and counties face. Add that experience to his incisive intellect and the client has someone who quickly understands its issues, will separate the important from the unimportant and get to the optimal solution in short order. Best of all, the solutions John suggests are elegantly simple and can be implemented without further assistance from the firm.



Among his many areas of expertise are leadership, management, economic development and executive search. Over the years, he has directed and/or participated in the recruitment of many high level positions in local government. Some of these include:

- City Manager, Connell, WA,
- City Manager, Medina, WA,
- City Manager, Sunnyside, WA,
- City Manager, Tacoma, WA,
- City Manager, Yakima, WA,
- Executive Director, South Sound 911 (Pierce County, Washington)
- Economic Development Manager, Richland, WA
- Utilities Director, Gillette, WY
- Police Chief, Richland, WA
- Public Works Director, Richland, WA

While serving as City Manager of Richland, WA, he oversaw the revitalization of the Central Business District including a major dock and plaza area on the Columbia River, recruited Ferguson Enterprises (the nation's largest supplier of plastic pipe and other construction products) to create over 600,000 square feet of commercial space, and formed a Public Facilities District to secure over \$40 million in funding for the Hanford Reach National Monument Heritage. He also oversaw an electric utility, improved the morale and professionalism within the city government

Prior serving in Richland, John was a City Administrator in Soda Springs, ID, the City Manager in Rawlins, WY, and Gillette, WY. He also has extensive experience in local government consulting particularly in goal setting and strategic planning.

Mr. Darrington earned his Bachelor of Arts degree in History and Political Science and his Master's Degree in Public Administration from Brigham Young University. He has been a member of the International City/ County Management for over thirty five years, served as the Chair and Board Member of the ICMA Retirement Corporation Trust (seven years) and Chair and Board Member of the Wyoming Environmental Quality Council (eight years). He was also selected as the "Boss of the Year" in 1995 by the Professional Secretaries International.

III. Proposed Project Staff *(continued)*

Rick Conner, P.E.

Vice President

Rick Conner is a recent addition to CB&A's strong cadre of municipal operations experts. With over 30 years of management experience in local government, he has seen it all and done most of it. He possesses keen analytical skills and the ability to slice through critical issues. As a result, he is another outstanding weapon in the firm's arsenal of experts. His years in local government and his many licenses and certifications help him to judge talent quickly and effectively.



In addition to his experience as a City Manager, Rick's previous positions such as a Public Works Director, gives him an excellent perspective of the needs of local government operations and staffing.

Prior to joining Colin Baenziger & Associates in 2012, some of the top leadership positions that Rick has held include:

- City Manager of Sunny Isles Beach, Florida,
- City Manager of Portland, Texas,
- City Manager of Marble Falls, Texas,
- Public Works Director of Nashville/Davidson County, Tennessee, and
- Public Works Director of Bryan, Texas

While serving in these positions, Rick received national recognition for his Customer Service programs. Over his career, Mr. Conner has been involved in a variety of recruitments. Some of these include:

- City Manager, Fayetteville, NC,
- City Manager, Sarasota, FL,
- City Manager, Cocoa Beach, FL
- Chief Executive Officer/General Manager, Des Moines (IA) Water Works,
- Finance Director/Procurement Officer for a bedroom community to Corpus Christie, TX,
- Accounting Director for a medium size West Texas city
- Police Chief for a Florida barrier island community,
- Water and Wastewater Director for a medium size, central Texas city,
- Airport Fixed Base Operator for a Texas university community, and
- Airport Manager for a medium size Texas university city.

Rick holds a Bachelor of Science in Business Administration and a Bachelor of Science in Civil Engineering from University of Missouri. He also worked towards Masters Degrees in both Math and Civil Engineering before joining the work force. He is a Registered Land Surveyor and a Professional Engineer in Missouri, as well as a Professional Engineer in Florida, Tennessee and Texas.

III. Proposed Project Staff *(continued)*

Kathryn Knutson

Vice President for Operations

Ms. Knutson is a skilled professional with a wealth of public and private sector experience. Her particular expertise is in special projects, compensation surveys, and background checks for our executive search candidates. She feels that each client must be properly served, and that can only be done by devoting her utmost attention to their particular concerns and by finding creative ways to solve their problems. In her book, the client comes first.



Since beginning her working relationship as a subcontractor with Colin Baenziger & Associates, Ms. Knutson has been involved in virtually every executive search the firm has conducted. Some of the more notable searches include:

- Public Works Director, Chandler, AZ (population 250,000)
- City Manager, Town of Bay Harbor Islands (population 5,200)
- City Manager, Coral Gables, FL (population 42,000)
- City Manager, Cottonwood Heights, UT (population 34,000)
- City Manager, Cutler Bay, FL (population 35,000)
- City Manager, Fife, WA (population 8,200)
- City Manager, Greensboro, NC (population 259,000)
- City Manager, Homestead, FL (population 59,800)
- Village Manager, Key Biscayne, FL (population 11,000)
- City Manager, City of Marathon, FL (population 11,500)
- Village Manager, Village of Palmetto Bay, FL (population 24,000)
- City Manager, Portland, ME (65,000)
- City Manager, Roanoke, VA (population 96,000)
- City Manager, City of West Melbourne, FL (population 15,000)

As noted, a major part of Ms. Knutson's work has been on special projects. For example, she is responsible for the firm's annual City Manager compensation survey and also has worked with Palm Beach County Water Utilities reviewing a portion of its billing database. The utility's concern was possible under-billing, and our work involved a review of billing records for reasonableness and consistency, as well as extensive work in the field. Thanks to Ms. Knutson's work, the Utility recovered our fee several times over.

Ms. Knutson's prior employment includes stints with Palm Beach County's Department of Building, Planning, and Zoning, and with the County Health and Rehabilitative Services. She has also worked with the State of Florida's Department of Corrections and with the State's Department of Employment Services. She has also been involved with a number of private and non-profit concerns, such as the Visiting Nurses Association and Oakwood Mental Health Center of the Palm Beaches. Ms. Knutson has an associate's degree in business education from West Georgia College in Carrollton, Georgia. Kathryn currently resides in Oneida County, WI.

More CB&A Clients...



Emmet County, MI

County Administrator



City of Titusville, FL

City Manager



City of Sunnyside, WA

City Manager



City of Mount Pleasant, MI

City Manager

IV. References

City Manager, Bellevue, WA (population 126,400)

Contact: Deputy Mayor Kevin Wallace at (425) 452-7810, or
Assistant City Manager Myrna Basich at
(425) 452-2733 or mbasich@bellevuewa.gov

Bellevue is located just east of Seattle and is one of the nation's premier cities. It is home several major corporations and offers a very high quality of life. CB&A began its work in August 2013. It included extensive input from the elected officials, the public and Bellevue staff. 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 we originally scheduled to take place in December but three of our five finalists dropped at the last minute and we felt we needed to redo the search. We started again after the first of the year. The Council Members were very pleased with the results and the caliber of the second group of finalists. They selected *Bellevue Deputy City Manager Brad Miyake* in early April.



City Manager, Medina, WA (population 3,100)

Contact: Mayor Michael Luis at mluis@medina-wa.org

CB&A was hired in August 2013 to find the Medina's next **City Manager**. 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. After careful deliberation, the City selected *Michael Sauerwein, Deputy City Manager for Sammamish, WA* in November 2013.



City Manager, Miramar, FL (population 122,000)

Contact: Commissioner Yvette Colbourne at
(954) 560-5161, or ycolbourne@ci.miramar.fl.us
City Hall at Town Center
2300 Civic Center Place
Miramar Florida 33025
Fax: (954) 602-3553

CB&A began the search for Miramar's next City Manager on May 13, 2013. We conducted a nationwide search with an emphasis on Southeast Florida. Our work included extensive screening and background checks as well as coordinating the interview process and negotiating the compensation package with the selected candidate. The City selected *Ms. Kathleen Woods-Richardson, formerly Director of Public Works and Waste Management for*



IV. References *(continued)*

Miami-Dade County, on August 21, 2013. She began working for the City on September 9, 2013.

City Manager, Mountlake Terrace, WA (population 20,200)

Contact: Mayor Scott Hugel at (425) 583-8761 or
SHugill@ci.mlt.wa.us

Mountlake Terrace retained CB&A in mid-October, 2013. to help find its next **City Manager**. We met with the Council Members and with staff. Based on what we learned, we crafted a recruitment profile and began to search the country for outstanding candidates. Background checks were thorough and four finalists were selected. Interviews were held on January 24th and 25th. Arlene Fisher, City Administrator of Cheney, WA, was selected on January 27th.



Village Manager, Pinecrest, FL (population 19,400)

Contact: Mayor Cindy Lerner at (305) 234-2121,
clerner@pinecrest-fl.gov
Village of Pinecrest
12645 Pinecrest Parkway
Pinecrest, FL 33156
Fax: (305) 234-2131

In late April 2011, CB&A was hired to assist Pinecrest in finding its next Village Manager. We worked with a Citizen's Advisory Committee and sought out candidates from around the nation while, due to the Council's desire, focusing on candidates from Florida. The process included a public reception which was extremely well received by the elected officials and the public. Interviews were held on July 17th and 18th with *Ms. Yocelyn Galiano Gomez* being selected as the Village Manager on the 18th. Ms. Gomez was an internal candidate and the Assistant Village Manager.



City Manager and Finance Director Sunnyside, WA (population 16,000)

Contact: Mayor James Restucci at (509) 643-4343, or
jrestucci@sunnyside-wa.gov

CB&A was hired in mid-April 2013 to find Sunnyside's next **City Manager and Finance Director**. John Darrington, CB & A's Senior Vice President assumed the Interim City Manager role in order to assist the City, stabilize the situation, and coordinate the recruitment. The process was challenging, but through extensive outreach efforts, CB & A fielded an excellent group of high quality candidates for both positions, performed background checks, coordinated the interview process, and assisted the City in selecting *Donald Day, former county manager of Colfax County, NM* and *David Layden, former Finance Director of University Place, WA*. By all reports, the City is exceptionally pleased with both placements.

IV. References *(continued)*

City Manager, Tacoma, WA (population 198,400) in 2011

Contact: Mayor Marilyn Strickland at (253) 591-5100 or

Marilyn.Strickland@cityoftacoma.org

Human Resources Analyst Margith Baker at

(253) 573-2321 or MBaker@ci.tacoma.wa.us

CB&A was hired in late September 2011 to find Tacoma's next **City Manager**. As part of the recruitment process, we met with each of the nine council members to learn their concerns, priorities and desires. We searched the nation and developed a pool of 67 candidates, many of which were extremely capable. The semi-finalist pool was also diverse containing both women and minorities. Interviews were held in early December and *Mr. T.C. Broadnax, formerly an Assistant City Manager with San Antonio, TX*, was selected.



City Manager, Winchester, VA (population 16,000)

Contact: Council Chair John Willingham at (540) 931-4655, or

John.Willingham@WinchesterVA.gov

CB&A was hired in mid-March 2014 to find Winchester's next **City Manager**. The City was seeking someone with energy and enthusiasm to move the City forward. We accepted the challenge and searched the nation for just the right person. Our efforts included extensive outreach and we an excellent group of high quality candidates. We then performed background checks, coordinated the interview process, and assisted the Town in selecting *Eden Freeman, formerly Assistant City Manager for Sandy Springs, GA*, in early June.



IV. References (continued)

Candidate References

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

Placement	Formerly	Recruited To Be	Contact at
Kristen Denne	City Manager Johnstown, PA	Township Manager Springettsbury Township, PA Appointed August 2014	(717) 757-3521 kristen.denne@springettsbury.com
Eden Freeman	Assistant City Manager Sandy Springs, GA	City Manager Winchester, VA Appointed June, 2014	(540) 667-1815 citymanager@winchesterva.gov
Bryan Hill	Deputy County Administrator Beaufort County, SC	County Administrator James City County, VA Appointed July 2014	(757) 253-6604 bryan.hill@jamescitycountyva.gov

More CB&A Clients...



City of Greensboro, NC

City Manager



Matanuska-Susitna Borough, AK

Borough Manager



Union County, NC

County Manager



Loudoun County, VA

***Director – Economic Development
Human Resources Officer***

V. Fee and Warranty

Fee

CB&A offers a firm, fixed fee of \$23,000 *which includes all our expenses and costs*. In other words, the only thing the City will pay CB&A is the agreed upon fee. The only other costs the City will be responsible for are the costs associated with the candidates' (and spouses, if invited) travel, accommodations and meals for the interview process. The advantage to the City is it knows exactly what it will pay. The advantage to CB&A is that we do not have to keep track of every minor expense. Should the City choose to include our optional services, the additional charges are indicated below.

We will bill the fee as the phases are completed and according to the following schedule:

Requested Services	
Phase I: Needs Analysis / Information Gathering	\$ 3,000
Phase II: Recruiting	9,000
Phase III: Screening and Warranty	8,000
Phase IV: Interview Process Coordination and Manager Selection	1,500
Phase V: Negotiation and Continuing Assistance	1,500

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 \$125 per hour. No such work will be performed without your written authorization. Please note, as previously stated, that we have neither billed nor requested additional funds beyond our originally quoted fee even when we have been entitled to it.

Warranty

Colin Baenziger & Associates offers the best warranty in the industry. We can offer it because we have confidence in our work. Provided the City instructs us with conducting a full search (Phases I-V) and assuming it 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 at no charge for our services. If the individual leaves for any reason other than an Act of God in the second year, CB&A will repeat the search at no charge for our services.
- 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.

December 22, 2014

The Mayor and City Council
City of Mill Creek
C/O Mr. Landy Manuel
Interim City Manager
The City of Mill Creek
15728 Main Street
Mill Creek, WA 98012

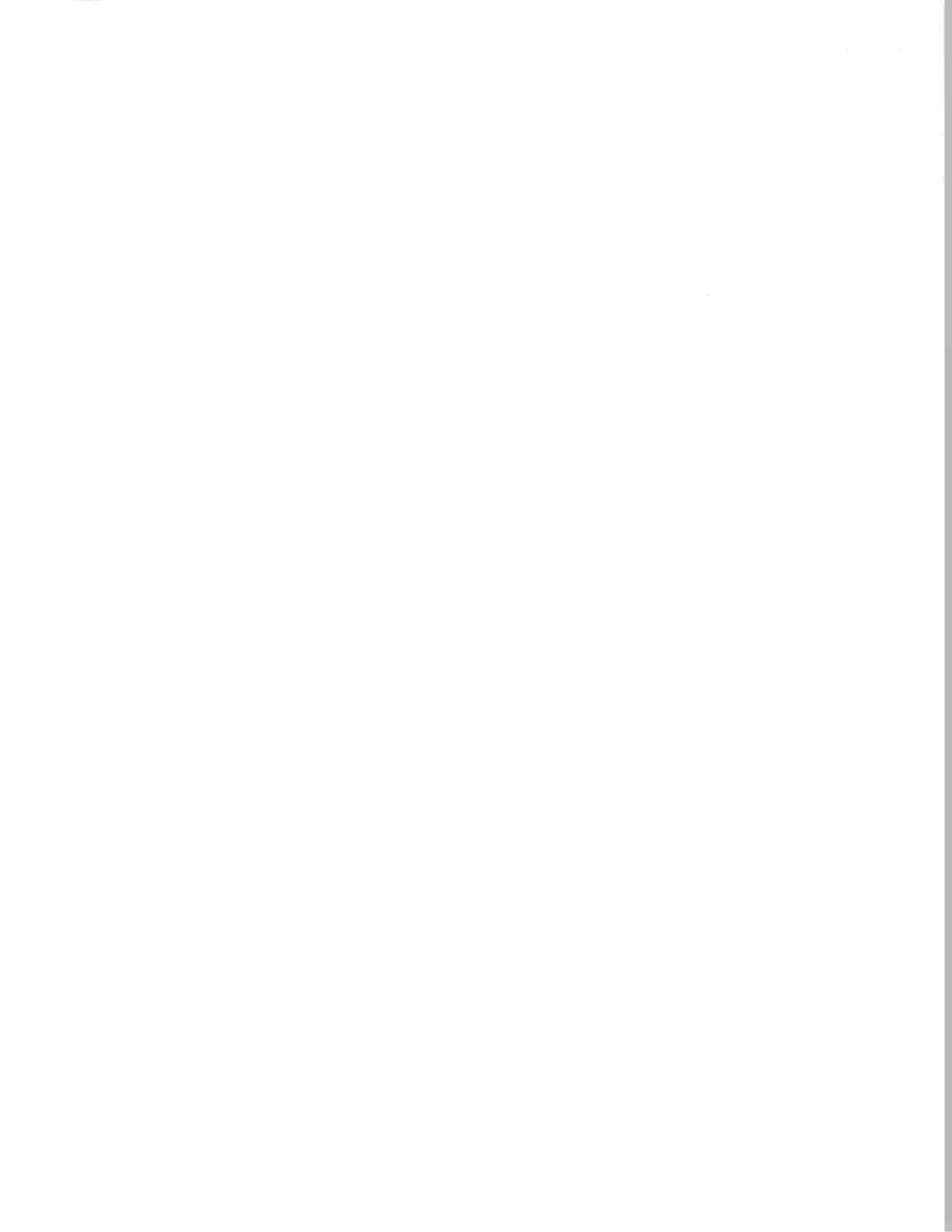
Dear Mayor and Council,

Jensen & Cooper is pleased to have this opportunity to present our qualifications to conduct a recruitment for your new City Manager for the City of Mill Creek. This proposal will include a brief description of our firm, respond to the question why select Jensen & Cooper, describe a search processes including timeframes and fee structure.

Jensen & Cooper, Inc.

Jensen & Cooper is a regionally based retained only search firm with national reach and reputation. Located in Kirkland, the company was formed in 1983 based on a concept of providing the highest levels of professional search services to regional clients in both public and private sectors. We developed and refined a disciplined search process that establishes a clear understanding of "skills-based" search criteria between the client and consultant; a targeted search methodology that is guided by the criteria; and an evaluation process that includes extensive interviews, and referencing.

Since the formation of the company in 1983, we have conducted over 500 searches in the public and non-profit sectors. More than one hundred of these were for Executives who reported to City and County Councils or elected and appointed bodies. Bruce Jensen and Jan Cooper have been the sole owners and operators and have chosen to balance the practice between the public and private sectors.



Why Select Jensen & Cooper

History of Success

At Jensen & Cooper we have established a thirty-one year history of success in executive searches at the highest levels for regional organizations. We believe in our skills based approach, the discipline of our process, and our ability to recruit and evaluate senior executives.

Disciplined Process

Focus & Accountability

We believe in our concept of remaining small and focused with a principal of the firm held accountable for every phase of the search, and we will provide references to validate our capability and our commitment to our clients.

Regional Understanding

Additionally, we are a regionally based firm with a complete understanding of the unique character of the Pacific Northwest. As a result we can speak to potential candidates regarding the business climate and dynamics of the region with the conviction and credibility that only comes from living in the area.

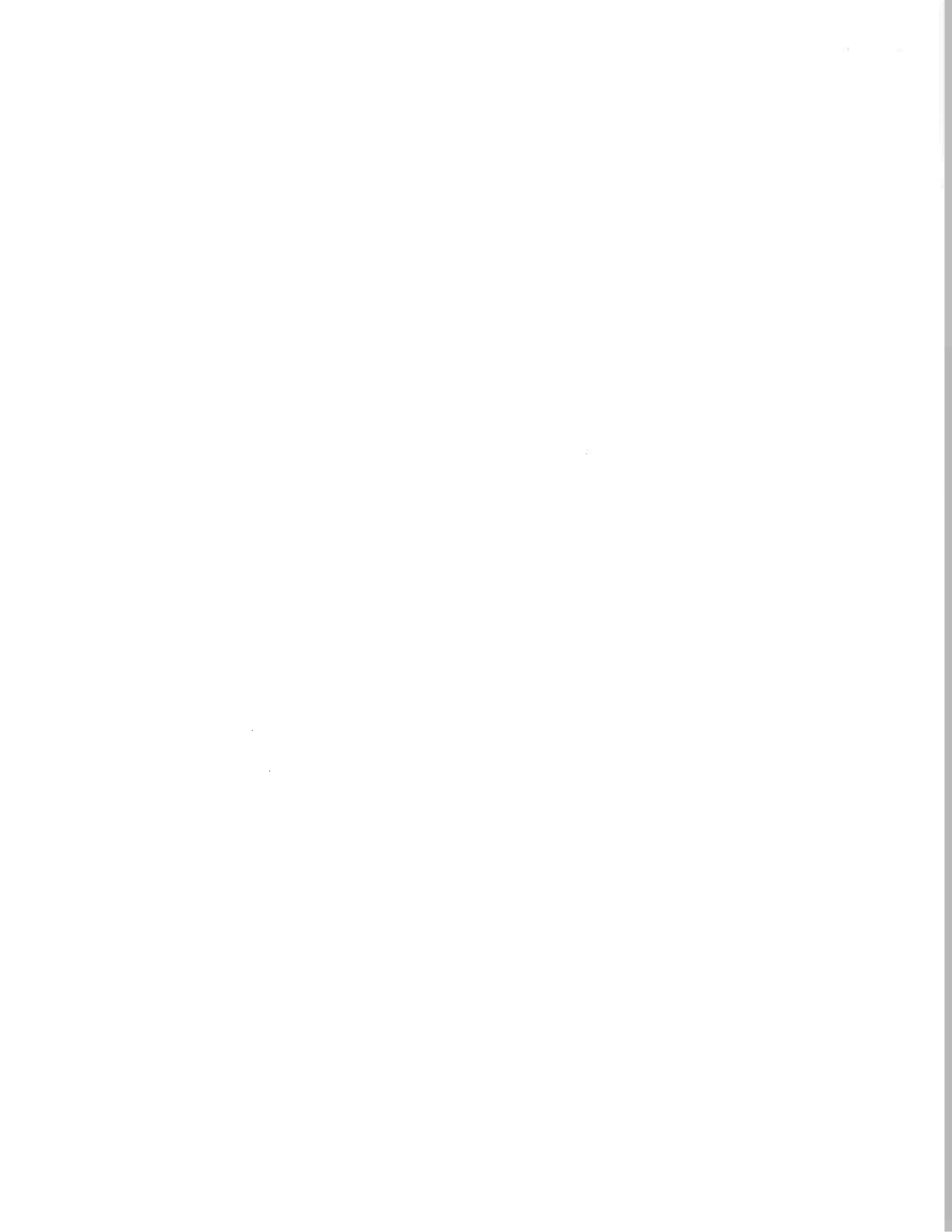
Experience

As a regional company, we are immediately accessible to our clients during each phase of the search and will remain accessible after the search to provide additional services, communications or clarification of issues that ease the transition of an executive into a new organization.

Versatility

At Jensen & Cooper we have over sixty-five years of combined search experience. Although we are a small firm, our professional experience exceeds that of most large firms.

Our firm is just completing multiple searches for senior level executives including a number of Vice Presidents of a large multi-national manufacturing corporation, and the Executive Director/CEO for the Port of Everett and currently the CEO of Community Transit. Other recent processes include the Executive Director of Pike Place Market, Deputy Director of the Port of Everett, Executive Director of The Phoenix Center, the Executive Director at Capital City Development Corporation and an Executive Vice President at Alaska Airlines.



Guarantee

We have absolute confidence in our ability to successfully complete a search and as a result, we offer a guarantee that if the selected candidate resigns or is terminated within one year, we will conduct a replacement search for no charge other than actual expenses.

PROPOSED SEARCH PROCESS

A. Recruitment Profile Development

*Background
Gathering*

Each search process begins with the development of a recruiting profile that is an in-depth analysis of the position including operational issues, organizational culture, and organizational goals. This analysis is completed through a series of individual interviews with all members of the City Council, the management team, and community stakeholders that are identified by the client. During these discussions we analyze position responsibilities and issues as they currently exist, and also discuss organizational goals and opportunities. By identifying both current and future issues we can identify character and skill sets necessary to achieve stated goals and realize the organizational vision.

After the recruiting profile is drafted, we submit it to the client for approval or modification. After it is approved, this profile serves a dual purpose. It serves as the criteria for actual recruiting and screening of candidates, and it provides initial information we send to potential candidates and recruiting sources.

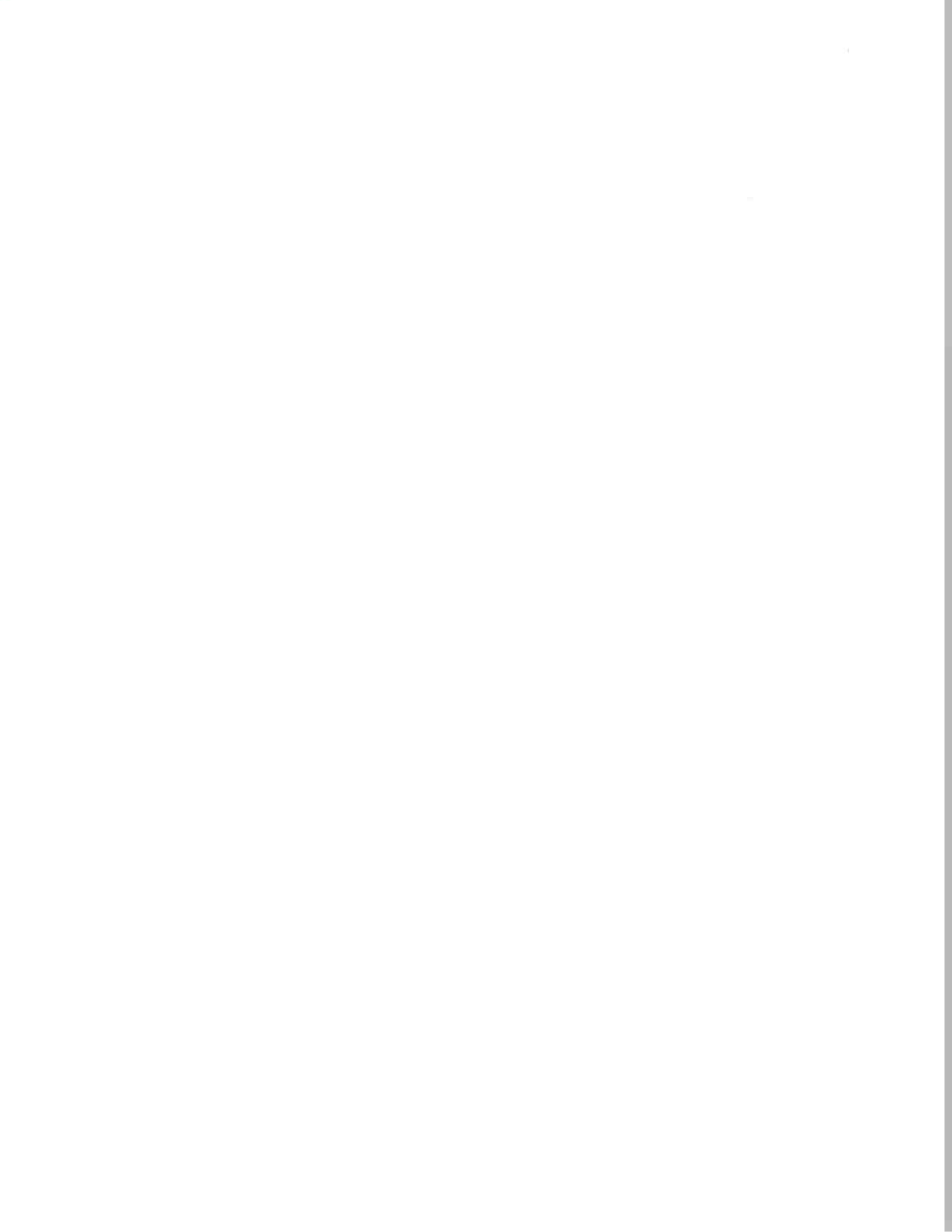
*Active
Sourcing
Approach*

B. Recruitment

Recruitment consists of a targeted process to identify candidates who have the proven skills and experience that match the criteria developed in the recruiting specification. Upon contract award we would immediately start contacting appropriate organizations, agencies and individuals and develop a list of potential candidates. From this list and from responses to the previously placed advertisements and notices, we begin direct sourcing calls.

*Candidate
Development*

Direct sourcing calls are the primary recruitment method. During these calls we describe the opportunity and the



specific skill set and experience we seek and ask for referrals of individuals who meet the criteria. It is important to note that we do not ask who is available or who is looking for a job, we maintain a disciplined approach to identify skill sets and accomplishments. When individuals are identified, we approach them directly and present the opportunity. This active approach results in a field of candidates that closely match the specification criteria.

Finalist

C. Screening and Evaluation

Recommended

When our recruiting efforts have generated a field of candidates that meet the specification criteria, we will meet with the City Council and review the credentials of those candidates who best fit the established criteria, adding our input from telephone interviews and source comments. This semi-finalist group would be developed with approval by the City Council.

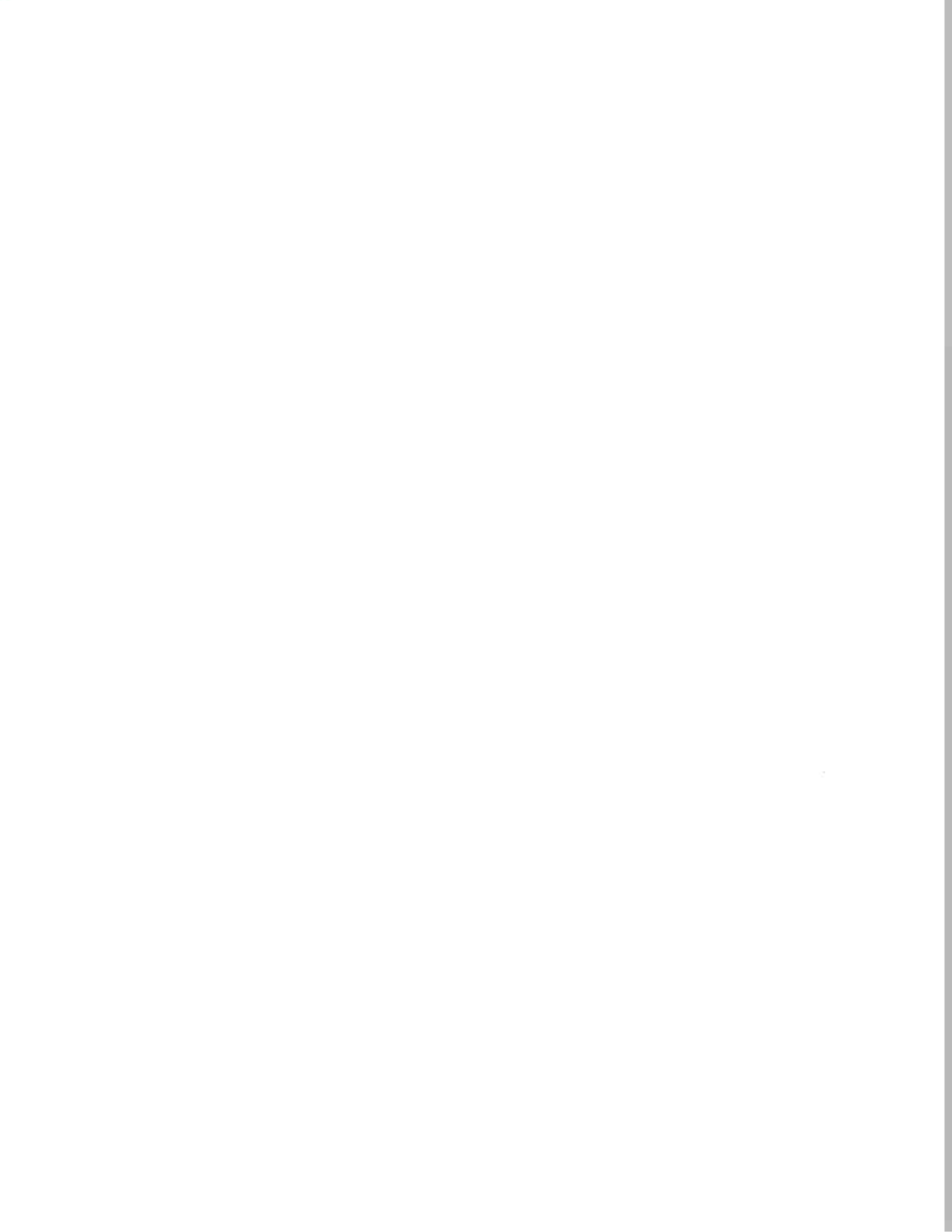
Personal Interviews

This semi-finalist field generally consists of 8 to 10 candidates. These candidates are then personally interviewed using a set of questions developed by Jensen & Cooper to measure management and interpersonal skills. These questions are combined with specific questions developed from the recruiting specification to probe areas unique to the position. After we have interviewed all of the semi-finalist candidates, we will meet with the client to discuss our findings and recommend final candidates for interview.

D. Final Interview Process

Facilitate

Jensen & Cooper will advise and work with City of Mill Creek to develop an interview process for final candidates and will participate in the interviews to the extent requested. As part of this, we will develop a set of interview questions that are tailored to the issues and organization as well as the experience of the finalist candidates. We will work with you and the candidates to bring them to Mill Creek for interviews. This could include tours, orientation, and informal meetings with appropriate members of the management team.



Materials

We will provide detailed written evaluations, reference summaries, and academic verifications of all final candidates. If requested, candidates would also be asked to sign a release to allow credit and criminal background checks.

Interviews

We will be available to answer any questions or initiate additional references during the interview process. At the conclusion of interviews, we will facilitate the selection discussions to the extent requested and advise the client on any candidates' requests or requirements concerning terms of employment. Although the negotiation of the employment agreement is the ultimate responsibility of the City of Mill Creek, we will participate in the negotiations as an intermediary to the extent requested.

QUALIFICATIONS AND RESOURCES

Our Qualifications

We believe our process is most effective when a principal of the firm is actively leading each phase of the search, and as a result, we have chosen to remain small. The company currently consists of two partners, Bruce Jensen and Jan Cooper; Senior Consultant Dick Sandaas, a small office staff, and an active network of professionals and advisors established over a thirty-one year period.

Jan Cooper

Jan Cooper is a founding partner of Jensen & Cooper and has conducted searches in the public and not-for-profit sector for over thirty years. She has played active roles in the search for executive director and chief executive officer positions as well as high-level director and manager positions for a variety of public agencies. She has extensive experience in public sector recruitment and has developed and refined the Jensen & Cooper recruitment process. Jan has served on a number of boards and task forces for non-profit organizations over the last 31 years.

FEES AND EXPENSES

Fees

Professional fees for this search process would be \$40,000, plus expenses related to the search including any advertising, printing and mailing, and consultant travel. All expenses are pre-approved by a representative of the client.



If an additional search is conducted concurrently with the City Manager process, fees for the second process would be discounted to \$25,000. It is our belief that there would be sizeable savings in consultant time and expenses conducting two search processes. After the City Manager search is complete the final selection process for another position would proceed with the City Manager as the lead.

The City of Mill Creek will be responsible for the expenses related to bringing candidates for final interviews and selection. Fees are billed in three installments. The first installment, one-third of the fee, is billed at the onset of the search. The second installment, also one-third of the fee is billed after thirty days, and the final installment is billed at the completion of the search. Expenses are billed monthly.

The City of Mill Creek will retain the right to cancel the search at any time, but would be obligated to pay fees due to that point in the search.

Summary

We are please to have this opportunity to present our proposal to you. Please do not hesitate to call if you require further information or if you would like to discuss our background and this process.

Sincerely,

JENSEN & COOPER, INC.

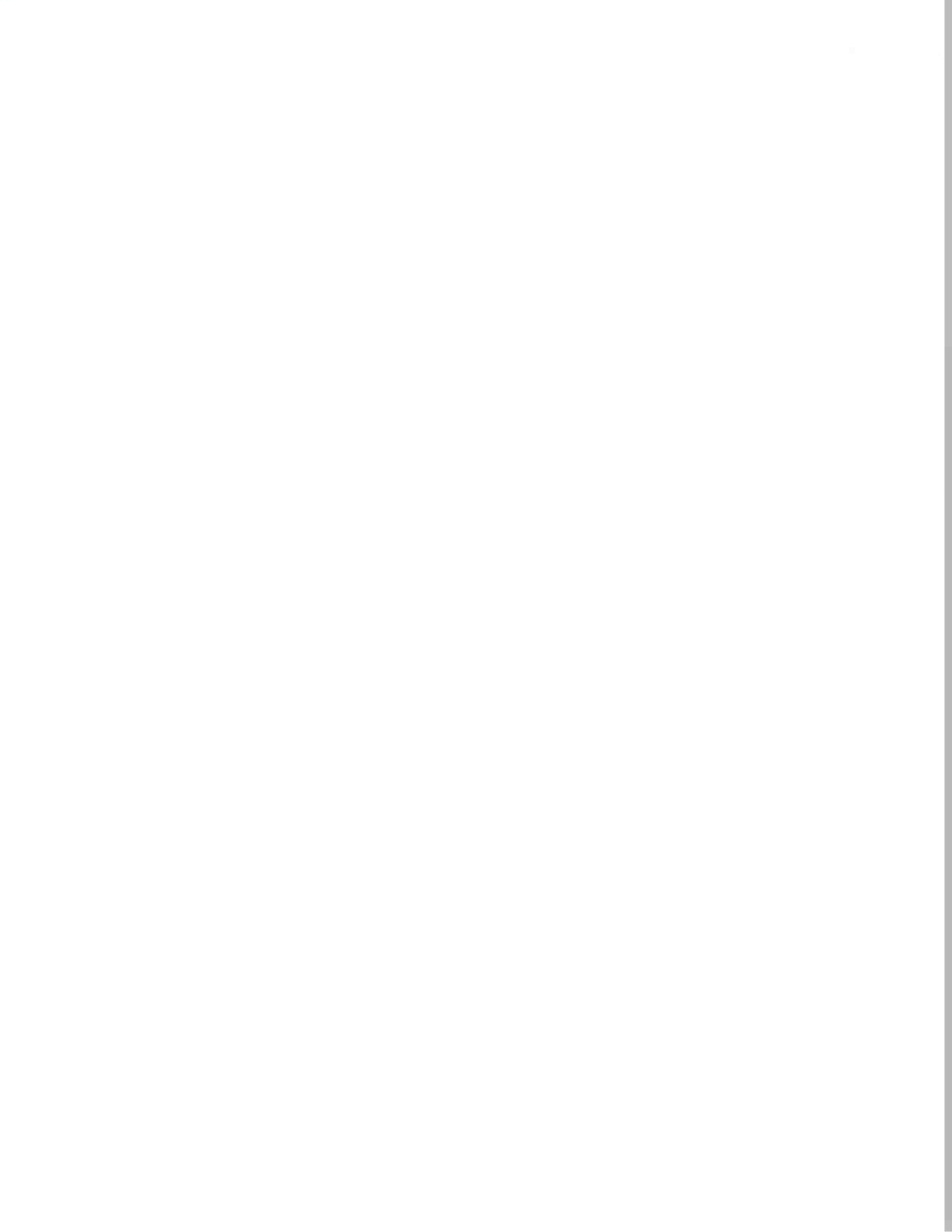


Jan Cooper

Partner

JC:dm

Enclosure – Corporate Brochure



The background of the page is a faded, sepia-toned photograph of several people walking. The figures are out of focus and appear as soft, dark shapes against a lighter, warm background. The overall mood is quiet and contemplative.

JENSEN & COOPER

We value diversity.
We value excellence.
We value your time.



• EXCELLENCE

Vision. Insight. Objectivity.

Indispensable qualities in a person and of inestimable value to an organization. Required qualities in your search firm.

In today's highly competitive global economy, the right team is pivotal to your future. Identifying and attracting talented executives to fit your organization is of paramount importance. Your search team must be right for the times and the goals of your organization.

We recognize that your in-depth examination of the firm that will help you build your organization should be deliberate and thorough. You should demand excellence.

• DELIVERING RESULTS

Jensen & Cooper believes the ultimate measure of success is results. Our track record is unsurpassed in leading successful searches for highly respected public and private organizations throughout North America.

Our primary philosophy is founded on teamwork with each client.

Before we focus on the task, we focus our attention on you. We spend time listening to you and evaluating your needs.

Together, we proceed as a team—you offering internal insights, *Jensen & Cooper* offering external expertise. This shared focus ensures your goals are met. Working together with you, we exercise leadership, produce quality results, and become your partners in success.

tr s i g h t

vision

● A P R O V E N M E T H O D O L O G Y

Jensen & Cooper's process is unique. We utilize a skills-based approach to developing a detailed recruiting specification based on the position, not only as it currently exists but as it will exist in the *future*.

Before embarking on the process, we document procedures to be followed and establish time lines for completion. We prepare recruiting materials that present an accurate profile of the position, your corporate culture, and the challenges you face.

Jensen & Cooper's unique screening criteria has been developed through years of practical application and thousands of interviews. It includes an evaluation of each applicant's experience, education, and professional accomplishments. We go one step further to identify a candidate's personal values, which are measured by character, intellect, and skill set.

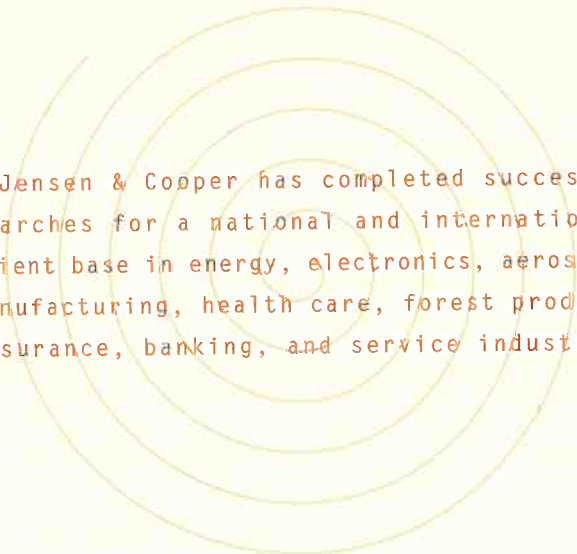
● U N M A T C H E D I N S I G H T

Our process is by no means limited to seeking available candidates.

Candidates who fit the specific requirements of the position are actively recruited. They possess the skills, leadership, intellect, and character to excel. Results are achieved utilizing the knowledge, diligence, and unique skills and methodology of *Jensen & Cooper*.

objectivity

- Jensen & Cooper has completed successful searches for a national and international client base in energy, electronics, aerospace, manufacturing, health care, forest products, insurance, banking, and service industries.



• NO LIMITS

Look to *Jensen & Cooper* to provide the leadership in a search process, to think outside the box, and to conduct a search not limited by convention.

By examining the entire spectrum of internal and external candidates as well as executives who are secure in their current positions, we find the individual who is right for your organization and right for the times.

We don't limit ourselves. We demand the best.

• LEADERSHIP AND ACCOUNTABILITY

Jensen & Cooper has consulted with clients to define and recruit for presidents, senior-level vice presidents, and senior management positions across the entire spectrum of industry.

We provide a complete package from initial consultation to completed negotiation.

When you decide on the ideal candidate, we can counsel you on the appropriate compensation based on our national experience. If requested, we will assist you in negotiating the contract.

In the rare event that, within a year, a candidate doesn't meet your expectations, we will reconduct the search without fee.

Professional. Complete. Guaranteed.

guaranteed



Representative searches have included the entire scope of industry:

- Chief Executive Officer for an international transportation firm
- Vice President of Operations for a Fortune 100 forest products company
- President and Chief Operating Officer of a manufacturing company with a sales volume in excess of \$100 million
- Chief Financial Officer for a subsidiary of a Fortune 100 company
- Vice President of Manufacturing for a company pioneering World Class Manufacturing techniques
- Vice President of Human Resources for a \$2 billion worldwide distribution company



December 18, 2014

City Council
City of Mill Creek
15728 Main St.
Mill Creek, WA 98012

Dear Councilmembers,

Thank you for the opportunity to submit the enclosed recruitment proposal for the City's consideration. You can be assured that we are well qualified to provide the City with all aspects of recruitment services and we are available to start immediately on the recruitment.

The Prothman team has conducted over 450 recruitments and interim placements. Our depth of knowledge of candidates in the public sector arena is unmatched by our competitors, and our process is designed to assure that the chosen candidate will be a great "fit" within your organization.

We stand by our work. Should your selected candidate leave the position for any reason or be fired for cause within one year from the date of employment, we will conduct a replacement search at no professional fee.

If you have additional questions or wish to discuss the proposal in more detail, please feel free to give us a call.

Sincerely,

A handwritten signature in blue ink that reads "Greg Prothman".

Greg Prothman
President
206.714.9499 cell
greg@prothman.com

STATEMENT OF QUALIFICATIONS

ABOUT PROTHMAN

Prothman Company is a Northwest based consulting firm that 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 quickly become an industry leader known and respected for outstanding customer service, quality candidate pools, and knowledge of local government.

OUR EXPERTISE

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

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

OUR PROVEN PROCESS

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

OUR GUARANTEE

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

REFERENCES

City of Bothell, WA - PW Director, City Attorney, Police & Fire Chiefs, HR Director
Contact - City Manager, Bob Stowe - 425.486.3256

City of Issaquah, WA - City Administrator, Deputy City Administrator, Finance Dir.
Contact - City Administrator, Bob Harrison - 425.837.3000

City of Vancouver, WA - HR Director, Parks & Rec. Director, Budget Manager
Contact - Deputy City Manager, Dave Mercier - 360.487.8610

STATEMENT OF QUALIFICATIONS - EXPERIENCE

Current Recruitments

City of Seattle, WA - *Fire Chief*
City of Fife, WA - *City Manager*
City of Longview, WA - *City Manager*
WACO, WA - *Executive Director*
Snohomish County, WA - *Human Services Director*
City of Spokane Valley, WA - *Finance Director*
City of Pasco, WA - *Finance Director*
City of Bothell, WA - *Community Development Director*
Lake Stevens Fire, WA - *Fire Chief*
Gunnison County, CO - *Health & Human Services Director*
Metro Parks Tacoma, WA - *Planning & Development Director*
City of Red Lodge, MT - *Community Development Director*
City of Bandon, OR - *City Manager*
City of Kent, WA - *Deputy Director Public Works*
City of Federal Way, WA - *Community Development Director*
City of Shoreline, WA - *Parks, Recreation & Cultural Services Director*
City of Covington, WA - *City Manager (just completed)*
City of Puyallup, WA - *City Manager (just completed)*
City of Scappoose, OR - *City Manager (just completed)*

2013 Manager/Administrator/Executive Director Recruitments

City of Bothell, WA - *Asst. City Manager*
City of Lakewood, WA - *City Manager*
San Juan County, WA - *County Manager*
City of Stevenson, WA - *City Administrator*
City of Othello, WA - *City Administrator*
City of Lynden, WA - *City Administrator*
City of Waldport, OR - *City Manager*
City of Lake Oswego, OR - *City Manager*
Deschutes County, OR - *County Administrator*
City Belgrade, MT - *City Manager*
City of Lebanon, OR - *City Manager*
City of Polson, MT - *City Manager*
Intercity Transit, WA - *General Manager*
Southwest WA Regional Transportation Council, WA - *Executive Director*
Cowlitz-Wahkiakum Council of Governments, WA - *Executive Director*

STATEMENT OF QUALIFICATIONS - EXPERIENCE CONT'D

2012 Manager/Administrator Recruitments

Snohomish Health District, WA - *Deputy Director*
CAM-PLEX, Gillette, WY- *General Manager*
City of Ontario, OR - *City Manager*
Clatsop County, OR - *County Manager*
City of Port Angeles, WA - *City Manager*
City of Ridgefield, WA - *City Manager*
City of Sultan, WA - *City Administrator*
City of Stanwood, WA - *City Administrator*
City of Issaquah, WA - *Deputy City Administrator*
City of Kenmore, WA - *City Manager*
City of Lake Forest Park, WA - *City Administrator*
City of Chelan, WA - *City Administrator*
Eastside Baby Corner, WA - *Executive Director*

2011 & 2010 Manager/Administrator Recruitments

MRSC, WA - *Executive Director*
City of White Salmon, WA - *City Administrator*
City of Lewiston, ID - *City Manager*
City of Milwaukie, OR - *City Administrator*
City of Lacey, WA - *City Manager*
City of Riverton, WY - *City Administrator*
City of Shoreline, WA - *City Manager*
City of Gillette, WY - *City Administrator*
City of Casper, WY - *City Manager*
City of Issaquah, WA - *City Administrator*
City of Newcastle, WA - *City Manager*
City of Puyallup, WA - *City Manager*
City of Sunnyside, WA - *City Manager*
Los Alamos County, NM - *County Administrator*
City of Wood Village, OR - *City Manager*
City of Carnation, WA - *City Manager*

STATEMENT OF QUALIFICATIONS - PROJECT TEAM

GREG PROTHMAN - PROJECT CO-LEAD

As President of the Prothman Company, Greg offers a unique combination of 20+ years experience in various functions of government and 17 years of experience in public sector recruitment. Greg has conducted over 300 executive searches and interim placements, successfully placing city managers, police and fire chiefs, finance directors, IT managers, public works and community development directors and many other positions. Prior to forming the Prothman Company, Greg served as a police officer for the University of Washington and the City of Renton. He left police work after completing his Master of Public Administration degree and accepted an administrative position for the City of Des Moines, WA. He was quickly promoted to Assistant City Manager and then City Manager. After nine years in Des Moines, Greg left city management to become a partner in a local executive recruitment firm. A Seattle native, Greg completed his BA at Western Washington University and his Master of Public Administration degree from the University of Washington. Greg is a member of SMR (Seattle Mountain Rescue).

STEVE WORTHINGTON - PROJECT CO-LEAD

Steve is a senior consultant for Prothman and brings over 25 years of successful leadership in local government and is currently serving a 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 WA Economic Development Council and member of the Association of Washington Cities Legislative Task Force and 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.

SONJA PROTHMAN - PROJECT SUPPORT

As Vice-President of the Prothman Company, Sonja assists with recruitments and organizational assessments, and she manages the support staff and the "business" side of Prothman. Sonja is a former councilmember for the City of Normandy Park and brings to Prothman the "elected official" side of city government—an invaluable perspective for understanding our clients' needs. Sonja also brings private sector expertise having worked with the Boeing Company where she was on the start-up team as lead negotiator for schedules and deliverables for the first 777 composite empennage. A Seattle native, Sonja earned a Bachelor's Degree in Communications from the University of Washington.

BARRY GASKINS - PROJECT SUPPORT

Barry Gaskins is responsible for candidate management. His attention to detail and understanding of timeliness to the customer and candidates is remarkable. Barry works with the lead consultant in following through with scheduling interviews, arranging candidate travel, managing candidate application packets, and assembly of candidate information to give to the client. Barry came to us from the Bill & Melinda Gates Foundation where he served as a Program Assistant for four years in the US Library Program. Barry earned his Bachelor's Degree from California State University in Los Angeles.

Recruitment Strategy

Every recruitment we conduct is a national search. We have an aggressive national advertising campaign and we have the ability to mail the job announcement to every city, county, district, etc., in the US. Screening for "fit" is one of the most important elements in a recruitment. What sets us apart from our competition is that we know this region... our office is in Issaquah and we travel, ski and hike in Washington, Oregon, Idaho, and Montana. The length of tenure of our placed candidates is the highest in the industry because we specialize in the Northwest and we understand the qualities required for candidates to fit within our unique communities, cultures and weather!

We have conducted hundreds of successful executive searches and refined our process along the way. We provide the process, but you call the shots... whether you want weekly updates or monthly updates, more meetings or less meetings... we tailor every recruitment to meet your needs. We will partner with you and find you a highly qualified candidate who is the perfect "fit" for your organization, guaranteed!

Availability, Communication & Schedule

One of our first tasks will be to coordinate and commit a schedule. Then, we protect your dates on a master schedule to assure we never miss a commitment. We provide you our cell phone numbers so you have direct access to your lead consultant and support staff and we will communicate and update you as often as you desire.

Our recruitments take approximately 10-14 weeks to complete, depending on the scope and direction from the client. You can expect approximately: 2-3 weeks for stakeholder interviews and profile development and approval, 5-6 weeks for recruitment, 2-3 weeks for screening and interviewing, and 2-3 weeks for coordinating final interviews.

DRAFT SAMPLE SCHEDULE - Bolded items denote meetings

Date	Topic
Week of January 5 & 12, 2015	Travel to Mill Creek for stakeholder interviews, send profile for review, approve profile
January 19, 2015	Post profile and start advertising
March 1, 2015	Application Close Date
Weeks of March 2 & 9, 2015	Prothman screens applications & interviews top 10 - 15 candidates
Week of March 16, 2015	Work Session with Council to review semifinalists and pick finalists
Week of April 6, 2015	Final Interviews, usually includes evening reception and next day interviews

Recruitment Process

Project Review

The first step will be to review the following topics:

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

Information Gathering and Research (*Soliciting Input*)

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

- ◆ Meet with City Council
- ◆ Meet with Department Directors
- ◆ Meet with other stakeholders as directed
- ◆ Hold a Community Meeting (if desired)
- ◆ Review all documents related to the position

Position Profile Development (*Identifying the Ideal Candidate*)

Once we have a firm understanding of the preferred candidate qualifications, as well as the values and culture of your organization, we will develop a profile of your ideal candidate. Once the Position Profile is written and approved, it will serve as the foundation for our determination of a candidate's "fit" within the organization and community. Profiles include the following:

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

Recruitment and Advertising Strategy (*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.
- ◆ **Direct Mail Recruitment Brochures** sent directly to hundreds of highly qualified city managers/administrators who are not actively searching for a new position.
- ◆ **Direct Contact Calls** placed directly to city managers/administrators we know.
- ◆ **Posting the Position Profile on the Prothman Website**, which receives thousands of hits per month.

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 4 key steps:

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

Final Interview Process (*Selecting the Right Candidate*)

◆ **Design of the Final Interviews**

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 a public reception with staff and key stakeholders, using various interview panels, or just one-on-one interviews with the decision makers.
- **Deciding on and Discussing Details of an Evening Reception**
- **Deciding on Candidate Travel Expenses**
We will help you identify which expenses your organization wishes to cover.
- **Identifying Interview Panel Participants & Panel Facilitators**
We will work with you to identify the participants of different interview panels to ensure that all stakeholders identified have been represented.

◆ **Background Checks**

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 3-4 reference checks on each candidate. We ask each candidate to provide names of their supervisors, subordinates and peers for the last several years. From this list we will have personal conversations with the individuals who have direct knowledge of the candidate's work and management style.

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

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

- ◆ **Candidate Travel Coordination**

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

- ◆ **Final Interview Binders**

We will provide Final Interview Binders. They are the tool that keeps the final interview process organized and ensures that all interviewers are “on the same page” when it comes to evaluating each candidate.

- ◆ **Interviews with Candidates**

We will travel to Mill Creek 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 session 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.

- ◆ **Communicate with Candidates:** We will personally call the candidates who were not chosen to move forward.

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

Warranty

- ◆ **Repeat the Recruitment:** Should a top candidate not be chosen, we will repeat the recruitment with no additional professional fee.

FEE, EXPENSES & GUARANTEE

Professional Fee

The fee for conducting a City Manager recruitment with a one-year guarantee is \$19,500, plus expenses. The professional fee covers all Prothman consultant and staff time required to conduct the recruitment. This includes all correspondence and (3) on-site meetings with the client, writing and placing the recruitment ads, development of the candidate profile, creating and sending invitation letters, reviewing resumes, coordinating and conducting semifinalist interviews, coordinating and attending finalist interviews, coordinating candidate travel, professional reference checks on the finalist candidates and all other search related tasks required to successfully complete the recruitment.

Expenses

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

- Newspaper, trade journal, websites and other advertising (approx. \$1,200 - 1,600)
- Direct mail announcements (approx. \$1,200 – 1,600)
- Final Interview Binders & printing of materials (approx. \$300 - 500)
- Delivery expenses for Interview Binders (approx. \$75 - 150)
- Consultant travel and related expenses: Mileage at IRS rate, travel time at \$65 per hour
- Background checks performed by Sterling (approx. \$175 per candidate)
- Any client-required licenses, fees or taxes
- Candidate travel: We cannot approximate candidate travel expenses because they vary depending on the number of candidates, how far the candidates travel, length of stay, if spouses are included, etc. If you wish, we will coordinate and forward to your organization the candidates' travel receipts for direct reimbursement to the candidates.

Professional fees are billed in three equal installments throughout the recruitment. A 3% charge will be added to all expenses which reflects Prothman's City of Issaquah and Washington State B&O tax obligations. Expenses are billed monthly.

Guarantee

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

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.

CLIENT LIST

City of Aberdeen, WA
Public Works Director

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

City of Arlington, WA
Community Development Director (2)
City Administrator
Fire Chief (2)
Finance Director
Utilities Manager
Public Works Director
Building Official
Police Chief

City of Auburn, WA
Planning, Building & Community Dir.

City of Bainbridge Island, WA
City Administrator (2)
Finance Director
Community Development Dir.
City Attorney
Deputy Finance Director
Project Manager
Engineer

City of Bandon, OR
City Manager

Basin Disposal, Inc. (WA)
Chief Financial Officer

City of Battle Ground, WA
Deputy City Manager
Public Works Director
Finance Director
Police Chief

City of Belgrade, MT
City Manager

City of Bellevue, WA
Utilities Deputy Director
Senior Planners

City of Bend, OR
Police Chief

**Benton County Emergency Svcs.,
WA**
Director of Emergency Services
Emergency Management Manager
Communications Manager

**Benton County Fire District
#4, WA**
Fire Chief (2)

City of Billings, MT
City Engineer
Engineering Division Manager

City of Blaine, WA
Public Works Director
Finance Director

Blaine County, ID
County Administrator (2)

City of Boardman, OR
Police Chief

City of Bonney Lake, WA
Public Works Director

City of Bothell, WA
Public Works Director (2)
Fire Chief (2)
Human Resources Director
Deputy City Manager
City Attorney
Police Chief
Assistant City Manager

City of Bozeman, MT
Chief Building Official
Human Resources Director
Parks & Recreation Director
Public Works Director
Community Development Director

City of Bremerton, WA
Public Works Director
Police Chief

Camano Island Fire & Rescue, WA
Fire Chief

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

City of Canby, OR
Police Chief
City Administrator

Canby Fire District 62, OR
Fire Chief

City of Carnation, WA
City Manager (2)
Public Works Director

City of Casper, WY
City Manager

Central Valley Fire District, MT
Fire Chief
Fire Marshal

**Central Whidbey Island Fire &
Rescue, WA**
Fire Chief

City of Centralia, WA
Community Development Director
Economic Development Director

City of Chehalis, WA
City Manager
Police Chief
Finance Manager

City of Chelan, WA
City Administrator (2)

Chelan County, WA
Community Development Dir.
Regional Justice Center Director
RJC Deputy Director

**Chelan County Public Utility
District (WA)**
Managing Director - HR, Labor &
Safety

Clackamas County, OR
County Administrator

Clackamas River Water Dist., OR
General Manager

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

Clatsop County Sheriff's, OR
Jail Commander

City of College Place, WA
Environmental Services Director

City of Colorado Springs, CO
Assistant City Manager

City of Connell, WA
City Administrator

City of Covington, WA
City Manager

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

Cowlitz County, WA
Building & Planning Director
Engineer 3

Cowlitz Sewer Operating Board, WA
Superintendent

Cowlitz-Wahkiakum Council of Governments, WA
Executive Director

City of Damascus, OR
Community Development Dir.
City Manager

Deschutes County, OR
County Administrator

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

City of Duvall, WA
Planning Director
Accountant

East Jefferson Fire Rescue, WA
Fire Chief

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

East Olympia Fire District #6, WA
Fire Chief

Eastside Baby Corner (WA)
Executive Director

eCityGov Alliance (WA)
Executive Director

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

City of Enumclaw, WA
Finance Director
Fire Chief

City of Ephrata, WA
Police Chief

City of Federal Way, WA
Finance Director

City of Ferndale, WA
Police Chief
Public Works Director

City of Fife, WA
City Clerk
Community Development Director

City of Fircrest, WA
City Manager
Finance Director

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

Grays Harbor Transit (WA)
General Manager

City of Great Falls, MT
City Attorney

City of Green River, WY
Community Development Director

Gunnison County, CO
County Manager
Community Development Director
Airport Manager
Human Resources Director

City of Hailey, ID
City Administrator

City of Hermiston, OR
City Manager

City of Hood River, OR
City Manager

Intercity Transit, WA
General Manager

Issaquah Food & Clothing Bank, WA
Executive Director

City of Issaquah, WA
Police Chief
City Administrator
Deputy City Administrator (2)
Deputy Finance Director

Jackson County, OR
HR/Risk Mgmt. Director

JEFFCOM 9-1-1, WA
Director

Jefferson County, WA
County Administrator

City of Kalama, WA
Police Chief

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

City of Kemmerer, WY
Public Works Director

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

City of Kennewick, WA
Planning Director

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

City of Ketchum, ID
City Administrator

Ketchum Community Development Corporation, ID
Executive Director

King County Housing Authority, WA
Finance Director

King County Sheriff's Office, WA
Chief Financial Officer

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

Kootenai County Fire & Rescue, ID
Fire Chief

City of La Center, WA
Police Chief

City of Lacey, WA
City Manager

Lacey Fire District 3, WA
Fire Chief

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

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

City of Lakewood, WA
City Manager
Assistant City Manager

Lane County, OR
County Administrator

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

City of Lebanon, OR
City Manager

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

City of Lewiston, ID
City Manager

Lincoln City, OR
Finance Director
City Manager

City of Littleton, CO
Finance Director

City of Long Beach, WA
Community Development Director

Los Alamos County, NM
County Administrator

LOTT Clean Water Alliance, WA
Finance Manager

City of Louisville, CO
City Manager

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

City of Lynnwood, WA
Public Works Director
Assistant Fire Chief

Manchester Water District, WA
General Manager

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

Mason County, WA
Public Works Director

City of McMinnville, OR
City Manager

City of Medford, OR
Planning Director

City of Mill Creek, WA
City Manager

City of Milwaukie, OR
City Manager

City of Minot, ND
City Manager

City of Moscow, ID
Asst. Community Development Dir.

City of Mountlake Terrace, WA
City Manager
Police Chief

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

Multnomah County, OR
Human Resources Manager (2)

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

MuniFinancial, WA
Senior Financial Analyst
Financial Analyst 1

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

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

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

City of Oak Harbor, WA
City Attorney

City of Olympia, WA
Public Works Finance Manager

City of Ontario, OR
City Manager (2)

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

City of Pasco, WA
City Manager

Pend Oreille County, WA
Public Works Director

City of Polson, MT
City Manager

City of Port Angeles, WA
Police Chief
City Manager
Finance Director
Public Works Director

Port of Seattle, WA
Fire Chief

City of Port Townsend, WA
Development Services Director
Finance Director

City of Post Falls, ID
City Administrator
Community Development Director

City of Poulsbo, WA
Chief of Police (2)

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

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

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

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

City of Ridgefield, WA
City Manager

City of Riverton, WY
City Administrator

City of Salem, OR
Human Resources Director

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

San Juan County, WA
Public Works Director
County Manager

City of Sandy, OR
Police Chief

City of Scappoose, OR
City Manager

City of Sequim, WA
Public Works Director
Human Resources Director

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

City of Shoreline, WA
Deputy City Manager
City Engineer (2)
Planning Director
Public Works Director
City Manager
City Attorney

City & Borough of Sitka, AK
Deputy Finance Director

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

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

Snohomish County, WA
Executive Director

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

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

**Snohomish Health District,
WA**
Deputy Director

SNOPAC 9-1-1, WA
Executive Director

City of Snoqualmie, WA
Fire Chief

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

**Southwest Washington
Regional Transportation
Council**
Executive Director

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

**Spokane Valley Fire
Department, WA**
Fire Chief

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

City of Stevenson, WA
City Administrator

City of Sultan, WA
City Administrator (2)

Summit County, UT
County Manager

City of Sun Valley, ID
City Administrator

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

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

City of Thorne Bay, AK
City Administrator

Thurston County, WA
Human Resources Director
Assistant CAO

Tulalip Tribes, WA
Police Chief

Twin Transit, WA
General Manager

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

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

City of Waldport, OR
City Manager

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

City of Warrenton, OR
Public Works Director

**Washington Association of
County Officials**
Executive Director

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

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

City of Whitefish, MT
City Manager

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

City of Wood Village, OR
City Administrator

City of Woodburn, OR
City Administrator
Community Development Director
Human Resources Director
Finance Director

City of Woodinville, WA
City Manager
Development Services Director

City of Woodland, WA
Fire Chief

City & Borough of Wrangell, AK
Borough Manager

Town of Yarrow Point, WA
Town Clerk



waldron

PROPOSAL TO PROVIDE
EXECUTIVE SEARCH SERVICES



CITY MANAGER

Ed Rogan
Vice President
Executive Search
ed@waldronhr.com

Seattle | Portland | San Francisco
LinkedIn | Twitter | www.waldronhr.com | 206.441.4144

We are proud to be a Certified B Corporation™

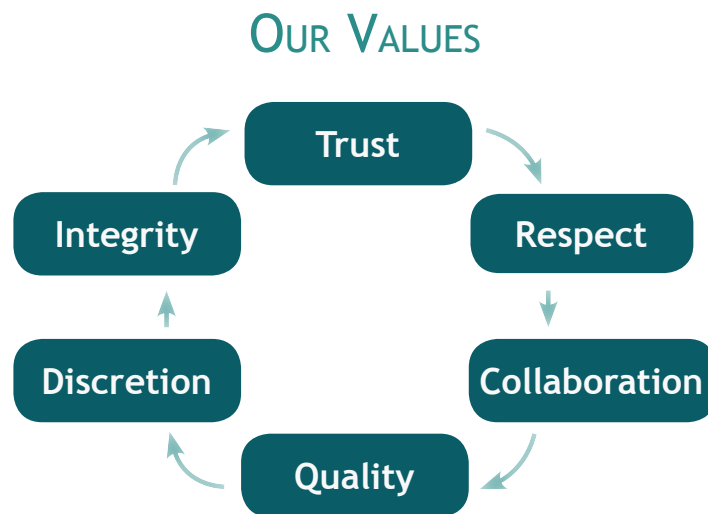
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ABOUT WALDRON

Waldron specializes in finding leaders who make transformative contributions to our clients' organizations, preserve the best of their cultures and who stay committed for the long term. As a dedicated partner to the social sector, we help to create impact by identifying, attracting and integrating effective leaders who drive success. Whether we're finding your first Director or your third, Waldron's experience with local government and special purpose districts makes us uniquely well suited for this critical recruitment.

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



EEO/INCLUSION

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

OUR ALIGNMENT WITH YOU

Waldron would be delighted to partner with The City of Mill Creek on this recruitment. We have relevant experience working with a variety of local governments to identify exceptional leaders. A selection of our clients around the state of Washington includes the Cities of Olympia, Lacey, Seattle, Kirkland, Redmond, Yakima, Blaine, Monroe, Snohomish, Des Moines, Vancouver, Spokane, Burien, Kent, Federal Way, and Renton to name a few. We have also completed multiple assignments for the City of Lewiston, Idaho, as well as searches for Oregon Cities such as Hillsboro, Wilsonville, Tualatin, Tigard, Sherwood, and Silverton.


We have a comprehensive understanding of how to attract high caliber Department Heads across the organization. We have conducted searches for City Managers, Directors of Finance, Human Resources, Parks and Recreation, Community Development, Public Works, and Economic Development, as well as for Police and Fire Chiefs.

Our customized research prioritizes candidates with strong track records serving their own communities. We then overlay intense networking and outreach to draw high potential candidates into the process.

We approach each search with humility and an open mind. We will interview the City's stakeholders to gain a thorough understanding of the organization's goals, needs, opportunities and challenges. Our goal is to build a relationship of trust and understanding, in order to discover the candidate who will best meet the City's needs. Waldron's philosophy of open mindedness, combined with a willingness to listen and learn, is fundamental to our success.

CLIENT REFERENCES

All of our search clients have one thing in common - their brand and reputation are on the line during a leadership transition. We encourage you to contact other organizations we've worked with as a part of a thorough due-diligence process. *Please let us know with whom you are interested in speaking so that we can provide you with their contact information as well as give them advance notice.*

	<p>CITY MANAGER</p>
	<p>CITY MANAGER</p>
	<p>CITY MANAGER ASSISTANT CITY MANAGER</p>
	<p>CITY MANAGER COMMUNITY DEVELOPMENT DIRECTOR CITY ATTORNEY</p>

A comprehensive list of clients can be found at www.waldronhr.com/index.php/social-enterprises/clients

WHERE WALDRON WORKS

waldron AT A GLANCE

“The consulting partner strategic leaders choose to help attract, engage, and inspire effective leaders”



- 3 Offices
- 28 Full Time Staff Members
- 18 Local Staff Members

EST. 1982

PRIVATE & CORPORATE
PHILANTHROPIES
NGOS
NONPROFITS
SOCIAL ENTERPRISE
ORGANIZATIONS

42 % of our searches are for
CEOS,
PRESIDENTS,
EXECUTIVE DIRECTORS

65 % of our searches are
NATIONAL
35 % are REGIONAL
AND LOCAL

14 % of our clients are in the
PUBLIC SECTOR

Seattle | Portland | San Francisco

EXECUTIVE SEARCH PROCESS

STAGE 1 DISCOVERY

Learn about your organization, culture, and needs for the position

Conduct preliminary research to frame the search

Create detailed position profile to reflect your organization

Consult on customized selection process

STAGE 2 OUTREACH

Visibility campaign to create awareness via media advertising and postings

Targeted research of candidate prospects and direct outreach

Screening interviews of interested candidates

Tracking reports of active candidates and their status

STAGE 3 CANDIDATE PRESENTATION

Candidate pool evaluation to identify high-potential candidates

Presentation of each high-potential candidate's materials

Selection of candidates for semifinal interviews

Waldron arranges interviews and updates candidates about the search progress

STAGE 4 FINAL CANDIDATE SELECTION

Facilitation of client interviews and debriefs

Candidate referencing and background checks

Partner with you to select the finalist and extend an offer

Personal notifications to all candidates about their status

SCOPE OF SERVICES

Waldron's unique model combines best in class practices in search and selection honed over 30 years of experience. The result is creative recruitment strategies with a streamlined approach recognized as a smooth, effective, inclusive and open process. We would apply this same comprehensive approach to the search for the City of Mill Creek's next City Manager.

FOUR-STAGE PROCESS

STAGE 1 - DISCOVERY

A distinctive part of our delivery model is our in-depth background discovery work. We interview key stakeholders to ensure that we have a comprehensive understanding of the culture and operating environment, selection criteria, geographical preferences, key issues and any concerns relating to the position and organization. We will take the time to review your preliminary search criteria and job description against this additional contextual information. Then we overlay our market knowledge and experience to test assumptions, refine the criteria and create a detailed, compelling, narrative position profile. This serves two functions: it is a north-star and road map to focus the process; *and* a key tool in attracting the right candidates to the position.

What you can expect from us:

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

SCOPE OF SERVICES

STAGE 2 - OUTREACH/RECRUITMENT

This is not a passive process; we engage with potential candidates proactively, frequently and personally using a variety of methods. Our background information gathering informs the development of a custom database of targeted candidates for the position. We design a recruiting strategy incorporating the organization type, position/title, and geographic parameters that have surfaced in the discovery phase. Candidate identification involves extensive and hands-on research and social networking, as well as leveraging our existing network and lessons learned from previous searches. This highly targeted, customized approach enables us to uncover exciting high caliber prospective candidates for our clients.

What you can expect from us:

- An open dialogue with you to guide and refine our outreach to ensure that we target the right level and type of domain expertise.
- A targeted visibility campaign for position postings.
- A customized recruitment strategy and a target list is developed.
- Networking, collaboration and direct inquiries to prospects.
- Our approach is heavily recruitment driven and our success in bringing the best candidates forward relies on our ability to discretely and directly solicit known, desirable candidates, in-person, by phone, email and social media.
- Targeted distribution of the position profile to high-potential candidates.
- Preliminary phone, video and in-person interviews with candidates.
- Initial backgrounding on candidates (online media searches, network contacts, etc.).
- Weekly CONFIDENTIAL dashboard progress reports detailing our outreach efforts, titles and employers of applicants and a list of high-potential candidates. No other firm offers this level of reporting detail and transparency.

SCOPE OF SERVICES

STAGE 3 - CANDIDATE PRESENTATION

Extensive recruitment, refinement, screening interviews, peer reviews and background research brings the best prospects forward for your consideration. We use the position profile we created with you as our roadmap to establish the assessment criteria for evaluating each candidate to ensure we bring forward leaders with the skills and attributes required for success. Waldron will partner with you in a work session to identify a short list of candidates. ALL candidates discussed at this meeting will have had at least one preliminary interview with Waldron, whether they are internal or external candidates.

What you can expect from us:

- Waldron conducts initial interviews with high potential candidates and performs competency evaluations.
- Waldron will deliver tracking reports of all active candidates and their statuses.
- Candidate materials are compiled and delivered.
- Waldron representatives facilitate a discussion with you concerning the relative merits of each high potential candidate.
- Semi-finalists are identified.
- All candidates are notified about their continuing status on a timely basis.
- Waldron provides an assessment of each candidate's key strengths and potential weaknesses.

SCOPE OF SERVICES

STAGE 4 - FINAL CANDIDATE SELECTION

Waldron will work with the The City of Mill Creek's mayor, the interim city manager, and city council to select the top candidates as finalists.

What you can expect from us:

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

PROJECT COST

Professional Services Fee: Waldron would like to partner with The City of Mill Creek at this time of transition. Our fee for this search will be 33% of the annual salary of the City Manager with a minimum of \$30,000.

Expenses: Costs incurred by Waldron in the course of conducting a search are at the expense of the client. Waldron will pre-approve expenditures over \$1,500 and maintain accurate records at all times. Relevant expenses include, but may not be limited to advertising the position, candidate travel, background checks, and video conferencing.

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

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

Guarantee: Waldron guarantees placement of a qualified candidate. Waldron will provide a six month search guarantee of the selected individual. If the selected individual leaves the position for any reason other than death, physical or mental incapacity or separation initiated by the client without cause, we will conduct a replacement search on a cost-sharing basis at one third of the original search fee. Within the guarantee period, Waldron must be notified in writing of a separation within 30-days of its occurrence.

EXECUTIVE SEARCH LEADER



Ed Rogan, Vice President

Ed has been with Waldron since 1995. As one of the firm's most experienced search leaders, Ed has contributed to Waldron's growth, including his experience managing field offices in Salt Lake City, Utah and Boise, Idaho. Before 2005, Ed was involved in the organizational development and outplacement practices at Waldron, providing executive coaching and career transition assistance to diverse private sector clients. Most recently, Ed has been instrumental in building a focus on conservation and environmental organizations.

Prior to Waldron, Ed worked for The Booth Research Group (BRG) in Denver, Colorado designing and conducting assessment centers and promotional tests for public safety agencies across the country.

In addition to his experience serving as the Board President at Committee for Children and volunteering at FareStart, Ed has been asked to participate in a number of speaking engagements for the following organizations:

- Global Washington
- Association of Fundraising Professionals
- University of Washington
- Society for Human Resource Management
- Northwest Development Officers Association

Ed holds a Bachelor of Arts degree in Psychology and Sociology from the University of Houston, as well as a Master of Arts degree in Industrial/Organizational Psychology from the University of Colorado at Denver.