

**Proposal  
to provide recruitment services for  
the City and Borough of Sitka's next  
Municipal Administrator**



*Presented by*

***P*ROTHMAN**

# STATEMENT OF QUALIFICATIONS

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## ABOUT PROTHMAN

Prothman Company is a northwest based consulting firm that specializes in providing national and regional executive recruitment services to cities, counties, and other governmental agencies throughout the western United States. Founded and incorporated in Seattle 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 to be a good manager.

**Firsthand Knowledge of Local Government:** Every Prothman team member has worked in local government. Our talented consultants have a cumulative 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.

## CONTACT

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371 NE Gilman Blvd, Suite 310, Issaquah, WA 98065  
Submittal Date: April 20, 2017

## 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 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 & approval, 5-6 weeks for recruitment, 2-3 weeks for screening and interviewing, 2-3 weeks for coordinating final interviews.

**Sample Schedule** - Blue highlighted events represent in-person meetings with the client

Date	Topic
<b>Week of May 8-12, 2017</b>	<b>Hold stakeholder interviews – John travels to Sitka</b>
May 15, 2017	Send profile for review
May 22, 2017	Post profile and start advertising
June 25, 2017	Application Close Date
Weeks of June 26 & July 10, 2017 <i>(Week of July 3-7 no interviews)</i>	Prothman screens applications & interviews top 8 - 15 candidates
<b>Week of July 17-21, 2017</b>	<b>Work Session to review semi-final interviews and pick finalists - John travels to Sitka</b>
<b>Week of August 7-11, 2017</b>	<b>Final Interviews, usually includes an evening reception and next day interviews – John travels to Sitka</b>

## PROJECT TEAM

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### JOHN HODGSON - PROJECT LEAD

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

### Recruitments Performed by John Hodgson as Project Lead

**City of Minot, ND**  
City Manager

**Ben Franklin Transit (WA)**  
General Manager  
Chief Operations Manager  
Administrative Services Manager  
Human Resources

**City of Sheridan, WY**  
Finance & Administrative Services  
Director  
City Administrator

**Town of West Yellowstone, MT**  
Town Manager

**Snyderville Basin Special  
Recreation District (UT)**  
District Director

**Metro Parks Tacoma, WA**  
Director of Planning &  
Development

**Spokane Regional Transportation  
Council (WA)**  
Executive Director (*in progress*)

**City of Bothell, WA**  
Parks & Recreation Director  
Human Resources Director

**City of Issaquah, WA**  
Parks & Recreation Director  
Human Resources Director  
Finance Director

**City of College Place, WA**  
City Administrator

**Inyo County, CA**  
Information Services Director  
(*in progress*)

**Island Transit (WA)**  
Executive Director

**Jackson County, OR**  
HR/Risk Management Director

**City of Lincoln, NE**  
Finance Director  
Budget Officer (*in progress*)

**City of Lincoln City, OR**  
Human Resources Director

**City of Lynnwood, WA**  
Finance Director  
Human Resources Director

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

**City of Newcastle, WA**  
Public Works Director

**City of Port Townsend, WA**  
Finance Director

**City of Renton, WA**  
HR & Risk Management Admin.  
Administrative Services Admin.

**City of Salem, OR**  
Human Resources Director

**City of Shoreline, WA**  
City Attorney  
Parks & Cultural Services Director

**City & Borough of Sitka, AK**  
Controller

**City of Snohomish, WA**  
Finance Director

**Snohomish County, WA**  
Human Services Director  
Surface Water Management  
Utility Director

**City of Snoqualmie, WA**  
Chief Financial Officer

**City of Spokane Valley, WA**  
Finance Director

**City of Tacoma, WA**  
Senior Finance Manager (*in  
progress*)

**City of Vancouver, WA**  
Deputy Director of Human  
Resources

**Port of Walla Walla, WA**  
Executive Director

**Washington Association of  
County Officials**  
Executive Director

**City of White Salmon, WA**  
Public Works Operations Manager

**City of Woodburn, OR**  
Finance Director

**City of Woodland, WA**  
City Administrator

## **PROJECT TEAM CONT'D**

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### **GREG PROTHMAN - PROJECT SUPPORT**

As President of the Prothman Company, Greg offers a unique combination of 20+ years of experience in various functions of government and 15 years of experience in public sector recruitment. 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 Masters in Public Administration and accepted an administrative position for the City of Des Moines, WA. He was quickly promoted to Assistant City Manager and next, City Manager. 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 volunteer EMT/Firefighter for the City of Snoqualmie and a member of Seattle Mountain Rescue.

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

### **JARED ECKHARDT - PROJECT SUPPORT**

Jared is responsible for profile development and candidate outreach. He is a recent (2015) graduate from the University of Washington and we are have enjoyed watching him learn and mature the past year.

## 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 and the length of tenure of our placed candidates is the highest in the industry because our process emphasizes "fit" and we learn and understand the qualities required for candidates to fit within your 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 will partner with you and find you a highly qualified candidate who is the perfect "fit" for your organization, guaranteed!

## Recruitment Process

### **Project Review**

The first step will be to review the following topics:

- ◆ Review the scope of work and 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 your organization, as well as the preferred qualifications you desire in your next Municipal Administrator. We will travel to Sitka and:

- ◆ Meet with the Council Members
- ◆ Meet with Staff as directed
- ◆ Meet with other stakeholders as directed
- ◆ Review all documents related to the position

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

We will develop a profile of your ideal candidate. Once the Position Profile is written and approved, it will serve as the foundation for our determination of a candidate's "fit" within the organization and community. Profiles include the following:

- ◆ **A description of the ideal candidate's qualifications**
  - Years of related experience 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/county management professionals who are not actively searching for a new position.
- ◆ **Direct Contact Calls** and emails placed directly to candidates that we know would be a good fit.
- ◆ **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:** We will screen the candidates for qualifications based on the resumes, applications, and supplemental questions. After the initial screening, we take the yes 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 gage 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 semi-finalist 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 with Council:** We will prepare and send to you a detailed summary report and binder which includes each candidate's application materials and the results of the personal interviews and publication search. **We will travel to Sitka or meet via phone** 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*)

The design of the final interviews is an integral component towards making sure that all stakeholders have the opportunity to learn as much as possible about each candidate.

- ◆ **Elements of the design process include:**
  - **Deciding on the Structure of the Interviews**  
We will tailor the interview process to fit your needs. It may involve using various interview panels and 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**

In addition to the internet background search, prior to the final interviews, we will conduct a background check on each of the finalist candidates. Background checks include the following:

• **References**

We conduct 6-8 reference checks on each candidate. We ask each candidate to provide names of their supervisors, subordinates and peers for the last several years.

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

We contract with Sterling and 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.

◆ **Final Interviews with Candidates**

**We will travel to Sitka 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.

◆ **Panelist & Decision Makers Debrief:** After the interviews are complete, we will facilitate a debrief with all panel participants where the panel facilitators will report the panel's view of the strengths and weaknesses of each candidate interviewed. The decision makers will also have an opportunity to ask panelists questions.

◆ **Candidate Evaluation Session:** After the debrief we will facilitate the evaluation process, help the decision makers come to consensus, discuss next steps, and organize any additional candidate referencing or research if needed.

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

## **Warranty**

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



## **FEE, EXPENSES & GUARANTEE**

### **Professional Fee**

The fee for conducting a **Municipal Administrator recruitment with a one-year guarantee is \$20,500, plus expenses.** The professional fee covers all Prothman consultant and staff time required to conduct the recruitment. This includes all correspondence and on-site meetings with the client, writing and placing the recruitment ads, development of the candidate profile, creating and sending invitation letters, reviewing resumes, coordinating and conducting semifinalist interviews, coordinating and attending finalist interviews, coordinating candidate travel, professional reference checks on the finalist candidate and all other search related tasks required to successfully complete the recruitment.

### **Expenses**

Expenses vary depending on the design and geographical scope of the recruitment. We work diligently to keep expenses at a minimum and keep records of all expenditures. The City and Borough of Sitka 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. \$1,400 - 1,800)
- Direct mail announcements (approx. \$1,800 – 2,100)
- Interview Binders & printing of materials (approx. \$400 - 600)
- Delivery expenses for Interview Binders (approx. \$300 - 450)
- Consultant travel: Airfare, rental car, lodging (if needed), travel time @ \$60 per hour (approx. \$1,400 – 1,900 per trip)
- 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 candidate's travel receipts for direct reimbursement to the candidate.

A 3% charge will be added to all expenses which reflect City of Issaquah and State B&O tax obligations that we pay for every dollar we invoice, including expenses. Professional fees are billed in three equal installments throughout the recruitment. 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.