

Jim Dinley  
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## ADMINISTRATION

# Memo

**To:** Mayor and Assembly Members

**From:** Jim Dinley, Municipal Administrator 

**Date:** November 2, 2010

**Re:** Deputy Finance Director Recruitment

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I have attached correspondence with the Prothman Company to recruit a Deputy Finance Director. In my conversation with Prothman, I suggested and they agreed that a "Deputy Finance Director" would attract a different applicant versus one applying to be the Controller. The Controller is more limited in scope and may not attract the individual who desires to "move up" within the Finance Department. They have proposed a 1 year agreement for \$12,000 plus expenses and a 2 year agreement for \$15,000 plus expenses. I recommend we recruit for a 2 year agreement as the individual selected will be less inclined to leave early versus not being fully committed to the position. I was able to negotiate a "full search with a 2 year agreement" down to \$15,000 plus expenses.

As was discussed at the last Assembly meeting, CBS has not been successful the past several years in recruiting a Deputy Finance Director. Our annual attempts to advertise locally, in the Anchorage Daily News, AML, various job services and Alaska Finance Manager organizations cost \$10,000 and have not resulted in a qualified applicant being received by HR.

Again as discussed in the last Assembly meeting, Dave and I agreed that CBS does not have a line of succession in the current CBS Finance Staff. Couple this with the 15-20 hours overtime Dave admits he works each week plus the statement that he would anticipate an 18 to 24 month learning curve and it clearly supports recruiting a Deputy Finance Director at this time. Funds are available to contract with Prothman from the vacant budgeted engineering positions.

## Jim Dinley

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**From:** Stokesbary, Lynn [Lynn@prothman.com]  
**Sent:** Tuesday, October 26, 2010 9:21 AM  
**To:** Jim Dinley  
**Cc:** Prothman, Greg  
**Subject:** Cover Letter and Proposal  
**Attachments:** CoverltrtoJimDinley.doc; Sitka Deputy Finance Director Recruitment Proposal.pdf

Hi Jim,

I have attached for your review and information a cover letter to you describing the two options for our recruitment services and further details on direct expenses. I have also attached a revised proposal which includes the two options for you and the Assembly members to consider. Please don't hesitate to let me know if you have any questions or need further clarification on the letter and proposal. Greg and I look forward to hearing from you.

Thanks,  
Lynn

**Lynn Stokesbary**

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October 26, 2010

Mr. Jim Dinley, Municipal Administrator  
City and Borough of Sitka  
100 Lincoln Street  
Sitka, AK 99835

Dear Mr. Dinley:

Thank you for the opportunity to consider our services for the recruitment of the City and Borough of Sitka Deputy Finance Director. It has been our pleasure to conduct work in Alaska. Since 2009 we have successfully completed a recruitment for the City of Wrangell's Borough Manager and just completed the City Administrator search for the City of Thorne Bay. We also placed an Interim Police Chief in Wasilla in 2009-2010.

As we discussed over the phone, we have prepared two options for you and Assembly members to consider.

**Option 1** is a full search as described in our proposal for a professional fee of **\$15,000** plus expenses. Our guarantee with this option is for **two years**. If the selected finalist is terminated for cause within two years from the employment date, Prothman will conduct a replacement search with no additional professional fee. The only cost to you would be the direct expenses related to the additional search. **Option 2** is also a full search, but the candidate guarantee is **one year**. Under this option, the professional fee is **\$12,500**.

The Professional Fee covers Prothman and staff time required to conduct the recruitment. This includes development of candidate profile, writing and placing the recruitment ads, sending invitation letters, reviewing resumes, coordinating and conducting semifinalist interviews, coordinating and attending finalist interviews, coordinating candidate travel, professional background and reference checks and all other search related tasks required to successfully complete the recruitment.

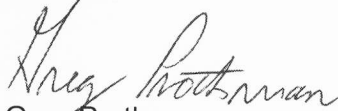
The Professional Fee also includes Prothman's personal knowledge of potential candidates, access to our extensive database of city finance professionals, posting your position on our website (averaging 10,000 "hits" per month) and access to our reputation amongst city finance professionals.

You have also asked for further information on direct expenses which is in addition to the professional fee. The following is a general breakdown of estimated direct expenses

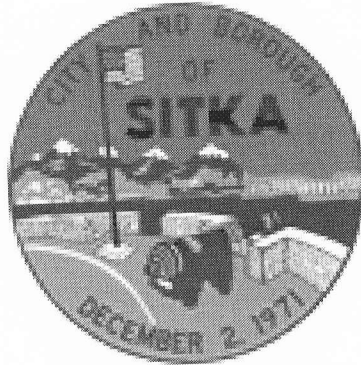
<u>Advertising</u>	\$2,000 (professional website and direct mail)
<u>Consultant travel</u>	\$1,500 (airfare, travel time, hotel, meals, rental car)
<u>Document Printing and materials</u>	\$ 300 (shipping and printing of candidate resumes and backgrounds. This cost may be significantly reduced or eliminated by scanning and emailing documents).
<u>Candidate Background Checks</u>	\$ 750 (based on 5 possible finalist candidates to include education verification, criminal history and driving record, and sex offender check).
<u>Candidate Travel</u>	(At this time, the cost is unknown and varies on amount of finalist candidates and where the finalist candidates come from. Generally, expenses include airfare, hotel, rental car, and meal reimbursement in accordance with city travel policies)
<b>Total</b>	<b>\$4,550, plus candidate travel</b>

Please let me know if you have any questions or need further clarification. We are prepared to begin the work immediately and would value the opportunity to work with you and the City and Borough of Sitka.

Sincerely,



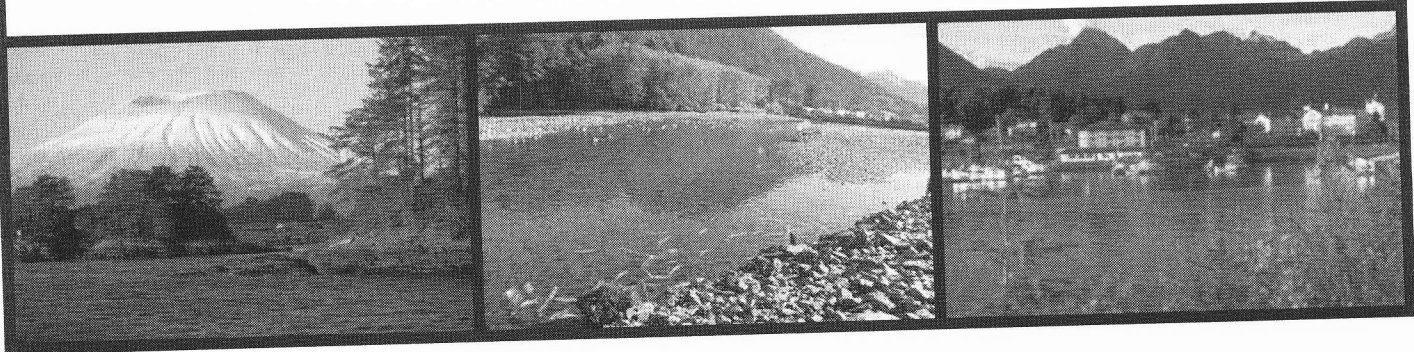
Greg Prothman  
President



PROPOSAL TO PROVIDE  
**DEPUTY FINANCE DIRECTOR**  
RECRUITMENT SERVICES

*Provided By*

***PROTHMAN***



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## ***ABOUT PROTHMAN***

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Prothman is the northwest's leading executive recruitment firm specializing in providing government agencies with highly experienced and qualified permanent and temporary employees. Founded in 2001, Prothman has quickly become the industry leader in public sector recruitment, having successfully completed over 400 public sector recruitments, as well as directing and recruiting for five new city startups.

Our strength: Firsthand knowledge of local government. The firm's founder, Greg Prothman, started his career as a police officer for the City of Renton. After earning his Master's in Public Administration, Greg was hired by the City of Des Moines, WA, as assistant city manager and then city manager. Greg joined the public sector executive recruitment industry in 1996 and has conducted over 300 searches.

Our staff has extensive experience in public sector management unequalled by our competition. The Prothman team is comprised of talented consultants, all of whom have had extensive public sector experience with expertise ranging from city management, human resources, finance, public works and elected official public service. Our public sector experience combined with a hands-on understanding of how government agencies work has proven to be vital when screening and interviewing potential candidates.

## **EXECUTIVE SEARCH PROPOSAL**

*FOR THE POSITION OF DEPUTY FINANCE DIRECTOR FOR THE CITY AND BOROUGH OF SITKA*

### **PROJECT PLANNING & RESEARCH**

We believe that a successful recruitment is the result of a well thought out plan, requiring careful execution coupled with a strong working partnership between the search consultant and the client.

Working together throughout the search process provides the greatest opportunity for a successful outcome. Our goal is to thoroughly understand the City and Borough of Sitka's needs and the values and culture of the Finance Department. We suggest the following steps as a starting point:

- ◆ **Review the proposed search outline and modify as needed**
- ◆ **Develop a project timeline**
- ◆ **Identify the geographic scope of the search**
  - Regional
  - Western United States
  - National
- ◆ **Decide if a salary survey is needed**

This review will provide the City & Borough with accurate salary information to evaluate if the position is at "market rate." If a survey is needed, we will work with the City & Borough to identify similar organizations for compensation comparisons.
- ◆ **Gather and review all relevant documents related to the Deputy Finance Director position and the Department**
- ◆ **Interview key stakeholders**

### **IDENTIFYING THE "IDEAL" CANDIDATE**

Documenting what we have learned by describing the "ideal" candidate is the best way to make certain that we are identifying the best candidates for the position. We will do this by developing a comprehensive "Position Profile." Once the Position Profile is written and approved, it will serve as the "benchmark" to measure a candidate's qualifications and organization "fit." It will also help potential candidates decide if this is the right career move for them. The Position Profile includes:

- ◆ **A description of the ideal candidate qualifications**
  - Years of related experience required
  - Previous positions and sizes of communities
  - Specific relevant experience
  - Education requirements
  - Ideal personality traits and work habits
- ◆ **City & Borough information, including**
  - Location and quality of life opportunities
  - A summary of Department services
  - Number of Department employees and budget size
  - A basic description of the position
- ◆ **A description of key issues and priorities facing the Department and the Deputy Finance Director position**
- ◆ **A description of the compensation package**
- ◆ **Information on how and when to apply**

### RECRUITMENT STRATEGY

We will work with the City & Borough to develop a recruitment strategy designed to identify outstanding candidates ideally suited to the position. 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 will accomplish this by:

- ◆ **Creating Recruitment Brochures**  
Highlighting the Deputy Finance Director position and the Department
- ◆ **Direct Mail Campaign**  
Researching and compiling a comprehensive list of potential candidates to be reached through a direct mail campaign
- ◆ **Direct Contact Calls**  
Making direct recruiting calls to promising candidates based upon our extensive personal knowledge of excellent candidates
- ◆ **Ads in Print and on the Web**  
Creating and placing targeted ads in professional publications, journals and on related websites targeting qualified candidates

### CANDIDATE SCREENING

Once candidates have indicated an interest in the position, we will work with the City & Borough to begin identifying the most promising candidates. Using the Position Profile as our guide, we will conduct an extensive candidate review designed to gather detailed information on the leading candidates. We will do so by:

- ◆ **Initial Resume Screening**  
We will conduct an initial review of all resumes, screening for minimum qualifications.
- ◆ **Supplemental Questions & Applications**  
The remaining qualified applicants will be asked to complete an application and Supplemental Questions/Writing Sample. We have found that this exercise provides a good example of a candidate's writing skills, analytical abilities and communication style and is an early indicator of his/her philosophy and values.
- ◆ **First Workshop**  
Based upon the responses to the supplemental questions, we further screen the applicant pool, bringing the most promising candidates for your review. Using the application, supplemental questionnaire, resume and other materials submitted by the candidates, we will work with the City & Borough to identify the top semifinalists. Prior to the workshop we will provide a candidate sourcing summary detailing the efforts of advertising, direct mail campaign, and direct recruiting phone calls. The summary also includes a list of the applicants and from where they have applied. We will also begin preliminary discussions about designing the final interview process.
- ◆ **Consultant Semifinalist Interviews**  
Prothman will conduct in-person or videoconference interviews with each of the semifinalist candidates.
- ◆ **Second Workshop**  
Based upon the results of the semifinalist interviews, we will present our findings and recommendations for your review. We will advise you of the candidates meeting the qualifications, our knowledge of them, and their strengths and weaknesses relative to fit with your organization. We will then work with you to identify the candidates to invite to the final interviews. We will also complete the planning and design of the final interview process and begin identifying potential interview questions.