



June 26, 2007

Tina Gray, HR Director  
City of Ashland, OR  
20 E. Main Street  
Ashland, OR 97520

Dear Ms. Gray:

Thank you for the opportunity to submit our proposal to recruit a new City Attorney for the City of Ashland. We take great pride in providing our clients exceptional service and excellent results. These successful client partnerships result from an active and comprehensive level of Principal involvement leading to positive business relationships and highly satisfied clients.

We feel exceptionally suited to perform this recruitment on your behalf. We are currently engaged with the City of Richmond for a City Attorney recruitment. During the past 12 months we have successfully completed a City Attorney search for the City of Santa Clara and a Deputy City Attorney for the City of Elk Grove. Over the past three years, we've completed City Attorney recruitments for the cities of Napa, Livermore, San Luis Obispo, Inglewood, Vallejo, Bakersfield and Union City, along with the Chief Prosecutor recruitment for the City of Pasadena. These assignments have provided us with an updated database of attorneys and excellent contacts throughout the western United States. We would be able to utilize these sources in assisting you with this assignment.

Following your review of this proposal, we hope our credentials will provide the basis for your positive consideration of our firm. The enclosed proposal contains the following information:

- Firm Profile, Qualifications and Recruitment Team
- Recruitment Work Plan
- Recruitment Timeline
- Profiles on Principals of the Firm
- Client References
- Partial Listing of Completed Recruitments

Thank you again for the opportunity to be considered for this recruitment. If you have any questions, please do not hesitate to call Paul Kimura or me at 408-399-4424.

Sincerely,

William H. Avery

## PROPOSAL FOR THE CITY OF ASHLAND RECRUITMENT FOR THE NEW CITY ATTORNEY

### Avery Associates - Profile

Avery Associates is a Los Gatos, California based Management Consulting firm incorporated in 1982. We specialize in Executive Search and Human Resources/Management Consulting. Our firm currently has two Principals and several key Consultants. Bill Avery heads the Firm and the Management/Labor Relations practice in addition to participating in key searches. Paul Kimura is the Principal who oversees the Search and Recruitment practice. Ann Slate, Cris Piasecki and Gary Rogers form the core recruitment team for the firm. Jackie Collins and Leah Jakusovszky handle administrative support.

We offer a unique recruitment service as the background and capabilities of our firm Consultants gives us the ability to provide recruitment services that positively differentiates us from other strictly public sector search firms. We do so by incorporating private sector search methodologies into our public sector recruitment process, and combining "best" practices from each of the sectors in which we operate.

### Firm Qualifications

A significant portion of the recruitment activity is directly handled by our firms Principals. This hands-on involvement includes client interface, development of position specification, candidate interviewing and assessment, candidate presentation and final interview facilitation.

In addition to the directly related recruitments that are identified in our cover letter, we have enclosed a listing of the various assignments we've completed.

Mr. Avery, having served in the past as a City Manager, provides the direct experience and knowledge of city administration. Mr. Kimura's expertise in executive, technical and business recruitment, which he gained during his nineteen years of advanced technology experience, provides the basis for many of the recruitment strategies and tactics utilized by the firm. Collectively, the firms Principals offer exceptional expertise in the area of public sector recruitment. Their professional profiles are enclosed as part of this proposal.

### Recruitment Team for the City of Ashland

Bill Avery will serve as the Principal in charge of this project and will be assisted by Gary Rogers. Mr. Avery will be personally involved in client meetings, the interview and assessment of candidates and will be available throughout the search process to provide other, related consulting services.



## Recruitment Plan and Services Provided

### I. Position Profile and Organizational Assessment – Development of the Job Announcement

The initial assessment phase is a critical component of the search process. Mr. Avery will individually meet with City Council members and key City Management team members to discuss the organizational needs and position requirements. Our goal for this aspect of the recruitment process is to:

- Understand the City and departmental priorities for this position.
- Develop a clear understanding and consensus on the expertise, experience, education, performance attributes, interpersonal skills and operational style of the ideal candidate.
- Discuss the goals, objectives, deliverables, and challenges related to this position.
- Gain insight of the various organizational dynamics and departmental issues that exist within the organization.
- Identify the compelling aspects to this opportunity.

We would welcome the opportunity to have other discussions with various key staff as appropriate. Based on these discussions a four-color job announcement, which includes the ideal candidate profile, will be presented for final approval. The brochure and candidate profile is also utilized in various other means as a marketing tool, for advertising copy, and for other announcements and postings.

### II. Development of the Search Strategy and Candidate Outreach/Development - Sources for Job Posting and Advertising

The search strategy is developed in conjunction with the organizational assessment. For this assignment, we feel it is critical to develop a high level of visibility with a comprehensive outreach program supplemented by a focused targeted recruitment approach. We are also sensitive to reaching a diverse applicant pool. We would incorporate the following elements into this search:

- Original research, which consists of identification and contact of current city attorneys or attorneys associated with law firms operating in the public sector who meet the profile, but are not actively seeking other employment.



- Development of a targeted candidate list based on our current and extensive database of city attorney personnel, and referrals or recommendations from key sources/ contacts who have extensive networks in this area. The sources would include city and county management personnel, attorneys affiliated with law firms or entities that would have visibility into the public sector.
- Outreach to the numerous regional, ethnic-based and gender-based Bar Associations throughout the state.
- An extensive mailing campaign to individuals and law firms identified through the means identified above and/or those affiliated with the legal profession throughout the western states.
- Advertising in the DAILY JOURNAL newspaper, WESTERN CITY magazine, JOBS AVAILABLE magazine, and other publications or periodicals deemed appropriate for this search.
- Job postings on Internet-based national public sector employment bulletin boards, association-based web sites, and our company website to reach active candidates.
- Development and distribution of the comprehensive position announcement to various cities, counties, and state level departments, as well as agencies throughout the western states.

### III. Candidate Assessment – Screening of Resumes

Initially, all candidates responding to this position will be evaluated based on their resume and, if appropriate, an extensive phone “screening” by the firm. Candidates who pass this initial “qualifying” criteria are then scheduled for a formal interview with Mr. Avery. These extended, face-to-face, personal interviews typically take one hour and consist of a thorough discussion of the candidate’s experience, accomplishments, management philosophy and interpersonal style. Individuals who best fit the position requirements will have an extensive Candidate Assessment Report developed. Additionally, two initial reference interviews are performed and documented on these candidates.

### IV. Candidate Presentation – Screening of Resumes

Upon completion of formal interviews and initial reference interviews, a selection of candidates for presentation is made. Typically, the number of recommended final candidates ranges from four to six, although we do not artificially limit the number of candidates if there is an exceptionally strong candidate pool.



We feel our extensive screening, interview, and reference process; combined with the candidate insights provided by our detailed Candidate Assessment Report gives our clients an in-depth and detailed background on each recommended finalist. Our clients frequently comment on the value this background provides.

The final candidates are presented in our candidate presentation “book.” Each recommended finalist will have a candidate profile consisting of a candidate summary sheet, a cover letter, resume, the Candidate Assessment Report (based on the formal interview), and two initial candidate reference interviews.

V. Selection Process – Interview Process and Preparation of Interview Questions

Once the final candidate interview group is identified, we will assist in the structuring of the interview process and coordinate the interview scheduling activity. This includes development of the actual interview schedule, notification to the candidates, and development of potential interview questions (the final selection is typically made by the client). We will also provide candidates with guidance related to travel planning, hotel accommodations, as well as other interview planning issues.

During the actual final interview process, Mr. Avery will facilitate candidate “flow” and observe the interviews. At the conclusion of interviews, he will lead a consensus deliberation discussion towards selecting the top candidate(s).

VI. Position Closure and Follow-Up – Reference and Background Checking

Once the top candidate(s) is/are identified, we will conduct additional reference checks. Our firm will also arrange a summary background evaluation on the City’s final one or two candidates. A copy of these confidential reports can be provided for you. The costs for these evaluations are included in the expense budget under the “Consulting Fee” section.

Based on the firm’s experience in human resource management and executive search, we are able to assist our clients in the formulation of appropriate compensation and other employment arrangements. We will be available throughout our retention to assist in this process.

As a matter of policy, Avery Associates monitors the transition and progress of any executive we place with a client. Within the first three to six months after the City has hired the individual, we will speak with that individual to ensure that an effective transition has occurred. During the same period, we will also review the individual’s status with your office.



## Consulting Fee

Based on the services described in our proposal, the professional services consulting fee for this recruitment will be \$17,900. We would provide our first consulting invoice in the amount of \$7,900 at the outset of the search. The final invoice of \$10,000 will be submitted at the completion of the search. The consulting fee will be inclusive of all services defined within this proposal unless otherwise stated.

In addition to the Professional Services Fee, normal and direct out-of-pocket expenses associated with the search are charged back to the client. Expenses for this assignment would be a not-to-exceed amount of \$8,500. These expenses include: advertising, clerical time, supplies, printing, telephone, postage, summary background evaluations, and consultant travel for client discussions, meetings and local and out-of-area candidate interviews. All expense items will be detailed and billed on a monthly basis.

## Guarantees and Ethics

Whenever William Avery & Associates, Inc. is retained; we make several guarantees and commitments to a client. Due to our experience, knowledge and success within the management consulting field, we assure a client that we will only present candidates who meet a substantial majority of the ideal qualifications that you have outlined. We are also committed to continue our search efforts until a successful candidate is employed.

It is also our practice to replace a candidate who may voluntarily resign during the first six months of his/her employment. This same commitment applies if the client finds it necessary to terminate or to request the resignation of the selected individual in the first six months for reasons which would have precluded his/her employment had they been known at the time employment started. In either case, we invoice a client only for out-of-pocket expenses incurred in identifying a replacement.





## CITY OF ASHLAND CITY ATTORNEY - RECRUITMENT SCHEDULE

Description (Weeks)	1 2 3 4	5 6 7 8	9 10 11 12	13 14 15 16	17 18 19 20
Initial meeting(s)	<u>1</u>				
- Job announcement draft	<u>3</u>				
- Advertising and marketing in place.	<u>3 - 4</u>				
- Recruitment strategy finalized	<u>3 - 4</u>				
- Approve and print job announcements	<u>4 - 5</u>				
Recruitment period		<u>4 - 10</u>			
- Candidate screening		<u>6 - 10</u>			
Candidate Interviews			<u>11 - 12</u>		
- Complete references				<u>13</u>	
- Preparation of candidate book				<u>13</u>	
Presentation of candidates				<u>14</u>	
Final interviews					<u>16</u>

# Avery Profile

## William Avery

*"I was very careful in building my firm. I defined my direction and needs, then took my time to fill those needs with experts who complement my skills and expand what we can do for clients.. I'm extremely proud of our team."*

William Avery founded his successful management consulting firm in 1981. He has directed William Avery & Associates in service as a Labor Relations and Executive Search consultancy, serving personally as a chief negotiator, trainer, and representative in grievance and disciplinary matters.

A specialist and widely recognized expert in employer-employee relations, he has served as a City Manager (Los Gatos) and Assistant City Manager. While City Manager, he was President of the Santa Clara County City Manager's Association and Chair of the County Employee Relations Service.

Bill has lectured at De Anza College, San Jose State University, and Stanford University, and regularly makes presentations for the League of California Cities, CALPELRA, and other public sector organizations.

Building on his personal track record of success, he expanded the firm's focus to include increased emphasis on public and private sector search. He added proven industry professionals with expertise in these areas. The result has been to create an exceptionally strong management consulting firm, now known as Avery Associates, with the expertise to provide the full range of services required for successful public or private sector executive search.

A key measure of the firm's success has been the many long-term relationships that he and his staff have established with clients.

Bill holds B.A. in Political Science and an MPA from San Jose State University, where he was graduated with highest honors.



William Avery & Associates  
Management Consultants

3 1/2 N. Santa Cruz Ave, Suite A  
Los Gatos, CA 95030

408.399.4424  
Fax: 408.399.4423



# Avery Profile

## Paul Kimura

*“My recruitment expertise was honed during many years in the high tech industry —the most competitive recruitment environment that exists. I learned how to design an effective strategy and implement successful recruitment tactics. Perhaps most important, I have developed exceptional assessment skills.”*

**P**aul Kimura brings a unique combination of recruitment and business experience to Avery clients.

Paul is involved in leading both private and public sector professional searches. He has been both a corporate recruitment director and HR director for a number of high technology companies, ranging from Fortune 500 firms such as Novell and National Semiconductor to a Silicon Valley start-up. His proven recruitment and HR generalist skills help him bring forward the best available candidates and properly assess their skills and “fit” with client organizations.

Indeed, many of the recruitment strategies and tactics incorporated into the Avery search process are a direct result of Paul's extensive recruitment experience in the high technology industry.

Paul has been a successful HR consultant, guiding clients through all aspects of Human Resources functions — compensation & benefits, employee and management training, performance management, and termination issues.

He is skilled in areas such as strategic planning, executive coaching, separation negotiation, and organizational assessment and design. It's another service that Avery Associates is able to offer its clients because of the unique background of its principals — and Paul's extended skill set in Human Resources underscores the fact that Avery professionals “have been there” and understand your needs from a personal perspective.

Paul holds a B.S. degree in Business Administration from San Jose State University. He is active in professional HR organizations and in the community, where he has worked with a number of education, youth service, civic, business, and cultural organizations.

“Just as Avery looks to form long-lasting relationships with its clients, I believe in making the same commitments within my community.”



William Avery & Associates  
Management Consultants

3½ N. Santa Cruz Ave., Suite A  
Los Gatos, CA 95030

408.399.4424  
Fax: 408.399.4423

# Related References

## for Avery Associates

Town of Los Gatos  
Joe Pirzynski, Vice Mayor. . . . .408.356.3024

City of Santa Clara  
Patricia Mahan, Mayor. . . . .408.615.2250

City of Livermore  
Steve Harman, Personnel Director. . . . .925.960.4100



**AVERY**  
a s s o c i a t e s

William Avery & Associates  
Management Consultants

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3½ N. Santa Cruz Ave, Suite A  
Los Gatos, CA 95030

408.399.4424  
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# Avery Recruitments

The following represents a partial list of Key Public Sector and Non-Profit Executive Recruitments completed by the Principals of Avery Associates:

## City Manager

Atherton  
Avalon  
Belmont  
Chowchilla  
Colma  
Culver City  
Gonzales  
Hanford  
Los Altos Hills  
Los Gatos  
Pismo Beach  
Pittsburg  
Redding  
Reedley  
Sanger  
San Marino  
Suisun City  
Vallejo

## Asst/Dpty City Manager

Bakersfield  
Boulder, CO  
Camarillo  
Dublin  
Fremont  
Huntington Beach  
Lodi  
Los Gatos  
Moreno Valley  
Riverside  
San Leandro  
Thousand Oaks  
Vacaville

## CEO/Executive Director

City of San Jose – Redevelopment Agency  
Community Redevelopment Agency – City of Los Angeles  
Monterey County Resource Management Agency  
First 5 Monterey County  
Fresno Housing Authority  
EOC of SLO County  
Joint Venture – Civic Action Network  
Joint Venture – Silicon Valley  
San Luis Obispo Housing Authority  
Santa Barbara – CAC  
Support Network for Battered Women

## City Attorney

Bakersfield  
Inglewood  
Livermore  
San Luis Obispo  
Union City  
Vallejo

## Parks/Recreation Director

Belmont  
Boulder, CO  
Corona  
Culver City  
Encinitas  
Gilroy  
Los Gatos  
Santa Clarita  
Westminster

## HR Director

Fremont  
Lancaster  
Los Angeles County  
Los Gatos  
Newport Beach  
Riverside  
San Bernadino County  
San Leandro  
San Luis Obispo  
Santa Clarita  
Santa Cruz  
Sonoma County  
Santa Clara Valley Transit Authority

## Finance/Admin Services Director

Dublin  
Encinitas  
Fort Bragg  
Los Gatos  
Monterey County  
Oceanside  
Oxnard  
Palmdale  
Santa Clara  
Santa Clarita  
Santa Cruz  
Santa Rosa  
Union City

## Public Works Director/Manager

Bishop  
Clovis  
Culver City  
Encinitas  
Los Gatos  
Monterey County  
Moreno Valley  
Olympia, WA  
Palmdale  
Paso Robles  
Pomona  
San Luis Obispo  
Santa Clarita  
Santa Rosa  
Union City

## Community Development/ Planning Director

Beverly Hills  
Culver City  
Dublin  
Encinitas  
Gilroy  
Morgan Hill  
Oakland – Housing  
Paso Robles  
San Leandro  
San Ramon  
Saratoga  
Vacaville  
Woodland

## Director of IT

Boulder, CO  
Huntington Beach  
Modesto  
Monterey County  
Sonoma County

## Fire Chief

Culver City  
Fairfield  
Fresno  
Gilroy  
Moraga/Orinda  
Redwood City  
San Luis Obispo  
Visalia

## Police Chief

Arroyo Grande  
Beverly Hills  
Culver City  
Gilroy  
Los Gatos  
Napa  
Pleasant Hill  
Pomona  
San Luis Obispo  
Santa Rosa  
Union City  
Vallejo  
Visalia  
Woodland

## Other

Alameda – Risk Manager  
Fremont – City Clerk  
Glendale – Library Director  
Los Gatos – Library Director  
Pasadena – Chief Prosecutor  
San Mateo – Library Director  
Monterey County – Director of Human Services



William Avery & Associates  
Management Consultants

3½ N. Santa Cruz Ave., Suite A  
Los Gatos, CA 95030

408.399.4424

Fax: 408.399.4423



LOCAL GOVERNMENT  
PERSONNEL INSTITUTE

*Your Resource for Workforce Management Assistance*

June 27, 2007

City of Ashland  
Tina Gray, HR Director  
20 E Main Street  
Ashland OR 97520

Dear Ms. Gray:

Local Government Personnel Institute is pleased to submit the enclosed response to your request for proposal for a City Attorney Recruitment.

We expect to give this project top priority should our proposal be selected. We look forward to a positive response to our proposal and the opportunity to work with the City of Ashland. Should you have any questions, please feel free to contact us.

Sincerely,

A handwritten signature in cursive script that reads "Karin Reesa".

Karin Reesa  
Human Resources Generalist

Encl: 2 copies/proposals



LOCAL GOVERNMENT  
PERSONNEL INSTITUTE

*Your Resource for Workforce Management Assistance*

# PROPOSAL

## CITY OF ASHLAND

# RECRUITMENT CONSULTING SERVICES

June 2007

*Submitted by  
Karin Reesa  
Human Resources Generalist  
kreesa\_lgpi@orlocalgov.org*

PO Box 908  
Salem OR 97308  
503-588-2251  
(Fax) 503-485-5900  
[www.lgpi.org](http://www.lgpi.org)

**PROPOSAL  
CITY OF ASHLAND  
PROFESSIONAL RECRUITMENT CONSULTING SERVICES**

*June 2007*

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## **Introduction**

Local Government Personnel Institute (LGPI) is a government entity created in 1971 by the League of Oregon Cities and the Association of Oregon Counties under an ORS Chapter 190 Agreement to provide workforce management services to Oregon's local governments.

LGPI understands the need for a thorough, tailored recruitment strategy to ease the interview and selection process.

We have offered professional recruitment services to local government organizations for over 20 years. Our approach is to thoroughly understand the goals, objectives, values, and philosophy of the organization we are serving in order to select and recruit the best talent for a successful fit to your organization and the job.

LGPI is dedicated to providing excellent service with the highest standard of honesty, competency, discretion, and integrity. We have an outstanding record with local governments for which we have provided this service in the past.

## **Staff**

Our Search Consultant, HR Generalist, Karin Reesa (503-588-2251 x302; [kreesa\\_lgpi@orlocalgov.org](mailto:kreesa_lgpi@orlocalgov.org)) leads the recruitment team. She has successfully performed employee recruitment and selection services for private sector, state, and local governments for over 20 years.

Karin's efforts are supported, as needed, by LGPI staff: LGPI Human Resources Consultant, Jill Armstrong, LGPI Administrative Assistant, Stephanie Matlock Allen; LGPI Executive Director, Jennie Messmer.

Karin's consideration of diverse cultures and natures enable her to establish genuine rapport with individuals. Of particular strength are her abilities to:

- Develop interview questions
- Develop recruitment ads
- Develop qualification criteria
- Develop letters
- Develop interview questions
- Select advertising mediums
- Conduct interviews and evaluate applicants
- Perform reference checks
- Recommend hiring

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PROFESSIONAL RECRUITMENT CONSULTING SERVICES**

*June 2007*

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### **Experience**

Recent senior level staff recruitment services include:

City Manager Background Checks (various cities), League of Oregon Cities  
Contact: Mike McCauley, 503-588-6550

City Manager, City of Banks  
Contact: Pete Edison, 503-684-0942

Executive Director, Mid-Willamette Valley COG  
Contact: Richard Schmidt, 503-588-6177

### **Approach**

It is our goal to help you meet your goals by learning your values, objectives, philosophy, culture, and needs.

Upon review of the position and in conversation with the City's delegate(s), we will assure the experience, knowledge, ability, behavioral characteristics, and other qualities intrinsic to a successful fit for the City Attorney position for the City of Ashland are adequately reflected in the job description. From this data, LGPI will draft the candidate profile used to screen resumes, perform phone screens, and eventually establish interview questions for the candidates.

Considering the city's resources, attractions/strengths, and flexibility, LGPI will describe the benefit package (including, organization profile, quality of life considerations, and career development incentives) designed to attract the very best candidates for the position and affirm the City of Ashland as the employer of choice.

An outgrowth of the above processes will feed the creation of the initial screening tool – sharply focused advertising, developed by LGPI, that both draws in professionals with the desired attributes and dissuades those without.

LGPI will submit to the City for approval, advertising venues judged best to reach ideal candidates with strong legal backgrounds, corresponding costs, and submission deadlines. LGPI will explore no-cost methods of publicizing the position.

Communication between LGPI and the City will be in person, by phone, and/or by email. Interactions will be predetermined by all parties, considering schedules and costs; and impromptu as needed.

### **Selection**

Resumes, cover letters, and other requested application materials will be received and screened by LGPI, using the job profile as a guide.

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PROFESSIONAL RECRUITMENT CONSULTING SERVICES**

*June 2007*

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Acknowledgement letters will be written and sent to all applicants.

Application materials will be reviewed for compliance and qualifications and the top 4 – 5 interview candidates recommended.

If desired, LGPI will assist the City to develop effective interview questions, and participate on the interview panel.

LGPI will perform academic and reference checks on the finalists and send the City a summary of the findings, both electronically and by mail. Credit and criminal history checks will be performed.

Regret letters will be sent to those not selected to be interviewed.

**Timeline**

LGPI will work towards having the selected candidate employed at the City of Ashland by October 2007.

	<u><b>Estimated Date</b></u>
Meet with City to: <ul style="list-style-type: none"> <li>▪ establish the process, strategy, timelines</li> <li>▪ develop profiles</li> <li>▪ approve advertising venues and budget</li> </ul>	July 12, 2007
Create and submit advertising (dependent on deadlines)	July 20, 2007
Review resumes, make recommendations, schedule interviews	August 22, 2007
Interview candidates	September 4, 2007
Perform background checks, make job offer	September 12, 2007

**Services**

*Estimated proposed process and costs*

	Hours	Rate	Cost	City Performs
1. Meet with City to determine process, timelines, develop profiles, budget, etc.	4	110	440.00	
2. Draft position profile	1	110	110.00	
3. Draft community profile <ul style="list-style-type: none"> <li>▪ expand upon existing materials to promote attraction to the city</li> </ul>	2	110	220.00	
4. Determine ad placements <ul style="list-style-type: none"> <li>▪ establish a list of no-cost</li> </ul>	2	37	74.00	



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*June 2007*

professional web sites, publications, list serves, etc. ▪ establish a list of professional web sites and publications along with accompanying costs				
5. Draft ads suitable to the chosen venues to attract and retain fit candidates ▪ Craft and place ads	3	37	101.00	
6. Receive and acknowledge receipt of applications; forward to LGPI	2.5	37		97.50
7. Screen applications to those who most closely match the profile; send to City with recommendations	2.5	37		
8. Schedule interviews	1	37		37.00
9. Develop interview questions	2.5	150	375.00	
10. Participate on interview panel	16	150		2,400.00
11. Conduct background checks on finalist ▪ Secure release form ▪ Interview up to 5 references ▪ Verify highest degree ▪ Clarify questionable findings ▪ Perform two internet searches ▪ Summarize and submit results to the City with recommendations	1	250	250	
12. Compose and send rejection letters	1	37		37.00
<b>Subtotal</b>			1,662.50	4,229.00

*Estimated other costs*

	Amt	Rate	Cost	Interview Participation
Round trip travel time (meet w. City)	9	71	639.00	
Round trip travel time (interview panel)	9	71		639.00
Round trip mileage (meet w. City)	480	.485	232.80	
Round trip mileage (interview panel)	480	.485		232.80
Meals (meet w. City)	2	10	20.00	
Meals (interview panel)	4	10		40.00
Lodging (meet w. City)	1 night	150	150.00	
Lodging (interview panel)	1 night	150		150.00
<b>Subtotal</b>			1,041.80	1,081.80
<b>Total</b>			2,704.30	5,310.80

The listed costs reflect the estimated maximum at the LGPI member rate. The column labeled "Cost" shows the cost if the City performs the tasks listed in the last column and

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if LGPI is not represented on the interview panel. The last column is the cost if LGPI participates on the interview panel and if the City does not perform the suggested tasks. The City may choose tasks to perform or not perform other than those listed to affect the final cost of the project.

The City shall remit payment within thirty (30) days of receipt of monthly billing from LGPI.

**Conclusion**

We are confident we can effectively fulfill the goal of helping the City of Ashland develop a recruitment strategy and selection process for filling the City Attorney position.

We are eager to undertake this project. If you wish to discuss this proposal, please contact: Karin Reesa, Human Resources Generalist, 503-588-2251, [kreesa\\_lgpi@orlocalgov.org](mailto:kreesa_lgpi@orlocalgov.org)



## Executive Search Services

City Attorney  
City of Ashland

June 2007

*"All About People"*

6700 Freeport Boulevard, Suite 203  
Sacramento, CA 95822

1-866-912-1919  
[www.peckhamandmckenney.com](http://www.peckhamandmckenney.com)

*"All About Fit"*

(916) 391-2233  
Fax (916) 391-2255



June 21, 2007

Mayor John Morrison,  
Members of the City Council  
and Ms. Martha Bennett, City Administrator  
City of Ashland  
20 E. Main Street  
Ashland, OR 97520

Dear Mayor Morrison, Council Members and Ms. Bennett:

Thank you for the opportunity to express our interest in assisting you in the recruitment of the new City Attorney. Given our current recruitment for the City Attorney for the City of Hayward, CA as well as the numerous searches we have conducted for the City of Ashland in the past few years, our up-to-date knowledge of the market and our knowledge of the City will be valuable in marketing this opportunity to potential candidates. We believe that you would be very satisfied with the recruitment experience and service that our firm offers.

With over 50 years of combined experience in executive search, management and local government, Peckham & McKenney brings a high level of service to the industry. We offer this service to you along with the understanding that the selection of the new City Attorney is a crucial decision for the City of Ashland, and we will do everything within our power to make this recruitment process a positive experience for everyone involved.

We realize that other recruitment firms offer similar services. We believe there are three significant factors that differentiate us from our competition.

- 1) **Quality** We limit the number of search assignments that we take on at any one point in time allowing us to provide the quality, personal attention that you deserve. This way, neither our clients nor our candidates ever feel "lost in the shuffle." We are only interested in assignments where everyone involved is completely satisfied with the process and the results.

*"All About People"*

6700 Freeport Boulevard, Suite 203  
Sacramento, CA 95822

1-866-912-1919  
[www.peckhamandmckenney.com](http://www.peckhamandmckenney.com)

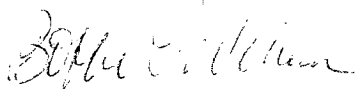
*"All About Fit"*

(916) 391-2233  
Fax (916) 391-2255

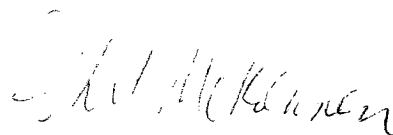
- 2) **Personal Approach** Rather than "handing off" critical recruitment tasks to junior staff, we take a very personal approach to each and every recruitment process. While we have experienced administrative staff, Mr. McKenney and I personally conduct all key recruitment components, including development of the recruitment brochure, outreach calls, interviews, and reference checks. This approach allows for a continuity of process involving the candidates that is unmatched within the industry.
- 3) **Customized Search** Although every recruitment process has similar elements, we believe each and every client is unique unto itself. The City of Ashland has its own culture, values, and purpose. We respect this and take the time necessary to become totally familiar with the City's unique qualities. This allows us to screen candidates accordingly and present only those candidates that truly meet your particular requirements. While we have access to a database of potential candidates, all of our search efforts will be tailored to meet your needs.

With all of the above having been said, we believe that our combination of experience, industry contacts, process, and proven personal involvement make us uniquely qualified to assist you. If given the opportunity, we look forward to personally meeting with you to present our qualifications and ensure a good fit as your Recruiter. Please feel free to call us toll-free at (866) 912-1919.

Sincerely,



Bobbi C. Peckham



Phil McKenney

Attachment

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## **INTRODUCTION**

Peckham & McKenney provides Executive Search and Consulting services to local government agencies throughout the Western United States and is headquartered in Sacramento, CA, with an office in Lake Tahoe. The firm was established as a partnership in June 2004 by Bobbi Peckham and Phil McKenney and is supported by an experienced administrative staff.

Peckham & McKenney was established on the premise that an executive search and consulting firm must be dedicated to providing its clients and candidates with professional service, as well as a personal, hands-on approach. Our business philosophy centers upon the understanding that this is a "people" related industry and that attention to others' needs is the key to providing effective customer service. Not only are we committed to providing our clients with well-qualified candidates, but we also take pride in treating both our clients and candidates with utmost respect. This commitment has led to multi-year retainer agreements with a number of agencies, as well as numerous client and candidate testimonials to their experiences with us. We invite you to visit our web site at [www.PeckhamAndMcKenney.com](http://www.PeckhamAndMcKenney.com).

At Peckham & McKenney, we are committed to local government and sensitive to the challenges and issues faced by our clients. As such, we participate in ICMA's *Friends of the Profession* Program and provide significant support, time, and assistance to the Cal-ICMA *Preparing the Next Generation* Committee.

### **Bobbi C. Peckham**

Bobbi Peckham is one of the West Coast's leading local government recruiters and has over 25 years of experience in local government and executive recruitment. Ms. Peckham began her career in the public sector in Naperville, Illinois, where she became familiar with all aspects of local government. Ms. Peckham was then recruited to join the Executive Search practice of a leading California recruitment firm. Later, she played an integral role in creating a national search business for what became the largest recruitment practice serving local government in the country. Here, she became Regional Director overseeing Northern California and a nine-state region.

In 2001, Ms. Peckham was invited to implement a public sector search practice for a Sacramento-based, private sector firm. With its significant success and her outstanding track record on local government placements, she chose to form her own search firm in partnership with Phil McKenney in June 2004. Ms. Peckham has personally conducted hundreds of national searches throughout the Western United States. She has extensive experience working with City Councils, Executive Boards, and local

government administrators, listening to and understanding their needs in executive level placements.

Ms. Peckham received a Bachelor of Science degree in Organizational Behavior from the University of San Francisco. She is a contributing member of the International City/County Management Association, Cal-ICMA, Women Leading Government, Municipal Management Association of Southern California, and Municipal Management Association of Northern California. Ms. Peckham serves on the ICMA's National Task Force on Job Hunting Resources as well as the Cal-ICMA Committee on Preparing the Next Generation.

### **Phil McKenney**

Phil McKenney has over 30 years' management experience and is very familiar with local government agencies, having led a county organization and having worked with numerous city governments and special districts.

Mr. McKenney began his career in the resort and hospitality industry and served as General Manager for Mattakesett Properties on the island of Martha's Vineyard. He then relocated to Keystone Resort in Colorado, which is now acknowledged as a premiere all-season resort with special recognition for its level of guest services. Mr. McKenney later took over the helm of the Summit County Chamber of Commerce as their Executive Director. This hybrid-Chamber was the only countywide organization responsible for marketing all of Summit County, Colorado, home to Breckenridge, Keystone, and Copper Mountain resorts. Through his leadership and collaborative style, and working with the cities and county within Summit County, he led the Chamber to being a readily recognized and well-respected organization within Colorado and the Western United States.

Mr. McKenney was then selected by Placer County, California to lead the merger of the North Lake Tahoe Chamber of Commerce and the North Tahoe Visitors and Convention Bureau into the North Lake Tahoe Resort Association. As Executive Director of this new county organization, he represented the Tourism industry for all of North Lake Tahoe. The Resort Association is now a proactive, nationally recognized organization whose model of governance is being replicated in numerous resort communities across the western United States.

Mr. McKenney joined Ms. Peckham in executive recruitment in January 2003 and has since conducted many national recruitments such as the Town Manager, Town of Vail; Human Resources Director, Jefferson County, Colorado; Fire Chief, City of West Covina; City Clerk and General Services Director, City of San Jose; Parks & Community Services Director, City of West Sacramento; General Manager, Public Agency Risk Sharing



Authority of California; General Manager, North Tahoe Public Utility District; Deputy City Manager, City of Arvada, CO; and City Manager, City of Greeley, CO.

Mr. McKenney has an undergraduate degree in Recreation from Slippery Rock State College as well as a Master of Business Administration from the University of Denver.

## **THE SEARCH PROCESS**

While it is our intent to customize the search and project schedule to fit the City's specific needs, the search process typically includes the following key actions:

- **Project Organization** – This phase provides for the development of a detailed Candidate Profile. We will meet individually with the Mayor, as well as others you identify, to discuss the issues and challenges facing the City. The desired background and experience, leadership style and personality traits, skills and abilities will be discussed. We will also discuss expected parameters of the search, the search timeline, and schedule future meeting dates. Typically, we devote significant time to this phase of the recruitment in order to become fully knowledgeable of the organization and community. We encourage our clients to allow us to meet with staff, the executive management team, Council and Commission members, and residents. In addition, we may ask for a tour of the community in order to more fully understand current and future projects as well as gain a stronger familiarity with the community.
- **Recruitment** – Our recruiting efforts will focus on direct and aggressive recruiting of individuals within the search parameters established during the Project Organization phase. We believe direct recruiting produces the most qualified candidates. We know how to identify the "hidden" candidates, including those passive candidates who may be resistant to considering an employment change. In addition, an attractive brochure will be prepared to market the organization and position to potential candidates. Advertisements will be placed in industry publications and websites, and our firm will assume responsibility for presenting your opportunity in an accurate and professional manner. All resumes received will be promptly acknowledged, and we will personally respond to all inquiries.
- **Preliminary Interviews/Recommendation** – As resumes are received, supplemental questionnaires will be sent to candidates who appear to meet the candidate profile. Following the filing deadline and a thorough review of the resumes and questionnaires received, we will conduct preliminary interviews with those individuals most closely matching the candidate profile. Preliminary reference checks will be conducted and a written recommendation of finalists will be personally

presented to the City of Ashland. Once the City has selected finalists for further consideration, all candidates will be notified of their status.

- **Final Interviews/Selection** – During this phase, finalists will be interviewed by the Mayor, City Council and City Administrator. We will provide both advice and facilitation assistance during the final interview process. Interview materials, including suggested interview questions, evaluation and ranking sheets will be provided for the City's convenience.
- **Qualification** – Once the final candidate has been selected, our firm will verify, at your discretion, professional work experience, educational histories, criminal, civil, credit, motor vehicle records, and second "tier" references. This comprehensive process ensures that only the most thoroughly screened candidate is hired. In addition, negotiation assistance will be provided.

### **Professional Fee and Expenses**

The professional fee for the recruitment of the City Attorney is \$17,500. One-third of this fee is due as a retainer upon execution of the agreement. The remainder of the fee will be divided and billed in two separate, monthly invoices.

The proposed project and professional fee includes three meetings with the City; the first to develop the Candidate Profile, the second to recommend finalists, and the third to facilitate finalist interviews. Requested additional meetings will be negotiated and billed accordingly.

The City will also be responsible for reimbursement of expenses not to exceed \$7,000. Expenses will be pre-approved and will be billed back at cost. Expenses include out-of-pocket costs associated with advertising, printing, consultant travel, clerical, background checks, telephone, supplies and postage.

### **Insurance**

Peckham & McKenney carries Professional Liability Insurance (\$1,000,000 limit) and Commercial General Liability Insurance (\$1,000,000 General Liability, \$2,000,000 General Aggregate, \$1,000,000 Personal Injury and \$2,000,000 Products).

### **Placement Guarantee**

Peckham & McKenney agrees to guarantee this placement for a period of one year from date of hire. In the event a candidate recruited and recommended by our firm leaves your employment or is dismissed for cause during this period, we agree to provide a one-time replacement at no additional charge, except expenses.

## **PROJECT SCHEDULE**

This sample schedule anticipates a 14-week process. In today's competitive recruiting environment, our goal is to make the process as efficient and effective as possible.

<b><u>ACTIVITY</u></b>	<b><u>TIME FRAME</u></b>
I. Project Organization	(Two Weeks)
<ul style="list-style-type: none"><li>• Kick-Off Meeting to discuss Candidate Profile and formalize project schedule</li><li>• Finalize Candidate Profile with Mayor and City Council</li><li>• Develop advertising and recruiting plan</li><li>• Prepare marketing brochure</li></ul>	
II. Recruitment	(Six Weeks)
<ul style="list-style-type: none"><li>• Identify/recruit individuals within the parameters of the Candidate Profile</li><li>• Advertise, network, and electronically post in appropriate venues</li><li>• Respond to all inquiries and acknowledge all resumes received</li></ul>	
III. Preliminary Interviews/Recommendation	(Three Weeks)
<ul style="list-style-type: none"><li>• Review candidates' resumes and supplemental questionnaires</li><li>• Conduct preliminary interviews with leading candidates</li><li>• Conduct first-tier reference checks</li><li>• Present written recommendation of finalists to City</li><li>• Notify all candidates of search status</li></ul>	
IV. Final Interviews/Selection	(Two Weeks)
<ul style="list-style-type: none"><li>• Design process and facilitate finalist interviews with City</li><li>• City selects candidate</li></ul>	
V. Qualification	(One Week)
<ul style="list-style-type: none"><li>• Conduct background checks and second "tier" references</li><li>• City conducts site visit to community of selected candidate</li><li>• Negotiation assistance, as necessary.</li></ul>	

## **CLIENT REFERENCES**

Please feel free to contact any of the following current and recent clients to inquire about their experience with Bobbi Peckham and Phil McKenney. In addition, we would be pleased to furnish the client contact and phone numbers for any past clients listed in the Attachment.

**City of Hayward, CA – City Manager & City Attorney (current), Community Development Director, Public Works Director, Library Director, Finance Director, Human Resources Director, and Assistant City Manager**

Jesus Armas, City Manager, or Holly Brock-Cohn, Human Resources Director  
(510) 583-4305, [holly.brock-cohn@hayward-ca.gov](mailto:holly.brock-cohn@hayward-ca.gov)

**City of Antioch, CA – City Attorney and Finance Director**

Jim Jakel, City Manager  
(925) 779-7020, [jjakel@ci.antioch.ca.us](mailto:jjakel@ci.antioch.ca.us)

## **RECENT CLIENTS AND EXECUTIVE SEARCHES**

### **City/County Manager, City Attorney, Executive Director and Related**

American Water Works Assoc., CA/NV Section	Executive Director
Antioch, City of	City Attorney
Arvada, CO, City of	Deputy City Manager
Ashland, OR, City of	City Administrator (2002 and 2005)
Baldwin Park, City of	Chief Executive Officer
Belmont, City of	City Manager
Big Bear Lake, City of	City Manager (1995, 2001 and 2006)
Big Bear Lake, City of	General Manager, Dept. of Water & Power
Big Bear Lake, City of	Asst. General Mgr., Dept. of Water & Power
California Water Pollution Control Association	Association Manager
Calistoga, City of	City Manager
Delano, City of	City Manager
East Palo Alto, City of	City Manager
Fort Lupton, CO, City of	City Administrator
Gillette, WY, City of	City Administrator
Gilroy, City of	Assistant City Administrator
Glendora, City of	City Manager
Grand Junction, CO, City of	City Manager (2001 and 2006)
Greeley, CO, City of	City Manager
Hayward, City of	City Manager
Hayward, City of	Assistant City Manager
Hayward, City of	City Attorney
Hesperia, City of	City Manager
Indio, City of	City Manager
Inglewood, City of	Administrative Officer
King City, City of	City Manager
Laramie, WY, City of	City Manager
Lathrop, City of	City Manager
Mammoth Lakes, Town of	Town Manager
Martinez, City of	City Manager
Milpitas, City of	City Manager
Monte Vista Water District	General Manager
Mountain Village, CO, Town of	Town Manager
Norco, City of	City Manager
North Lake Tahoe Public Utility District	General Manager
North Lake Tahoe Resort Association	Executive Director
Orange County Fire Authority	Assistant Chief, Business Services
Palos Verdes Estates, City of	City Manager
Park City Municipal Corporation, UT	City Manager

Pleasant Hill, City of	City Manager
Porterville, City of	Deputy City Manager
Public Agency Risk Sharing Authority of CA	General Manager
Redding, City of	City Manager
Redding, City of	Assistant City Attorney
Redlands, City of	City Manager
Reno, NV, City of	Assistant City Manager
Sacramento, CA, Crocker Art Museum	Executive Director
San Jose, City of	Executive Director, Historical Museum
San Rafael, City of	Assistant City Manager
Solvang, City of	City Manager
Snowmass Village, CO, Town of	Town Manager
Springfield, OR, City of	Assistant City Manager
Steamboat Springs, City of	City Manager
Steamboat Springs Chamber Resort Assoc., CO	Executive Vice President
Tracy, City of	Assistant City Manager
Truckee, Town of	Town Manager
Tulare, City of	City Manager
Tulare Co. Economic Development Corporation	President
Vail, CO, Town of	Town Manager
Windsor, CO, Town of	Town Manager
Winter Park, CO, Town of	Town Manager
Winters, City of	City Manager
Yakima Regional Clean Air Authority, WA	Executive Director/Air Pollution Contl Officer
County of Yuba, CA	County Administrative Officer

**Community Development/Planning/Environmental Services**

Ashland, OR, City of	Community Development Director
Baldwin Park, City of	Community Development Director
Belmont, City of	Community Development Director
Brookings Economic Development Agency, SD	Executive Director
Corte Madera, Town of	Environmental Services Director
Delano, City of	Community Development Director
Delano, City of	Economic Development Manager
Eastern Municipal Water District	Director, Development & Customer Services
Fremont, City of	Deputy Rdvlpmnt Agency Director, Housing
Grand Junction, CO, City of	Community Development Director
Hayward, City of	Community Development Director
Hesperia, City of	Redevelopment Director
Jefferson County, CO	Planning & Development Director
Livermore, City of	Economic Development Director
Martinez, City of	Community Development Director
Murrieta, City of	Development Services Director
Needles, City of	City Planner

Novato, City of  
Novato, City of  
Oceanside, City of  
Pasadena, City of  
Reno, NV, City of  
San Bernardino, City of  
San Bruno, City of  
San Mateo, City of  
San Mateo, City of  
San Pablo, City of  
San Pablo, City of  
San Rafael, City of  
County of Santa Clara, San Jose, CA  
Seaside, City of  
Seaside, City of  
Teton County, CO  
Vail, Town of, CO  
Washington County, OR

Community Development Director  
Planning Manager  
Economic Development Director  
Director of Planning & Permitting  
Redevelopment Administrator  
Business Development Manager  
Community Development Director  
Planning Manager  
Building Official  
Development Services Director  
Planning Manager  
Community Development Director  
Director, Dept. of Planning & Development  
Sr. Planning Services Manager  
Redevelopment Services Manager  
Planning & Development Director  
Director of Community Development  
Land Development Services Manager

**Library Director and Related**

Hayward, City of  
Mountain View, City of  
Oceanside, City of  
Orange, City of  
Pleasanton, City of  
Sacramento Public Library  
Torrance, City of

Library Director  
Library Director  
Library Director  
City Librarian  
Library Services Director  
Library Director  
Cultural Arts Administrator

**Parks & Recreation**

Los Altos, City of  
North Clackamas County, OR  
Novato, City of  
Pleasanton, City of  
Pleasanton, City of  
Reno, City of  
Rialto, City of  
Tracy, City of  
Vacaville, City of  
West Sacramento, City of

Recreation Director  
Parks & Recreation Director  
Depty Director, Parks Rec. & Comm. Svcs.  
Community Services Manager  
Director of Parks & Recreation  
Director of Parks & Recreation  
Parks & Community Services Director  
Parks & Community Services Director  
Director of Community Services  
Parks & Community Services Director

**Public Works/Engineering and Related**

Belmont, City of  
Belmont, City of  
Big Bear Lake, City of

Public Works Director  
Senior Civil Engineer  
City Engineer

Campbell, City of  
Campbell, City of  
Carlsbad, City of  
Chino Basin Municipal Water District  
Delta Diablo Sanitary District  
Fremont, City of  
Gilroy, City of  
Greenfield, City of  
Hayward, City of  
Jefferson County, Golden, CO  
Marin Municipal Water District  
Oceanside, City of  
Orange County Fire Authority, CA  
Orange County Fire Authority, CA  
Reno, NV, City of  
Sacramento County, CA  
San Jose, City of  
San Luis Obispo, City of  
Santa Paula, City of  
Yorba Linda, City of

City Engineer  
Associate Civil Engineer  
Deputy Public Works Director  
Manager of Planning & Engineering  
Senior Engineer  
Manager of Maintenance Operations  
Building Field Services Manager  
Public Works Director  
Director of Public Works  
Airport Manager  
Environmental Resources Division Manager  
Community Services Director  
Fleet Manager  
Property Manager  
Fleet Manager  
Associate Civil Engineer  
General Services Director  
Public Works Director  
Public Works Director  
Field Services Supervisor

### **City/County Clerk and Related**

Alameda County, CA  
Berkeley, City of  
Dana Point, City of  
Oceanside, City of  
Menlo Park, City of  
Monterey, City of  
Mountain View, City of  
Sacramento, City of  
San Jose, City of  
San Luis Obispo, City of  
Santa Cruz, City of

Clerk of the Board  
City Clerk  
City Clerk  
Public Information Officer  
City Clerk  
City Clerk  
City Clerk  
City Clerk  
City Clerk  
City Clerk  
City Clerk  
City Clerk

### **Information Technology**

Fremont, City of  
Jefferson County, Golden, CO  
San Diego County Water Authority

Information Svcs. Tech. Director  
Information Technology Director  
Information Systems Manager

### **Human Resources/Personnel**

AC Transit District  
Azusa, City of  
Belmont, City of  
Belmont, City of

Human Resources Manager  
Human Resources Director  
Human Resources Director  
Personnel Analyst



Brookings, SD, City of  
Contra Costa Water District  
Delta Diablo Sanitation District  
East Bay Regional Park District  
Glendale, AZ, City of  
Hayward, City of  
Jefferson County, CO  
Las Vegas Metropolitan Police Department, NV  
Midpeninsula Regional Open Space District  
Mountain View, City of  
Oceanside, City of  
Orange County Fire Authority, CA  
Palm Desert, City of  
Porterville, City of  
Redwood City, CA, City of  
San Bruno, City of  
San Rafael, City of  
Seaside, City of  
Southern CA Association of Governments  
Torrance, City of

Director of Human Resources  
Human Resources Manager  
Personnel Officer  
Personnel Director  
Personnel Director  
Human Resources Director  
Human Resources Director (2 searches)  
Director, Selection & Classification  
Administration/Human Resources Director  
Director of Employee Services  
Personnel Director  
Human Resources Director  
Human Resources Manager  
Administrative Services Manager  
Human Resources Director  
Human Resources Director  
Human Resources Director  
Personnel Services Manager  
Human Resources Manager  
Risk Manager

**Finance Director/Controller/Treasurer**

Alameda County, CA  
Alhambra, City of  
American Canyon, City of  
Antioch, City of  
Arvada, CO, City of  
Azusa, CA, City of  
Brisbane, City of  
Burbank, City of  
Claremont, City of  
Contra Costa Water District  
Dublin, City of  
Durango, CO, City of  
East Bay Regional Park District  
Emeryville, City of  
Goodwill Industries of San Joaquin Valley  
Gonzales, City of  
Hayward, City of  
La Quinta, City of  
Long Beach, City of  
Marin Municipal Water District  
Menlo Park, City of  
Milpitas, City of

Finance Director  
Finance Director  
Finance Director  
Finance Director  
Director of Finance  
Director of Finance  
Finance Director  
Finance Director  
Finance Director  
Finance Director  
Finance Director  
Administrative Services Director  
Finance Director  
Controller  
Finance Director  
Finance Director/Controller  
Finance Director  
Finance Director  
Finance Director  
City Treasurer  
Auditor/Controller  
Financial Services Manager  
Finance Director

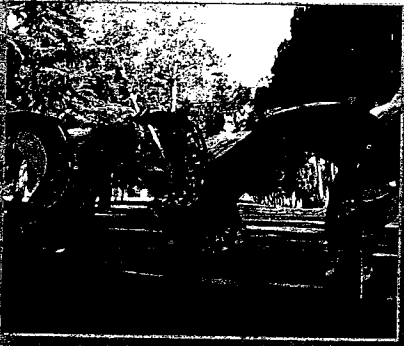
Modesto, City of  
Monterey, City of  
Morgan Hill, City of  
Needles, City of  
Oakland, City of  
Orange County Fire Authority  
Orange County Fire Authority  
Orange County Fire Authority  
Oxnard, City of  
Pasadena, City of  
Porterville, City of  
Rancho Cordova, City of  
Reno, NV, City of  
Reno, NV, City of  
San Diego County Water Authority  
Santa Cruz, City of  
Seaside, City of  
Union City, City of  
Ventura, City of  
Visalia, City of  
Washington County, OR  
Western Municipal Water District  
Yorba Linda, City of

Director of Finance  
Finance Director  
Finance Director  
Finance Director  
Budget Director  
Assistant Chief, Business Services  
Financial Services Manager  
Treasurer (2000 and 2004)  
Finance Director  
Accounting Administrator  
Administrative Services Manager  
Assistant Finance Director  
Finance Director  
Accounting Manager  
Investment Analyst  
Finance Director  
Financial Services Manager  
Finance Director  
Treasury Manager  
Finance Director  
Finance Director  
Finance Director  
Finance Director

**Public Safety/Law Enforcement**

Antioch, City of  
Baldwin Park, City of  
Belmont, City of  
Clayton, City of  
Gilroy, City of  
Livermore, City of  
Los Altos, City of  
Menlo Park, City of  
Milpitas, City of  
Modesto, City of  
Oceanside, City of  
Porterville, City of  
Redondo Beach, City of  
Riverton, WY, City of  
Santa Monica, City of  
West Covina, City of

Police Chief  
Police Chief  
Police Chief  
Police Chief  
Fire Chief  
Fire Chief  
Police Captain  
Police Chief  
Police Chief  
Fire Chief  
Police Captain  
Chief of Police  
Communications Manager  
Police Chief  
Police Chief  
Fire Chief



# City Attorney

CITY OF HAYWARD  
"THE HEART OF THE BAY"



PECKHAM

&  
MCKENNEY

ATTORNEYS AT LAW

## THE COMMUNITY

With a population in excess of 145,000 residents, Hayward is strategically located on the thriving eastern shore of the San Francisco Bay. One of the most ethnically-diverse communities in the nation, Hayward's premier location provides convenient access to San Francisco, San Jose, Oakland, and the three area airports. Hayward is served by BART, AMTRAK, and an extensive network of freeways.

Hayward is known as the "Heart of the Bay" not only for its central location but also for its accepting and caring environment. With resident input, Hayward balances the needs of a growing urban population for housing and economic development with preservation of open space. Its "Smart Growth" approach to land use planning and development with ready access to public transportation has won awards at the State and National level.

The City's varied and well-balanced economic base includes a central business district, regional shopping center, large and modern industrial areas, executive airport and expanding residential areas. Hayward has created an award-winning, transit-oriented, pedestrian-friendly downtown with a balanced mix of housing, retail shops, offices and restaurants. The Civic Center serves as the focal point for this revitalization of the downtown core. Encouraging new businesses

for children. Hayward residents enjoy a sunny, temperate climate with moderate rainfall. Here, people from many cultures live and work together to build a community reflective of its residents.

## THE ORGANIZATION

The City of Hayward was incorporated in 1876 as a Charter City. Hayward functions under the Council-Manager form of government with a Mayor and six Council Members directly elected for alternating, four-year terms. The June 2008 election will involve five seats on City Council; four seats are for four-year terms, and one seat is for a two-year term. In keeping with its status as an established but growing community, the Hayward City Council has focused its priorities on maintaining and enhancing neighborhoods and quality of life and on preparing the community for the future.

The Mayor and Council appoint the City Manager, City Clerk, and City Attorney. The City Council and management staff place a premium on a team management approach, quality customer service, innovation, and cost-effective service delivery in meeting the needs of the community. With a workforce of over 900 full-time employees and an overall annual budget



Hayward is a community that is continuously evolving with new opportunities to build on past successes. The City has won numerous awards for design, development and innovative methods. Hayward is actively engaged in the study or development of a number of physical improvements to the community including a land use plan involving about 300 acres of State-owned property previously earmarked for roadway construction; completion of the South Hayward BART Station Concept Plan involving transit-oriented development and amenities; Cannery Plan; EIR and design for the Rte. 238 Corridor Improvement Project to alleviate congestion associated with regional and local traffic; and the design and construction

head on, establish and maintain effective working relationships, and actively inform the City Council of important issues. The individual selected will provide independent and objective recommendations and counsel to the Mayor and City Council, advising them of risks and implications of decisions, and utilizing all necessary tools within the legal framework to get things done. The City Attorney will review and comment on council reports within the time frame established by City processes, work with staff to prepare complete resolutions for council actions and draft city ordinances in cooperation with program staff. The City Attorney will exhibit outstanding judgment and an ability to be thorough as well as succinct. It is expected that the City Attorney will be politically astute and will provide quality legal advice to all members of the City Council equally.

The ideal candidate will have proven experience writing and reviewing contracts, as well as excellent verbal and presentation skills, particularly in a public setting. The City Attorney has been described as a self-confident manager and leader who will value the abilities of staff, encourage and support staff development, and maintain the office's reputation for an open door policy. In addition, the City Attorney will consider opportunities for succession

planning in order to providing staffing that reflects the needs of the community.

Most importantly, the Hayward City Attorney will always keep the good of the community in mind, anticipating issues, and providing the highest quality of legal advice to the organization. The individual selected will have extensive knowledge of municipal law and proven experience in a local government agency. Experience in local government redevelopment, land acquisition, and eminent domain is highly desirable. A Juris Doctorate from an accredited school of law and membership in the State Bar of California is required.

## THE COMPENSATION

The salary for this position will be competitive in the market and dependent upon the qualifications of the selected candidate. The City pays 7% of the employee's 8% retirement contribution under the Public Employees' Retirement System (2.5% at 55 formula). In addition, \$1,010 is paid annually by the City into a deferred compensation program on the employee's behalf. The employee may make additional voluntary contributions to the deferred compensation program. The City provides fully paid hospital, medical, dental, vision, life and long-term disability insurance, auto allowance, and generous leave allowances.

## SEARCH SCHEDULE

Résumé Filing Deadline .....August 3, 2007  
Preliminary Interviews.....August 13 - 24, 2007  
Recommendation of Candidates....September 11, 2007  
Finalist Interview Process .....September 18, 2007  
These dates have been confirmed, and it is recommended that you plan your calendar accordingly.

## THE RECRUITMENT PROCESS

To apply for this outstanding career opportunity, please send your resume and cover letter electronically to:

Peckham & McKenney  
apply@peckhamandmckenney.com

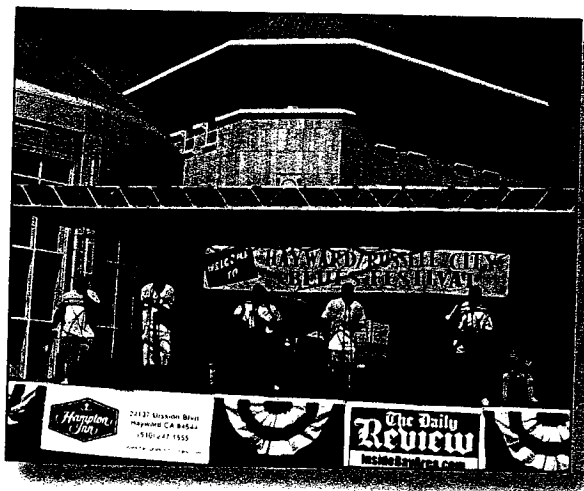
Please do not hesitate to call Bobbi Peckham toll-free at (866) 912-1919 if you have any questions regarding this position or recruitment process.

The City of Hayward celebrates the diversity of its community and its workforce and is an Equal Opportunity Employer.



economy are priorities of the City. Several challenges remain as the City continues to implement its downtown plan, major planning efforts in other parts of the City, and reuse and infill activities throughout the community.

Cultural and educational offerings may be found in Hayward at the Hayward Unified School District's 35 elementary, middle and high school campuses; California State University, and Chabot College, with its Performing Arts Center. Hayward's Historical Museum, Sun Gallery, Hayward Arts Council, the Phantom Galleries, and the John O'Lague Galleria at City Hall provide a variety of exhibits throughout the year. Through the Hayward Area Recreation and Park District, residents have access to six swim centers, 42 tennis courts, a rodeo arena, a community theater, the stunning Japanese Tea Garden, two golf courses and day camp facilities



include Public Works, Library, Human Resources, Community and Economic Development, Finance and Internal Services, Fire, Police, City Clerk, City Attorney, and City Manager, which includes Technology Services. In addition, the City operates and maintains facilities for water distribution and storm water and sanitary sewer collection and disposal. The City also operates a general aviation airport, downtown parking facilities, and an exhibition hall with meeting rooms. Through its Redevelopment Agency, the City provides development services and improvements in a project area encompassing approximately 1,500 acres.

As a result of a number of retirements at the executive level over the past few years, the City of Hayward has been fortunate to attract outstanding talent on the Executive Management team. In addition, a recruitment for City Manager is currently being conducted. The career opportunity of Hayward City Attorney is available due to the upcoming retirement of Michael O'Toole, who has served Hayward since 1993.

The City Attorney's office has a 2007/08 budget of \$1.07 million and is supported by five Assistant City Attorneys as well as three Legal Secretaries. Divisions of the City Attorney's office include Legal Services, Rent Review, and Risk Management. The majority of litigation is handled in-house.

will require significant cooperation with State, County, local agencies and transportation authorities in order to ensure their success.

The City of Hayward has actively addressed budgetary constraints over the past several years and will continue to operate in a fiscally responsible manner. Labor settlements are currently being negotiated and expected to be complete within the next few months.

The City of Hayward invites you to visit its web site at [www.hayward-ca.gov](http://www.hayward-ca.gov).

## THE POSITION

The Mayor and City Council are seeking a highly ethical City Attorney to provide quality legal advice to the Council, City Manager, commissions, and staff. It is the desire of the City Council that the City Attorney have proven experience on matters pertaining to official city business, in-depth knowledge of municipal law, and hands-on experience in litigation. In addition, experience in employment law and representation on regional issues is highly desirable. Supported by an outstanding team of Assistant City Attorneys, the City Attorney will address current issues relating to personnel, land use, rent stabilization and conversion of mobile home parks.

The Mayor and City Council are seeking an individual who has the ability to address issues

June 26, 2007

Tina Gray, HR Director  
City of Ashland  
20 E. Main St.  
Ashland, OR 97520

Dear Ms. Gray:

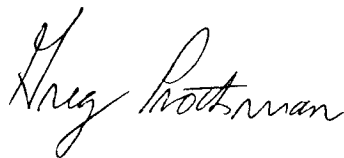
Thank you for the opportunity to submit the enclosed City Attorney recruitment proposal for your consideration. Prothman is well-positioned to assist the City of Ashland with this important selection as we have completed two very similar area City Attorney recruitments for Spokane Valley, WA, population 85,010, (David Mercier, City Manager) and Bainbridge Island, WA, population 22,200 (Mary Jo Briggs, City Administrator). Additionally, we are also presently conducting various recruitments in Oregon, including a City Manager search for the City of Damascus and two Human Resource Manager searches for Multnomah County.

Prothman understands that the City of Ashland is a unique organization and we won't offer you a "canned" search process. Our strength is in partnering with our clients, working together to find the right candidate. The successful candidate will be well-qualified and, just as importantly, will be a great "fit" for you and your organization. How can we accomplish this?

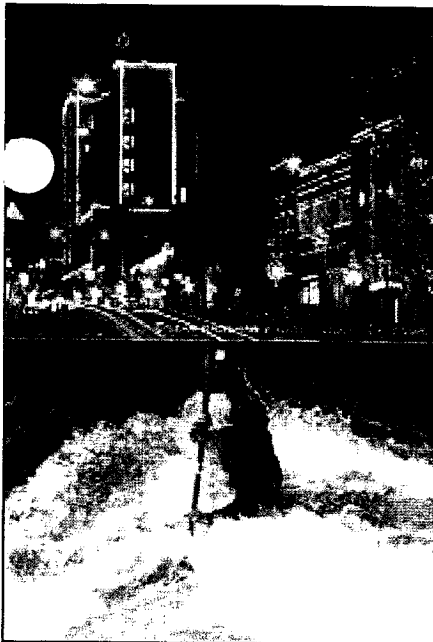
- ◆ Experience that comes from conducting hundreds of public sector recruitments
- ◆ Cumulatively, our staff has over 100 years of service in local government, 19 years as successful local City Managers
- ◆ Our knowledge of excellent City Attorney candidates
- ◆ A commitment to tailoring the search process to meet your requirements

We stand by our work. Should your selected candidate leave the position 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.



Greg Prothman  
President



CITY OF  
**ASHLAND**  
O R E G O N

PROPOSAL TO PROVIDE SEARCH SERVICES  
FOR THE POSITION OF

## CITY ATTORNEY

PRESENTED BY

**PROTHMAN**  
*creating solutions*

206 368 0050 {ph}  
3633 136<sup>th</sup> PL SE, Suite 206  
greg@prothman.com

206 368 0060 {fx}  
Bellevue, WA 98006  
www.prothman.com



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## **EXECUTIVE SEARCH PROPOSAL**

*FOR THE POSITION OF CITY ATTORNEY FOR THE CITY OF ASHLAND, OREGON*

### **INTRODUCTION**

Prothman is a northwest based consulting firm focusing on providing quality services to western United States government agencies. We specialize in helping our clients find excellent permanent and temporary employees. We also provide municipal consulting, including city assessments, new city startup, retreat facilitation, facilitated evaluations, and interim management. Prothman is an S Corporation founded by Greg Prothman in 2001, after having been a partner with another executive recruiting firm for 5 years where he also specialized in local government recruitments.

Prothman offers:

- A unique combination of in-depth firsthand city management experience combined with a thorough understanding of public sector employment. Our staff has a cumulative 100 years in local government service, 19 years as successful City Managers.
- Conducted over 150 executive searches, successfully placing City Managers, Finance Directors, Police & Fire Chiefs, Public Works & Planning Directors, in addition to many other positions.
- Created and manage an interim employment practice, which has placed over 400 contract employees in more than 100 public agencies.
- Formed and managed the startup teams for the new Washington cities of Edgewood, Lake Forest Park, Kenmore, Sammamish and Spokane Valley (the second largest new city startup of its kind in the US).
- A creative and thorough understanding of all facets of municipal administration.
- Prothman is committed to ensuring diversity in the candidate pool and we have been successful in placing women and minorities in executive and director-level positions.

Our unequalled strength in firsthand knowledge of municipal government benefits you by not having to spend time educating us about the duties of the position you are recruiting for. This leaves more time for us to discover what is unique about your organization and what is important to you in terms of the qualities you would like to see in your next City Attorney. The end result is a unique search tailored for the qualities you are looking for.

Prothman employs six fulltime professional staff in our Seattle office, as well as many advisory and contract staff made up of retired city managers, finance directors, public works directors, human resources directors, planning directors, police and fire chiefs and others.

Our contact information:

- Greg Prothman
- office phone number: 206-368-0050
- cell phone: 206-714-9499
- fax number: 206-368-0060
- e-mail: [greg@prothman.com](mailto:greg@prothman.com)
- mailing address: 3633 136<sup>th</sup> PI SE, #206; Bellevue, WA 98006
- website: [www.prothman.com](http://www.prothman.com)

We look forward to serving you and will be glad to answer any questions you have.

## PROJECT PLANNING & RESEARCH

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

Working together throughout the search process provides the greatest opportunity for a successful outcome. Our goal is to thoroughly understand the City of Ashland's needs and the values and culture of the organization. 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 with accurate salary information to evaluate if the position is at "market rate." If a survey is needed, we will work with the City to identify similar cities for compensation comparisons.
- ◆ **Gather and review all relevant documents related to the City Attorney position and the City of Ashland**
- ◆ **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
- ◆ **The City of Ashland information, including**
  - Location and quality of life opportunities
  - A summary of City services
  - Number of City employees and budget size
  - A basic description of the position
- ◆ **A description of key issues and priorities facing the City and the City Attorney position**
- ◆ **A description of the compensation package**
- ◆ **Information on how and when to apply**

## RECRUITMENT STRATEGY

We will work with the City 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 position and the City
- ◆ **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 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 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 four to six 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.

### FINAL INTERVIEWS

The Final Interview process includes completing key steps before the actual interviews take place. These steps include performing detailed background checks, coordinating candidate

travel, compiling final interview binders, determining the final interview configuration and facilitating the City's selection. Each of these steps is described below:

◆ **Detailed Background Checks**

Prior to the final interviews we will conduct a thorough background check on each of the finalist candidates. If a "red flag" is found we will work diligently to either verify that the issue is serious enough to eliminate the candidate from further consideration or be able to fully explain the issue to the City's satisfaction.

• REFERENCES

We will ask each candidate to provide names of their supervisors, subordinates and peers for the last several years. From this list we will conduct detailed reference checks on the finalist candidates through detailed conversations with the individuals who have direct knowledge of the candidate's work and management style. We will also make a point of contacting individuals not on the candidate's preferred list of references.

• EDUCATION VERIFICATION

Prior to the final interviews we will verify that the candidate did in fact graduate with the degrees listed on their resume. We have found that approximately 1 out of 30 candidates does not have a degree claimed on their resume.

• CRIMINAL HISTORY AND DRIVING RECORD CHECK

We will conduct a criminal history and driving record check on each candidate in the states in which they have worked.

• SEX OFFENDER CHECK

We will verify that the candidate is not a registered sex offender in the states where they have worked.

• REVIEW OF PUBLISHED ARTICLES

We will conduct a review of published articles for each candidate, including an internet search utilizing an internet newspaper search engine.

◆ **Candidate Travel Coordination**

For those candidates who will be traveling to the final interviews, we will coordinate the travel arrangements, ensuring that each candidate is fully prepared for the final interviews and not distracted by travel difficulties. We work with the candidates to organize the most cost-effective and efficient travel arrangements. Each candidate is fully informed as to their travel arrangements, interview schedule and location of the interviews. We coordinate and finalize air travel, hotel reservations and rental cars.

◆ **Final Interview Binders**

Final Interview Binders 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. The binders are assembled in order of candidate interview for each panel of interviewers. The binders include:

- A MASTER SCHEDULE OF ALL PANELS AND CANDIDATE INTERVIEWS
- A DRAFT LIST OF SUGGESTED INTERVIEW QUESTIONS DESIGNED TO AUGMENT QUESTIONS THAT YOU MAY WISH TO ASK
- EACH CANDIDATE'S RESUME
- EACH CANDIDATE'S APPLICATION
- EACH CANDIDATE'S ANSWERS TO THE SUPPLEMENTAL QUESTIONS
- CONFIDENTIAL REFERENCE CHECKS ON EACH CANDIDATE
- EDUCATION VERIFICATIONS FOR EACH CANDIDATE'S DEGREES

- CRIMINAL HISTORY CHECKS ON EACH OF THE FINALIST CANDIDATES

◆ **Final Interview Process**

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. Each of the advisory panels is designed to provide the City with as much information as possible regarding each candidate's strengths and weaknesses. Elements of the final interview process include:

- IDENTIFYING INTERVIEW PANEL PARTICIPANTS (if desired by the City)  
We will work with the City to identify the participants of different interview panels to ensure that all stakeholders identified by the City have been represented.
- PROVIDING SUGGESTED INTERVIEW QUESTIONS FOR EACH PANEL  
Suggested interview questions for each panel are composed based on what is unique to the City. The questions are designed to allow the interview panels to not only gauge the quality of the answer but to also measure organization "fit," as well.
- PROVIDING FACILITATORS FOR EACH PANEL  
Panel facilitators assist the panel members in their review and editing of the suggested interview questions, as well as the consideration and discussion of possible new questions. The facilitator helps the panel determine who will ask which questions, the order in which they should be asked and will keep the interviews on schedule. More importantly, the panel facilitator will debrief with the panel and summarize the individual panel member's thoughts after each interview. At the conclusion of all of the interviews, the facilitator will gather input from all panel members and make sure that each panel member's opinions and thoughts are heard and represented when reporting back to the City.
- FACILITATE THE CITY'S SELECTION OF THE SUCCESSFUL CANDIDATE  
We will assist the City in their final process of determining their top candidate(s). We will also notify the unsuccessful candidates.

◆ **Assisting in Developing a Compensation Package and Letter of Offer**

Once the top candidate has been selected, we can also assist the City in developing a letter of offer outlining the compensation package and further assisting the City as an on-call advisor until an employment agreement is reached.

**DRAFT PROJECT SCHEDULE**

<b>TASK</b>	<b>DATE</b> <i>(These dates are for general planning purposes. Actual dates would be coordinated with the client.)</i>
<b>Kick off Meeting with Stakeholders</b>	<b>July 25, 2007</b>
Delivery of draft Position Profile to Client	August 1, 2007
<b>Client Approves the Position Profile</b>	<b>August 3, 2007</b>
Begin advertising	August 6, 2007
First Review of Applications by Prothman	(approx 4 weeks to First Review of Applications) September 2, 2007
Status report & candidate materials to Client	September 6, 2007
<b>First work session with Client (Determine semifinalists)</b>	<b>September 10, 2007</b>
Semifinalists interviews	September 17 – September 21, 2007
<b>Second work session with Client (Selection of finalists)</b>	<b>September 24, 2007</b>
<b>Final Interviews</b>	<b>October 9, 2007</b>

## **PROFESSIONAL FEE, EXPENSES & GUARANTEE**

### **PROFESSIONAL FEE & EXPENSES**

Fee for professional services is 20% of the starting salary of the selected candidate. All expenses incurred for conducting the recruitment are the responsibility of the City. Expenses will vary depending upon direction from the City regarding how geographically broad the recruitment effort is and where the top candidates come from (travel expenses). A general estimate would be \$3,000 to \$5,000. However, **all expenses** will be discussed with the City prior to expenditure. Expense items include but are not limited to:

- Newspaper, trade journal websites and other advertising related to the announcement of the position
- Direct mail announcements and regret letters
- Facsimile and delivery expenses
- Printing of documents and materials
- Consultant travel and related expenses
- Any client-required licenses, fees or taxes
- Travel and related expenses for candidates during the interview process

Professional fees are billed in three equal installments during the course of the search. The first installment is billed when Prothman begins the project. The second installment is billed at the mid-point of the recruitment. The final installment is billed at the conclusion of the search. Expenses are billed monthly.

### **GUARANTEE**

Our record of success in placing highly qualified candidates provides that Prothman will guarantee the placement of a qualified candidate. Provided the Client follows our finalist candidate recommendations and the key elements of the search process as outlined in the proposal, if the selected finalist candidate is terminated for cause within **one year** from the employment date, we will conduct a replacement search with no additional professional fee. The only cost to you would be the expenses related to the additional search.

### **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.

## ***CONSULTANT BACKGROUND***

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### **PROJECT CONSULTANTS**

#### **GREG PROTHMAN**

With more than 20 years experience in various functions of government and the public sector, Greg Prothman brings a solid and grounded perspective to best serve his clients. Greg offers a unique combination of in-depth, firsthand city management experience combined with a thorough understanding of local government and public sector employment. Early on, he served as a Renton Police Officer before making the move to Assistant City Manager for the City of Des Moines and then to City Manager, also for the City of Des Moines. Greg's 12 year tenure in city management benefits his clients due to his firsthand experience and the ability to thoroughly understand the client's needs. He's walked in their shoes – from police officer to top management. Noted as one of the region's leading progressive municipal managers, Greg brings a creative and thorough understanding of all facets of municipal administration.

As President of the Prothman Company, Greg is uniquely positioned, through his extensive public sector and executive search background, to offer recruitment services. He has conducted over 150 executive searches and placements, successfully placing city managers, finance directors, IT managers, police and fire chiefs, public works and community development directors and many other positions. He has also formed and managed startup teams for five newly incorporated cities, including the City of Spokane Valley, WA, (pop. 82,000), the second largest incorporation of its kind in the U.S.

A Seattle native, Greg completed his BA at Western Washington University and his Master of Public Administration degree from the University of Washington.

#### **LYNN STOKESBARY**

Lynn retired from the City of Kirkland in 2006 as Assistant City Manager and has over thirty years of distinguished local government experience. Lynn worked twenty one years for Kirkland, serving as Director of Parks and Community Services from 1985-1997 prior to becoming Assistant City Manager in 1997. He also worked for the City of Bellevue from 1976-1985 in various positions before becoming Assistant Director of Parks and Recreation.

Lynn brings extensive knowledge of local government and years of leadership, supervisory and high profile special project management experience to the Prothman team. Lynn has a unique blend of interpersonal and analytical skills that make him highly effective in working with groups, problem-solving and producing high quality end results. He has extensive experience in a wide range of local government areas, including assessment of city operations and services, facilitating citizen and stakeholder participation, building and maintaining effective relationships in the workplace, fundraising, land acquisition, and comprehensive planning for parks, arts and other civic facilities. Lynn is a 1975 graduate of Washington State University.

#### **BARRY GASKINS, Candidate Manager**

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 grew up in Virginia, moving to Washington in 1993. He earned his Bachelor's Degree in Art from California State University in Los Angeles.

## **PROJECT SUPPORT STAFF**

### **KATHIE OESER**

Kathie's extensive municipal management experience has given her an excellent working knowledge of cities and the services they provide. Her thorough understanding and appreciation of how important customer service is has been a hallmark of her tenures at the cities she has served.

In addition to serving at the City of Kirkland in the City Manager's office as Senior Management Analyst, she also served as the City's interim IT Manager. Kathie has also served as Management Analyst at the newly incorporated City of Newcastle, WA, which has given her tremendous and valuable exposure to every facet of the beginnings of a new city. Kathie's strength is her skill at putting her multi-faceted city government experience to work on special projects involving complex analysis, findings, conclusions and recommendations and always keeping in mind the citizens being served.

Kathie grew up in Kailua, Hawaii, where she earned her Bachelor of Science degree from the University of Hawaii in Human Resources Development. Seattle has been her home since 1979.

### **SHANE FULWILER**

Shane Fulwiler assists in general office operations. He is also the main contact for our interim staffing department. His commitment to serving our clients is outstanding. Prior to joining the Prothman team, Shane worked as a legal assistant for a law firm in Portland, Oregon. He grew up in the greater Seattle area and is happy to make his return to Washington. Shane earned his bachelor's degree in Philosophy from the University of Portland.

### **LINDSAY CHRISTENSEN**

Lindsay assists in all areas of executive searches, from writing position profiles to facilitating final interviews. Before joining Prothman, Lindsay worked in the restaurant industry as a General Manager and she brings extensive recruitment experience to the Prothman team. Born and raised in Washington, Lindsay earned her bachelor's degree in Business Administration from Western Washington University.

## ***ALL PLACEMENTS***

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*Conducted by Greg Prothman*

### ***City of Astoria, OR***

City Manager

### ***City of Arlington***

Community Development Director

City Administrator

Fire Chief

Finance Director

Utilities Manager

Public Works Director

Utilities Manager

Building Official

### ***City of Auburn***

Planning Director

### ***City of Bainbridge Island***

City Administrator

Finance Director

Community Development Director

City Attorney

Deputy Finance Director

Project Manager

Engineer

### ***City of Battle Ground***

City Manager

Deputy City Manager

Community Development Director (2)

Public Works Director (2)

Finance Director

### ***Bayview Manor***

Executive Director

### ***City of Bellevue***

Senior Planners

### ***Benton County Emergency Services***

Director of Emergency Services

Emergency Management Manager

Communications Manager

### ***Benton County Fire District #4***

Fire Chief

### ***City of Billings, MT***

City Engineer

### ***City of Blaine***

City Manager

Public Works Director

Community Development Director

### ***Blaine County, ID***

County Administrator

### ***City of Bonney Lake***

City Administrator

Public Works Director

### ***City of Bothell***

Public Works Director

Fire Chief

Human Resources Director

### ***City of Carnation***

City Manager

Public Works Director

### ***City of Camas***

Deputy Fire Chief

### ***City of Centralia***

Community Development Director

Economic Development Director

### ***City of Chehalis***

City Manager

Police Chief

Finance Manager

### ***Chelan County***

Planning Director

### ***Clackamas River Water District, OR***

General Manager

### ***Clatsop County, OR***

County Manager

Community Corrections Director

### ***Clatsop County Sheriff's Office, OR***

Jail Commander

### ***City of College Place***

Environmental Services Director

**Covington Water District**

Utilities Director  
District Engineer  
Water Resources Manager  
Assistant Water Resources Manager  
Project Engineer  
Business Manager  
Controller

**Cowlitz County**

Building & Planning Director

**Cowlitz Sewer Operating Board**

Superintendent

**City of Damascus, OR**

Community Development Director  
City Manager

**City of DuPont**

City Administrator  
Planning Director  
Finance Director  
Public Works Director

**City of Duvall**

Planning Director

**City of Edgewood**

City Manager  
Public Works Director  
Senior Planner

**The Elevated Transportation Co**

Administrative Services Manager  
Capital Projects Manager  
Administrative Assistant

**City of Enumclaw**

Public Works Operations Manager

**City of Ferndale**

Police Chief

**City of Fircrest**

City Manager

**City of Fife**

City Manager

**Firgrove Mutual Water  
Manager**

**City of Gillette, WY**

Public Works Director

**Gunnison County, CO**

County Manager

**City of Hailey, ID**

City Administrator

**Issaquah School District**

Assistant Superintendent for Operations

**City of Issaquah**

Director, Information Services  
Police Chief

**City of Kelso**

Public Works Director  
Community Development Director

**City of Kenmore**

City Manager  
Finance Director  
City Engineer  
Community Development Director

**City of Kent**

Deputy Chief Administrative Officer  
Accounting Manager  
Deputy Fire Chief  
Professional Land Surveyor  
Finance Director  
Information Tech. Director

**King County Housing Authority**

Finance Director

**King County Library System**

Human Resources Manager

**King County Sheriff's Office**

Chief Financial Officer

**City of Kirkland**

Police Chief  
Water Division Manager  
Public Works Director

**Kitsap County**

Director of Administrative Services

**City of Lake Forest Park**

City Administrator (2)

**City of Lake Oswego, OR**

Water Treatment Plant Manager

**Lakehaven Sewer & Water District**

General Manager

**City of Lakewood**

Assistant City Manager

**City of Leavenworth**

City Administrator

Finance Director/City Clerk

**Lincoln City, OR**

Finance Director

**City of Littleton, CO**

Finance Director

**City of Long Beach**

Community Development Director

**City of Louisville, CO**

City Manager

**City of Lynden**

City Administrator

Building Official

Public Works Director

**City of Lynnwood**

Public Works Director

Assistant Fire Chief

**Manchester Water District**

General Manager

**City of Marysville**

Police Chief (2)

Finance Director

Public Works Director

**Mason County**

Public Works Director

**City of Mill Creek**

Police Chief

Fire Chief

City Manager

**City of Milwaukie, OR**

Assistant City Manager

Community Development Director

Finance Director

**City of Monroe**

Police Chief

**City of Mountlake Terrace**

City Manager

**Muckleshoot Indian Tribe**

General Manager

**City of Mukilteo**

City Administrator

**Multnomah County, OR**

Human Resource Managers (2)

**City of Normandy Park**

Deputy City Manager/Finance Director

Executive Assistant

Grants Manager/Associate Planner

Planning Director

Finance Director

City Manager

**City of Ocean Shores**

City Manager

Community Development Director

**City of Olympia**

Public Works Finance Manager

**Olympic Terrace Sewer District**

District Manager

**Providence Point**

General Manager

**City of Port Angeles**

Police Chief

**City of Port Townsend**

City Manager  
Public Works Director  
Development Services Director

**City of Post Falls, ID**

City Administrator  
Community Development Director

**City of Poulsbo**

Chief of Police

**City of Prosser**

City Administrator  
Finance Director

**City of Puyallup**

Building Official  
Assistant City Manager  
Human Resource Director

**City of Redmond**

Deputy Public Works Director  
Deputy Fire Chief  
Technology Manager (2)

**City of Renton**

Community Services Administrator  
Human Resources Administrator  
Domestic Water Treatment Manager

**City of Ridgefield**

City Manager

**Port of Ridgefield**

Executive Director

**City of Richland**

Chief of Police  
Transportation Engineer  
Public Works Director  
Parks Superintendent

**City of Sammamish**

City Manager  
Transportation Program Engineer  
Senior Project Engineers (2)

**City of Seaside, OR**

City Manager

**Seattle Aquarium Society**

Executive Director

**City of Seattle City Council**

Senior Policy Analysts (five positions)

**City of Shelton**

City Administrator  
Community Development Director  
Management Assistant  
Public Works Director

**City of Shoreline**

Deputy City Manager  
City Engineer  
Planning Director  
Public Works Director

**Skagit County**

Public Works Director  
County Engineer

**City of Snohomish**

City Manager  
Police Chief

**Snohomish County**

Information Technology Director

**Snohomish County Emergency Radio System**

Radio System Manager

**City of Spokane Valley**

City Manager  
Deputy City Manager  
Finance Director  
Public Works Director  
Community Development Director  
Building Official (2)  
Parks & Recreation Director  
City Clerk  
Assistant City Clerk  
City Attorney

**City of Stanwood**

Finance Director

**City of Sultan**

City Administrator

**Thurston County**

Human Resources Director  
Assistant CAO

**State of Washington**

Assistant Director, Department of  
Engineering & Architecture

**Washington State PTA**

Executive Director

**Washington State School Directors  
Association**

Executive Director

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

Executive Director

**City of Woodburn, OR**

City Administrator  
Community Development Director

**City of Woodinville**

City Manager  
Development Services Director

**Yakima County**

Director, Information Technology

## **APPENDIX**

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### **Letters of Reference**

Following are three letters of reference from client cities with whom we have worked: the Cities of Spokane Valley, Arlington and Shelton.

The new City of Spokane Valley chose us to assist them in their incorporation process three years ago. Spokane Valley has a population of 85,000 and is the second largest city incorporation in the United States. We provided a full complement of talented interim city staff, including the City Manager, Deputy City Manager, Planning Director, Public Works Director, Building Official, City Clerk and Finance Director. We later worked with the City Council to conduct their successful recruitment for a permanent City Manager. Further, we worked with the new City Manager and performed the personnel recruitments for all of the Director level positions listed above, as well as the Parks and Recreation Director. All staff recruited by us have remained successfully employed at the City of Spokane Valley. The Mayor and City Council appreciate the process we provided.

The City of Arlington, population 14,980, asked us to perform a citywide assessment, as well as a recruitment for a new City Administrator. The Mayor and Council were aware of customer service issues, internal and external, and relied upon us to conduct a study resulting in findings and recommendations regarding the organization and its operations. Additionally, the City asked us to place an interim City Administrator while we recruited for a permanent person. We also followed through on recruiting for a Community Development Director, Public Works Director and Fire Chief. All projects were very successful and truly turned the City around. Today, Arlington is extremely proud of what they accomplished.

The City of Shelton represents a successful City Administrator recruitment for a smaller sized city. Shelton's population is 8,554. The City has the only remaining Commissioner form of government in the state of Washington. Prothman Company was selected by the City of Shelton to perform their recruitment for a City Administrator because of our solid experience and proven record of not offering a "canned" process. It was very important to Shelton that their unique city be represented well in order to attract quality candidates.

### **Examples of the Position Profile, Invite Letter and Advertising Copy**

We have included examples of the Position Profile, Invite Letter and Advertising Copy from previous recruitments to demonstrate the quality of our work.

- ◆ The Position Profile (see page 4) is a document used to describe the City, the position, ideal candidate qualifications, key issues facing the City and the position, the compensation package and information on how and when to apply. The Position Profile is posted on our website and sent to the City to post on their website (if desired).
- ◆ The Invite Letter is a summary version of the Position Profile. It is used for a direct mail campaign aimed at contacts in our extensive multi-state database.
- ◆ Advertising Copy are the ads written for posting the position on various trade websites and for publishing in various trade journals.

# ***LETTERS OF REFERENCE***





11707 E. Sprague Ave. • Suite 106 • Spokane Valley, WA 99206  
(509) 921-1000 • Fax (509) 921-1008 • cityhall@spokanevalley.org

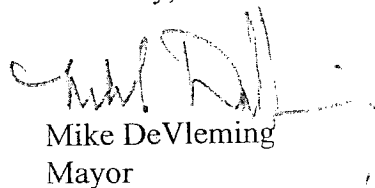
Greg Prothman  
Prothman Company  
10853 8<sup>th</sup> Ave.  
NW Seattle, WA 98177

Dear Greg,

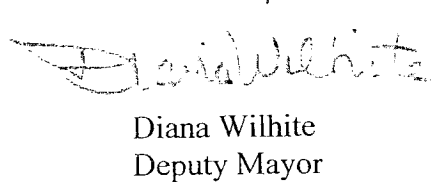
The City Council of Spokane Valley extends our sincere and heartfelt thanks for the expertise you provided us during the formative days of our first year of incorporation. The interim administrative team you assembled helped us to achieve a high level of success. Your personal counsel to us has been another vital component of our achievement. The recruiting efforts to find the best personnel for our permanent staff will undoubtedly result in a level of excellence that will help this city succeed for many years to come.

It has been a pleasure to have your expertise to get the City of Spokane Valley off to such a great beginning.

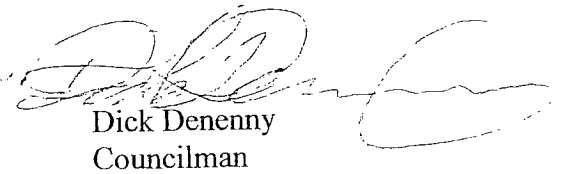
Sincerely,



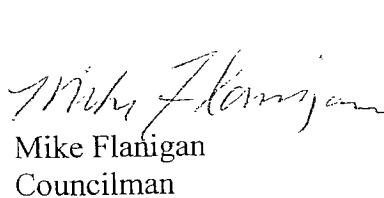
Mike DeVleming  
Mayor



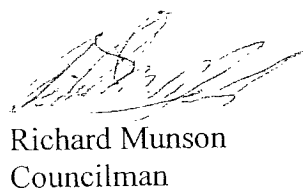
Diana Wilhite  
Deputy Mayor



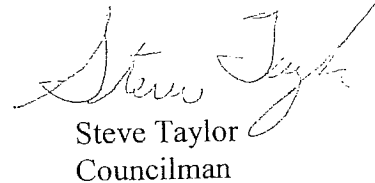
Dick Denenny  
Councilman



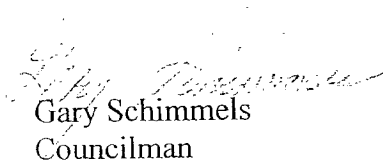
Mike Flanigan  
Councilman



Richard Munson  
Councilman



Steve Taylor  
Councilman



Gary Schimmels  
Councilman



City of Arlington  
Executive

December 1, 2005

Mr. Greg Prothman  
Prothman Company  
126 NW Canal Street, Suite 210  
Seattle, WA 98107

Dear Greg:

This is a letter that I have been intending to send for sometime now. I want to formally thank you for the outstanding job the Prothman Company did for the City of Arlington during the first two years of my term of office. You and your staff were a "life saver" to me, as I began my term as Mayor.

Coming into this job, I knew that there were a lot of problems that needed to be "fixed." Many people in this community were counting on me to change the way City government had been operating. The image of City government was ugly, and there seemed to be no concept of "good customer service." That's when I turned to you and your company to help me rectify the problem.

You came in and helped me find a very competent interim City Administrator who could immediately help me with the day-to-day operations of the City – and who was someone I knew I could trust. Then, as your group began to do an over-all analysis of the various City departments, we began to identify areas that needed to be changed. Over the course of those first two years, we followed your recommendations and restructured the City operational structure. Then, with your help, we hired some very competent and strong managers – including a new City Administrator, a Community Development Director, Public Works Director and Fire Chief.

Today, Greg, I am proud to say that we have a management team who are daily striving to turn around the way we do government. They are responsive to the public and customer friendly. We have created a new "Permit Center" that is designed to provide the public with assistance to cut through the bureaucracy. Finally, many people in the City organization are beginning to figure out that the taxpayers are our customers, and that we work for them – not the other way around!

Once again, I just want to say "thanks" for the professional assistance you and your staff provided to me and to the Arlington community. With your help, I think we have changed the face of City government in Arlington. Daily people tell me what a great job we are doing, and that feels good. Thank you Greg.

Sincerely,

Margaret Larson  
Mayor



"Building A Stronger Community  
TOGETHER"



June 21, 2004

To Whom It May Concern:

Following the retirement of our City Administrator in January 2004, the City of Shelton, Washington contracted with Greg Prothman to recruit a new City Administrator, and fill an interim City Administrator position.

In both cases, the services provided were professional and had positive outcomes. While working at the City, the interim Administrator actually helped us create a "City Government Coordination Manual." This policy document was adopted by resolution while the interim Administrator was helping to transition the new Administrator into his new duties.

The Prothman Company identified five highly qualified applicants and brought them to the City for a series of final interviews. In addition, and at Greg's suggestion, we hosted an open house where local citizens were able to meet each of the applicants one on one. The applicant we selected has been an excellent match for our City and community.

In summary, our experience with Greg Prothman has been positive and it is my pleasure to recommend him for other Cities with similar needs.

Sincerely,

John Tarrant  
Mayor



# ***EXAMPLE OF POSITION PROFILE***



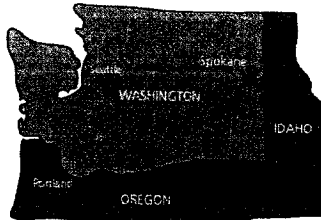
*The City of Spokane Valley is seeking a  
talented senior municipal attorney to serve  
as the City's first*

## **CITY ATTORNEY**



## THE COMMUNITY

Spokane Valley is located on the eastern border of the State of Washington. Situated between the Rocky and Cascade mountain ranges, Spokane Valley is protected from damp coastal weather and is shielded from bitter cold winters. Spokane Valley averages 260 plus days of sunshine each year.



Spokane Valley prides itself on quality neighborhoods and schools, along with strong business and retail centers. Friendly people,

natural surroundings and beautiful weather are part of what make Spokane Valley a favorite destination for visitors from all over the world. With all four seasons represented, we have an abundance of recreation activities. There are four distinct ski resorts, more than 50 lakes and 40 golf courses within an hour's drive, and many hiking and biking trails to enjoy.

CenterPlace, a 54,000 square foot regional conference and cultural center, is under construction and will open this summer. It houses the new City of Spokane Valley Senior Center, a banquet facility, community college classrooms and a high tech lecture hall. CenterPlace will combine with the recently completed Mirabeau Meadows Park and Mirabeau Springs to form Mirabeau Point on the Spokane River.

The City of Spokane Valley is a vibrant and growing city with room for residential, commercial and industrial expansion, securing a financially healthy city and busy future for its citizens.

## THE CITY

The City was newly incorporated March 31, 2003. With a population of 83,950, Spokane Valley is the 8th largest city in Washington State. The incorporation of Spokane Valley was the largest in the state and the 2nd largest single incorporation in U.S. history. It encompasses approximately 38.5 square miles

of land area. The City of Spokane Valley operates as a code city under the laws of the State of Washington with a Council-Manager form of government. The City's seven part-time City Council Members are elected at large and choose a mayor from the Council, who serves a two year term. Spokane Valley is primarily a contract city, having most of its municipal services outsourced.

The Executive Department is led by City Manager, Dave Mercier. The leadership team is comprised of the City's Department Directors who enjoy collegial, cooperative and effective working relationships.



## THE POSITION

The City Attorney is a newly established position. Previously, the City contracted with a local law firm for this service. As a member of the City's management team, the City Attorney functions as the City's chief legal counsel. Reporting to the City Manager, the City Attorney provides legal advice and guidance to the City Manager and City Departments, in the role as Counsel to Administration. The City Attorney also provides advice to the City Council in the role of Counsel to the City Council.

The City Attorney provides legal advice on a wide variety of civil assignments, including land use planning and engineering; employment and labor law; construction of public infrastructure; purchasing and procurement; purchase and sale of property; interlocal agreements; and code development, administration and compliance. The City Attorney's advice includes methods of effectively avoiding civil litigation.

The City Attorney will assist City officials and staff in maintaining awareness of ethical standards and appearance of fairness standards and to avoid potential conflicts of interest, prohibited transactions and appearance of prohibited transactions. Additionally, the City Attorney provides the

Mayor and City Council with guidance as to Robert's Rules of Order and related procedural matters relating to Council meetings.

The City Attorney advises various City Boards and Commissions through direct consultation and written legal opinions. The City Attorney resolves legal questions which arise during the development and implementation of City projects and programs, and provides legal opinions and advice as requested.

Further, the City Attorney supervises and reviews the preparation of ordinances, regulations, contracts and other legal documents, ensuring compliance with local, state and federal law. The City Attorney will represent the City in civil actions when the City is a party in State and Federal courts and before state and federal administrative agencies. The City Attorney also represents the City in proceedings before local district court, superior court, appellate courts and before local administrative agencies.

The City's legal office is currently staffed by a Deputy City Attorney with ten years experience in land use, criminal defense and direct municipal representation. The office also currently enjoys the services of legal interns from Gonzaga University School of Law. The office does not have any legal support staff.

### **THE IDEAL CANDIDATE**

Our Ideal candidate will understand the Council-Manager form of government and the dual role of counsel to both the City Manager and City Council. The person we seek will be proactive and will focus on problem avoidance, as well as problem remediation. This person doesn't fear litigation, but litigation is not their first choice. Personality traits will include:

- Being highly organized
- Have excellent follow-through without being prompted
- Views departments as clients
- Uses collaborative approach with staff to reach conclusions
- Hard working

- Pays attention to detail
- Dedicated to their employer
- Has excellent communication skills
- Embraces a best practices approach
- Is compatible (good fit) with the organizational approach
- Is able to do most, if not all, of own administrative/clerical work
- Is familiar/comfortable using computer, including MS Word

Our candidate will have the ability to effectively represent the City in the larger community and be able to communicate complex ideas to a wide variety of audiences. This person will have superior research skills and have the ability to shift gears between projects by rapidly multitasking, and have extensive experience making analytical and reasoned judgments on issues of public sensibility.

The ideal candidate will have an excellent understanding of Washington Law, including the Revised Code of Washington and the principles of municipal law. Additionally, this person will possess an extensive working knowledge of the Growth Management Act implementation; land use and development related permitting; SEPA/LUPA/concurrency; funding of growth-related infrastructure, such as impact fees; service fee structures; state and federal labor and employment law; and intergovernmental service contracts.

The ideal candidate will have been a successful City Attorney, or Assistant City Attorney, and will have had previous experience in an organization recognized for excellent customer service and continuous improvement.

The selected candidate will be able to accept and support decisions in a positive manner and have a collaborative approach to fostering cooperation between the City's Departments. The City Attorney will be a good listener who consistently works well with personnel throughout all levels of the city. He/she will demonstrate excellent leadership and management skills.

## EXPERIENCE & EDUCATION

Graduation from an accredited law school with a Juris Doctorate degree followed by admission to the Washington State Bar is required.

Candidates should have a minimum of seven to ten years of progressively responsible related experience in all aspects of municipal law, such as that gained as a City Attorney or Assistant City Attorney, as well as senior supervisory experience; or any equivalent combination of education, experience and training that provides the required knowledge, skills and abilities.

## COMPENSATION

- **\$85,000 TO \$107,000**
- Washington State PERS retirement
- 401A: Social Security Replacement
- Full medical, dental, vision for employee plus spouse plus 2 children
- Life insurance
- Long-term disability insurance
- Voluntary self-contribution to a Deferred Compensation program
- Sick leave (earns 8 hours per month)
- Vacation (earns 8 hours or more per month, depending on length of service; previously hired Directors have been granted a starting balance)
- 11 paid holidays (same as State of Washington)



<http://www.spokanevalley.org>

The City of Spokane Valley has a policy of limiting tobacco use in the workplace. We are an equal opportunity employer. Successful completion of a physical, including drug screening, and a background check, including a criminal check, is a requirement of employment at Spokane Valley.

All qualified candidates are strongly encouraged to apply by **June 12, 2005** (first review, open until filled). To apply, please send a letter of interest, resume, completed application and answers to the supplemental questions to Greg Prothman via email at [humanresources@prothman.com](mailto:humanresources@prothman.com) or regular mail to the address below. The application form and the supplemental questions can be found at [www.prothman.com](http://www.prothman.com).

**P** Prothman  
C O M P A N Y

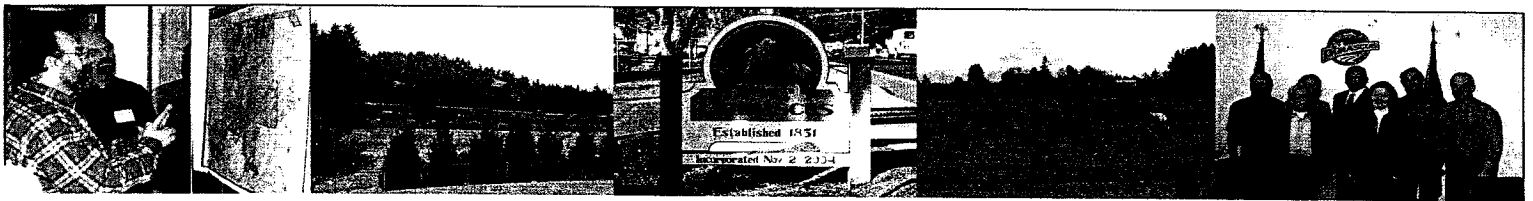
126 NW Canal St., Suite 210  
Seattle, Washington 98107

TEL 206.368.0050  
FAX 206.368.0060

greg@prothman.com  
[www.prothman.com](http://www.prothman.com)



# ***EXAMPLE OF INVITE LETTER***



THE CITY OF  
**DAMASCUS**  
O R E G O N

*An invitation to apply for the position of*

## **CITY MANAGER**

**\$100,000 - \$130,000**

*plus excellent benefits*

*Apply by **June 24, 2007** (first review, open until filled)*

### **WHY APPLY?**

This is an excellent opportunity for a city management professional looking to truly make a difference in a rapidly growing community that wishes to maintain its small town charm. The City of Damascus offers an opportunity for the right candidate to work with a very supportive Mayor, City Council, and staff committed to professional management and teamwork.

### **THE COMMUNITY**

The City of Damascus (population 9,670) is situated in the north central part of Clackamas County. The City of Portland is a 20 minute drive to the northwest and Mt. Hood ski areas are a 45 minute drive to the east. The Clackamas River is located nearby offering rafting, kayaking, and fishing opportunities for the outdoor enthusiast. The City was incorporated in 2004, but its history in Oregon dates back to the 1850's. In 1852, Philip Foster built the Barlow-Foster Trail (later known as Foster Road) and the trail passed through present day Damascus on to Portland. The first post office was founded here in 1867, and the name Damascus was chosen by the community based on a suggestion of a local potter, Ed Pedigo. The first post office was located in the home of John Fisher, who became the first postmaster. In 2002, Metro (the regional government) brought the Damascus area into the Urban Growth Boundary and designated the area for future development. In 2003, a planning process was commenced for the area by Clackamas County in partnership with Metro, the Oregon Department of Transportation, the City of Happy Valley, and the communities of Damascus and Boring. The project is referred to as the Damascus/Boring Concept Plan. The City of Damascus is primarily served by the Gresham-Barlow School District. The district has a solid and proven reputation for providing its students with a quality education. Students from the Gresham-Barlow School

District are consistent in scoring above the national average on standardized exams.

### **THE CITY**

The City of Damascus operates under a Council-Manager form of government. The City prides itself on having a cooperative and forward-thinking council which has recently grown from a 5 to 7 members. This new council is known in the community for its progressive thinking style and their ability to work as a cohesive group.

Mr. Dan Bartlett has been serving as Interim City Manager since April 2006. Drawing from his extensive experience as a city management professional, Mr. Bartlett has done an excellent job of providing guidance and bringing stability to the City. (Mr. Bartlett will not be a candidate for the position.) With the City's population estimated to grow to 60,000 over the next 20 years, the Council and leadership team are working together to make the City of Damascus a very livable and sustainable community. The City of Damascus, as with most new cities, is currently operating primarily as a "contract city". They have an excellent working relationship with their contract providers and will continue to evaluate on a case by case basis to either continue to contract for services or bring the service in house. The City's total budget for 2007-2008 is \$8.3 million.

### **THE POSITION**

Under policy direction from the City Council, the City Manager will serve as the Chief Administrative Officer for the City and is responsible for seeing that the City Council's goals and policies are effectively and efficiently implemented. The City Manager supervises department directors; represents the City on numerous committees and public-private projects; conducts research and analysis at the request of the City Council; reviews and approves reports prepared by staff; serves as the primary contact for the news media; prepares information about

City activities; and responds to citizen inquiries, questions, and complaints.

### **ISSUES FACING THE NEW CITY MANAGER**

- **Comprehensive Plan** - Damascus is under a statutory 2008 deadline to file a Comprehensive Plan and supporting documents with the Department of Land Conservation and Development for State agency review and acknowledgement. This will require the City Manager to supervise the Community Development Director's activities in managing several grants, supervising contractors, and filing necessary documents in a timely manner. This also involves ensuring that the Citizen Participation Plan is executed in a timely and professional manner.
- **Service Delivery Contracting** - The City Manager will need to complete negotiations with various service providers for water, sewer, and development support services. This will require that the providers' capital improvement plans reflect the City's desires for infrastructure phasing. This will also require coordination with multiple metropolitan region service providers.
- **Building the Municipal Organization** - The City Manager will need to work to build on the Vision, Mission, and Goals of the City Council to create a municipal organization that lives the Mission Statement daily. The City Manager will need to help the City Council lead community building that is consistent with the Vision, Mission, and Goals. This will include the opportunity to make legacy decisions and establish long-term traditions.

### **THE IDEAL CANDIDATE**

The desired candidate will be expected to build upon the positive Council relations and integrity that the Interim City Manager has established in his short tenure with the City. The candidate will be a talented municipal manager and administrative leader who understands all aspects of city government. Due to the small number of city staff, the ideal candidate will be a "hands-on" individual who is not afraid to "get their hands dirty." The City Council is seeking a City Manager who is approachable and encourages open communication based on an environment of trust and integrity. The selected candidate will be able to support policy and legislative decisions by the City Council and provide sound information and ability to articulate issues and options to help them make informed decisions. Candidates should

have a proven track record of delivering results, building accountability for staff and creating a positive working environment of teamwork and innovation. The desired candidate will be recognized for building consensus and providing management leadership to the City staff and will not be afraid to make the tough decisions when needed. The successful candidate will be politically astute and demonstrate an unquestionable sense of integrity, honesty, and commitment to the City. The new City Manager will have excellent skills in working with city councilors, both individually and as a corporate body. He/she should have well developed skills in assisting councils with wide ranging opinions and ideas in reaching consensus and direction.

### **EDUCATION & EXPERIENCE**

Candidates should have seven to ten years of progressively responsible senior management experience in municipal or county government, preferably with at least three to five years as a successful City or County Manager or Administrator or as an Assistant/Deputy. Oregon land use experience would be a plus. A bachelor's degree in public administration, business or related field is required, with a history of continuing educational and professional development. A master's degree is preferred.

### **COMPENSATION**

- **\$100,000 to \$130,000**
- 401k Retirement
- Social Security
- Medical
- Dental
- Vision
- Life insurance
- Long-term disability insurance
- Employee Assistance Program
- Deferred Compensation Program (**In Progress**)
- Paid time off (PTO)
- 10 paid holidays
- Personal Services Contract with Severance



<http://www.ci.damascus.or.us>

The City of Damascus is an Equal Opportunity Employer. All qualified candidates are strongly encouraged to apply by **June 24, 2007** (first review, open until filled). To apply, please send a letter of interest, resume, completed application and answers to the supplemental questions to Greg Prothman via email at [humanresources@prothman.com](mailto:humanresources@prothman.com) or mail to the address below. The application form and the supplemental questions can be found at [www.prothman.com](http://www.prothman.com).

**PROTHMAN**  
creating solutions

206 368 0050 {ph}  
3633 136<sup>th</sup> PL SE, Suite 206  
[humanresources@prothman.com](mailto:humanresources@prothman.com)

206 368 0060 {fx}  
Bellevue, WA 98006  
[www.prothman.com](http://www.prothman.com)

# ***EXAMPLE OF ADVERTISING COPY***



The City of  
**Bainbridge Island**  
W A S H I N G T O N

**CITY ATTORNEY**

**Salary: \$85,000-\$107,000 plus excellent benefits.** Bainbridge Island, WA (pop. approx. 22,000) is located 35 minutes west of Seattle by ferry. The City has 135 fulltime employees and a \$33.4 million operating budget. A newly established position, the City Attorney functions as the City's chief legal counsel. Reporting to the Mayor through the City Administrator, the City Attorney provides legal advice and guidance to the Mayor, City Administrator and City Departments as Counsel to Administration and also serves as Counsel to the City Council. The City Attorney will represent the City in local, state and federal courts and in proceedings before administrative agencies. Graduation from an accredited law school with a Juris Doctorate degree followed by admission to the Washington State Bar is required. Candidates should have a minimum of six to eight years of progressively responsible related experience in all aspects of municipal law, as well as supervisory experience, such as City Attorney, or Assistant City Attorney, or any equivalent combination of education, experience and training that provides the required knowledge, skills and abilities. Candidates should have knowledge of the Revised Code of Washington; principles of municipal law, including drafting ordinances and resolutions; land use and environmental law; and labor and employment law and contracts. The City of Bainbridge Island is an equal opportunity employer. All qualified candidates are strongly encouraged to apply by **June 5, 2005** (first review, open until filled). Send letter of interest, resume, completed application and answers to supplemental questions via email to [humanresources@prothman.com](mailto:humanresources@prothman.com) or mail to address below. A complete profile of the position, supplemental questions and application form are available at [www.prothman.com](http://www.prothman.com).

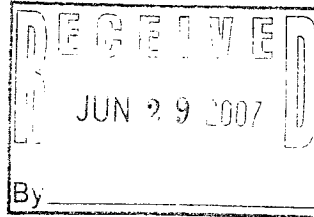
**P Prothman** | 126 NW Canal St., Suite 210 | TEL 206.368.0050 | [greg@prothman.com](mailto:greg@prothman.com)  
C O M P A N Y | Seattle, Washington 98107 | FAX 206.368.0060 | [www.prothman.com](http://www.prothman.com)



*The best people  
for the job.*

June 21, 2007

Ms. Tina Gray  
Human Resource Director  
City of Ashland  
20 E. Main Street  
Ashland, OR 97520



Dear Ms. Gray,

Thank you very much for giving us the opportunity to present our qualifications. We have been serving public sector agencies both large and small throughout the Pacific Northwest for nearly 25 years and would welcome the chance to partner with the City of Ashland on this critical search.

As you review our materials, please consider the following unique strengths of Waldron & Company:

- Twenty-five years of experience and a proven, lengthy track record of success.
- We guarantee your selection for a period of **two years** - a concept that we pioneered.
- Waldron & Company provides unparalleled customer service and a demonstrated history of long-term placements.
- With nearly 20 staff members, we have the deepest and broadest group of professionals of any firm in this area.

If you desire additional information or would like to set up a time to meet, please give us a call.

Sincerely,

Lara Cunningham  
Managing Director, Portland



*The best people  
for the job.*



# City of Ashland City Attorney

## PROPOSAL TO PROVIDE EXECUTIVE SEARCH SERVICES

PRESENTED BY  
LARA CUNNINGHAM, MANAGING DIRECTOR, PORTLAND OFFICE  
WALDRON & COMPANY  
THREE CENTERPOINTE DRIVE, SUITE 200, LAKE OSWEGO, OR 97035  
503.620.1106  
lara@waldronhr.com

Waldron & Company



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SAMPLE TIMELINE ..... SECTION IV  
(Separate Attachment)





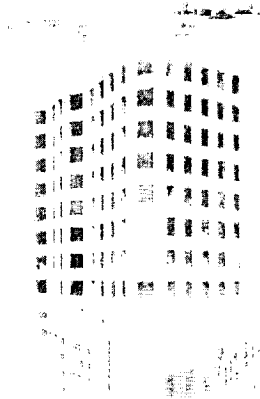
# Qualifications of the Firm

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## **BRIEF HISTORY OF THE FIRM**

Founded in 1983, **Waldron & Company** is a human resources consulting firm with a primary focus on providing executive recruitment services to not-for-profit organizations, public-sector entities, special districts and utilities, foundations and institutes, community service organizations, and selected private sector clients. We are recognized as one of the leading search firms working with non-profit clients, and are known for our thorough approach, open process, candidate diversity, unparalleled customer service, and long-term placements. We have successfully completed every non-profit search assignment we have accepted; many of our clients over the course of more than two decades have used our services for multiple key positions, reflecting the high quality of our work and the long-term nature of our relationships.

**Key Differentiator:** With 25 years of experience and more than 650 successful searches, we can stand on our own record of success and achievement. Our Search Practice has grown by more than 50% in the last 4 years and we had a record year in 2006. We have put the staff and technical infrastructure in place to handle this growth while continuing to deliver high quality, thorough and professional service.



More broadly, Waldron & Company has full-service offices in five locations in the Western United States (Seattle, WA; Portland, OR; Scottsdale, AZ; Boise, ID; Salt Lake City, UT) where we provide dynamic and complementary Human Resources-related services, including:

- Retained Executive Search
- Organizational Effectiveness / Organization Development
- Executive & Leadership Development
- Interim Placement for Executive & Technical Positions
- Career Transition

## **OUR VALUES**

At Waldron & Company, long-term customer satisfaction is our highest priority. We believe that striving to uphold the highest standards of quality, earning the trust of our clients, demonstrating a genuine respect for the individual, encouraging innovation and fostering collaboration and teamwork are essential to exceed our clients' expectations.

## **EEO/DIVERSITY**

Since the founding of this firm, part of the mission of Waldron & Company has been a commitment to equal opportunity employment and to serving the citizenry by encouraging and fostering diversity among our community and civic leaders.



# EXECUTIVE SEARCH PROJECTS

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*City of Aberdeen, WA*

*Human Resources Director  
Police Chief*

*Bainbridge Island Fire Department, WA*

*Operation Chief*

*City of Bellevue, WA*

*City Attorney*

*Bend Metro Park & Recreation District*

*Executive Director*

*City of Bothell, WA*

*City Manager*

*City of Burien, WA*

*City Manager*

*City of Camas, WA*

*Deputy Fire Chief*

*City of Cannon Beach, OR*

*City Manager*

*City of College Place, WA*

*Fire Chief*

*City of Des Moines, WA*

*City Attorney  
Assistant City Engineer  
Finance Director  
Planning, Building and Public Works Dir.  
Police Chief*

*Elevated Transportation Company  
(Precursor to Seattle Monorail Project)*

*Administrative Assistant  
Administrative Services Manager  
Community Involvement Coordinator  
Executive Director  
Project Manager*

*City of Enumclaw, WA*

*Finance Director  
Police Chief  
Utility Engineer  
Water/Sewer Utilities Superintendent*

*Firgrove Mutual Water Company*

*General Manager*

*Hood River County, OR*

*County Administrator*

*City of Issaquah, WA*

*Administrative Service Manager*

*Issaquah School District, WA*

*Assistant Superintendent*

*City of Kelso, WA*

*Police Chief*

*City of Kent, WA*

*Assistant Fire Chief  
Engineering Manager  
Fire Chief  
Information Technology Director  
Public Works and Operations Manager*

*King County, WA*

*Director, Records, Elections & Licensing  
Services  
Facilities Maint. Section Manager*

*City of Kirkland, WA*

*City Attorney  
Human Resources Director  
Finance Director*

*Kitsap County, WA*

*Transportation Planner*

*City of Lacey, WA*

*Police Chief  
Public Works Director*

*City of Lakewood, WA*

*City Manager  
Public Works Director*

*City of Lewiston, ID*

*City Manager  
Community Development Director  
Public Works Director*

*City of Longview, WA*

*Assistant City Manager  
Human Resources Director  
City Manager  
Community/Economic Dev. Director  
Fire Chief  
Police Chief*



*LOTT Partnership (Utility District)*

*Legal Counsel  
Project Engineer*

*City of Lynden, WA*

*City Administrator*

*City of Marysville, WA*

*Finance Director*

*City of Medical Lake, WA*

*Police Chief*

*City of Medina, WA*

*City Manager  
City Clerk  
Planning Director  
Public Works Director*

*City of Mercer Island, WA*

*Plans Examiner*

*City of Monroe, WA*

*City Administrator*

*Multnomah County, OR*

*Emergency Management Dir.  
Human Resources Director*

*City of Olympia, WA*

*City Attorney  
City Manager  
Community Planning and Dev. Director  
Engineer  
Parks, Arts and Recreation Director*

*Port of Anacortes, WA*

*Executive Director*

*Port of Port Angeles, Port Angeles, WA*

*Executive Director*

*Port of Olympia, Olympia, WA*

*Executive Director*

*Port of Othello, Othello, WA*

*Port Manager*

*Port of Seattle, Seattle, WA*

*Deputy Chief of Police*

*City of Poulsbo, WA*

*Public Works Director*

*City of Puyallup, WA*

*Economic Development Dir.  
City Attorney  
City Manager  
Employment Services Manager (2)  
Police Chief  
Traffic Engineer*

*City of Redmond, WA*

*Application Services Manager  
Support Services Manager*

*City of Renton, WA*

*Finance/IS Administrator  
Fire Chief  
Police Chief  
Transportation Engineer  
Transportation Planner*

*City of Richland, WA*

*Police Chief*

*City of Salem, OR*

*Community Development Director  
Fire Chief  
Public Works Director*

*City of Sammamish WA*

*Community Development Director*

*San Juan County*

*County Administrator*

*Public Health - Seattle & King County*

*Chief Financial Officer*

*City of Seattle, WA*

*Human Services Director  
Office of Housing Director  
Planning & Development Director  
Curator – Life Sciences (Aquarium)  
HR Director – Seattle Public Utilities  
Director Department of Neighborhoods*

*City of Sequim, WA*

*Police Chief*



# Selected Search References

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These references represent our most recent and relevant search engagements over the past five years.

<i>Client</i>	<i>Contact</i>	<i>Type of Search</i>
<i>City of Des Moines</i> 206-878-4595	<i>Tony Piasecki</i> City Manager	<i>City Attorney</i> 2002 & 2007
<i>City of Olympia</i> 360-753-8325	<i>Steve Hall</i> City Manager	<i>City Attorney</i> 2002
<i>City of Kirkland</i> 425-587-3020	<i>David Ramsay</i> City Manager	<i>City Attorney</i> 2004



# Project Methodology & Work Plan

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Comprehensive  
Understanding  
of the  
Organization

**Needs Assessment:** Waldron & Company clients seek a recruitment process that assures the thoughtful selection of successful candidates who share their vision and values. A distinctive part of our process in all searches is to talk to as many key stakeholders as possible to ensure that we have a comprehensive understanding of all issues and concerns relating to the position.

**Key Differentiators:** We will reach out to as many people, groups or constituencies as you would like. Some recruiters consider every organization basically the same – you can see it in their advertising and recruitment materials. Each client we serve is unique and deserves a thorough and open-minded approach.

While most of this input is gathered in person, we also utilize Web-based technology to broaden our reach and streamline the process. This background information gathering is important not only in educating us to ‘market’ the position and screen candidates, but also serves to create a sense of inclusion among your stakeholders.

We do so by:

- ◆ Conducting private interviews and surveys with key stakeholders as directed to determine desired candidate skills, cultural fit, experiences, and attributes.
- ◆ Reviewing the current position description (if any), and utilizing any background information that the Board has already gathered.
- ◆ Preparing and refining the comprehensive *Position Specification* for the position which includes: A general description of the organization; the basic function, authority and responsibilities of the contracted position; the organization’s immediate and long term goals, as well as the organization’s vision, mission, values and philosophy; all candidate qualification requirements including education, experience and personal characteristics; and, the position’s salary range, benefits and relocation provision (if any).

Each search is different and requires a customized approach. We will work with you to develop and design a tailored recruitment strategy to find the best candidates. The remainder of the project continues with the:

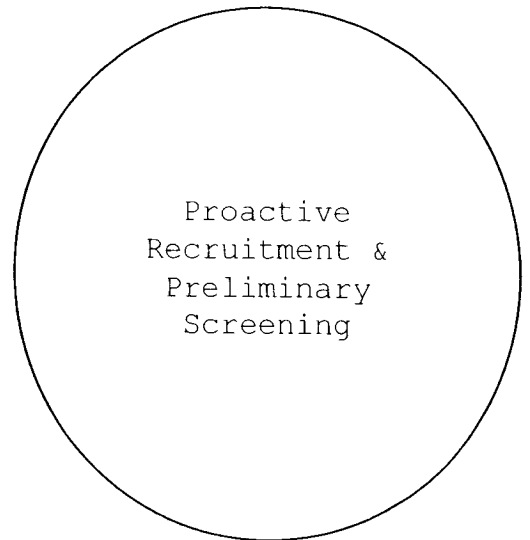
- ◆ Approval of a timetable including key milestones, as well as a target for selection and appointment of the successful candidate.
- ◆ Drafting of a recruitment letter describing the position and inviting prospective candidate applications.
- ◆ Creation of the supplemental screening tools (if any).
- ◆ Initial design of the semi-final and final interview processes.

## Project Methodology (cont.)

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**Proactive Recruitment:** Our approach is heavily recruitment driven. While we will gain visibility for the position through the strategic use of appropriate advertising, our success in bringing the best candidate pool forward relies on our ability to *identify, target and recruit proven candidates.*

**Key Differentiators:** At Waldron & Company we have the one of the largest, dedicated, full-time research and recruitment outreach staff of any Firm working in this area. One of our experienced Search Leaders *and* a team of our consultants will serve the City of Ashland. We employ multiple project managers to assure that each client we serve gets the time and attention of a professional who is not overcommitted or hard to reach.



Typical activities involved in recruiting candidates include:

- ◆ Utilizing Waldron’s database to develop a comprehensive list of prospects to be reached through a direct mail/email campaign. Waldron & Company maintains key staff members dedicated to researching, sourcing and identifying candidates.
- ◆ Waldron Consultants and Principals making direct recruitment calls to contacts and prospective candidates.
- ◆ Follow up, follow up, and follow up. A recent candidate wrote in his cover letter to us, “*I had actually seen a posting for this position...[but] did not pay much attention to it. [Then] I received an inquiry from your company. It was the candidate profile that kept me coming back to take another look at the opportunity and to seriously consider submitting my application.*”

**Preliminary Screening:** Our process also includes having candidates complete a brief application and provide responses to supplemental questions. While not all clients have us facilitate this supplemental stage, we have found that the completed supplemental materials can provide:

- ◆ A good sample of a candidate's writing ability.
- ◆ An early indicator of the sincerity of his/her interest.
- ◆ An opportunity to view a candidate's analytical, management, and communication styles.
- ◆ An indicator of his/her philosophy and values.

**Key Differentiators:** Your Project Leader will conduct preliminary phone interviews with ‘high-potential’ candidates. Following the interviews, we will review the most promising candidates with you and recommend a pool for further consideration. These initial screening interviews provide us with more information and insight about the candidates prior to presenting them to you. We also begin to investigate candidates’ backgrounds at this stage to uncover any issues with the candidate’s performance or employment history.

## Project Methodology (cont.)

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Using the results of our interviews, the application, responses to supplemental questions, resume, and any other materials submitted by candidates, we partner with you in a work session to identify the top semi-finalists. Should you choose, Waldron & Company can eliminate this work session and narrow the candidate field to semi-finalists prior to involving you directly in the screening phase.

The optional work session provides the opportunity to:

- ◆ Assess the quality of the candidate responses to supplemental questions.
- ◆ Gain initial familiarity with the semi-finalists.
- ◆ Institute a quality control checkpoint to evaluate the results of the recruitment.
- ◆ Control the expenses involved in the travel/interview phase of the search.

**Key Differentiator:** After semi-finalists have been identified, the project team from Waldron & Company will conduct personal interviews with the candidates. In order to minimize expenses at the semi-final stage we will use video-conferencing whenever there is a time or cost saving opportunity.

Following these interviews, we will meet with you to present our findings. We will recommend three to five candidates for your consideration as finalists.

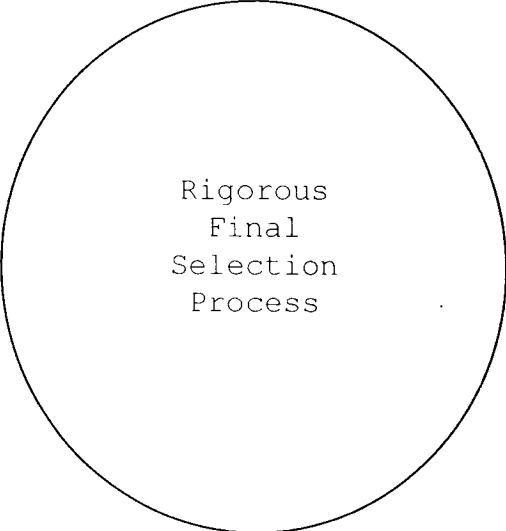
In preparation for final interviews we will:

- ◆ Work closely with you to design the final interview process.
- ◆ Conduct in-depth, professional references at appropriate times on each of the finalists that include supervisors, peers, and subordinates.
- ◆ Confirm all academic credentials for each finalist.
- ◆ Deliver a report that includes the application, answers to supplemental questions, resume, reference reports, and education verifications for each candidate.

In addition, we provide our clients with:

- ◆ A list of suggested interview questions designed to augment questions that participants may wish to ask.
- ◆ A quantitative/qualitative scoring system to evaluate and compare the merits of each candidate (if desired).
- ◆ Assistance in making the needed travel arrangements (if any) for the final interviews and facility tours.
- ◆ Access to the Waldron & Company project team to staff finalists' interviews.

**Key Differentiator:** While we do 'aim high', we do not make a practice of delivering 'unattainable candidates' to our clients. The finalists will be sufficiently vetted to ensure that they are committed to considering – and accepting – an offer should an offer be made and a mutually satisfactory agreement is reached. We rarely find ourselves in a position where one of our recommended finalists does not prevail and we must generate a second pool.



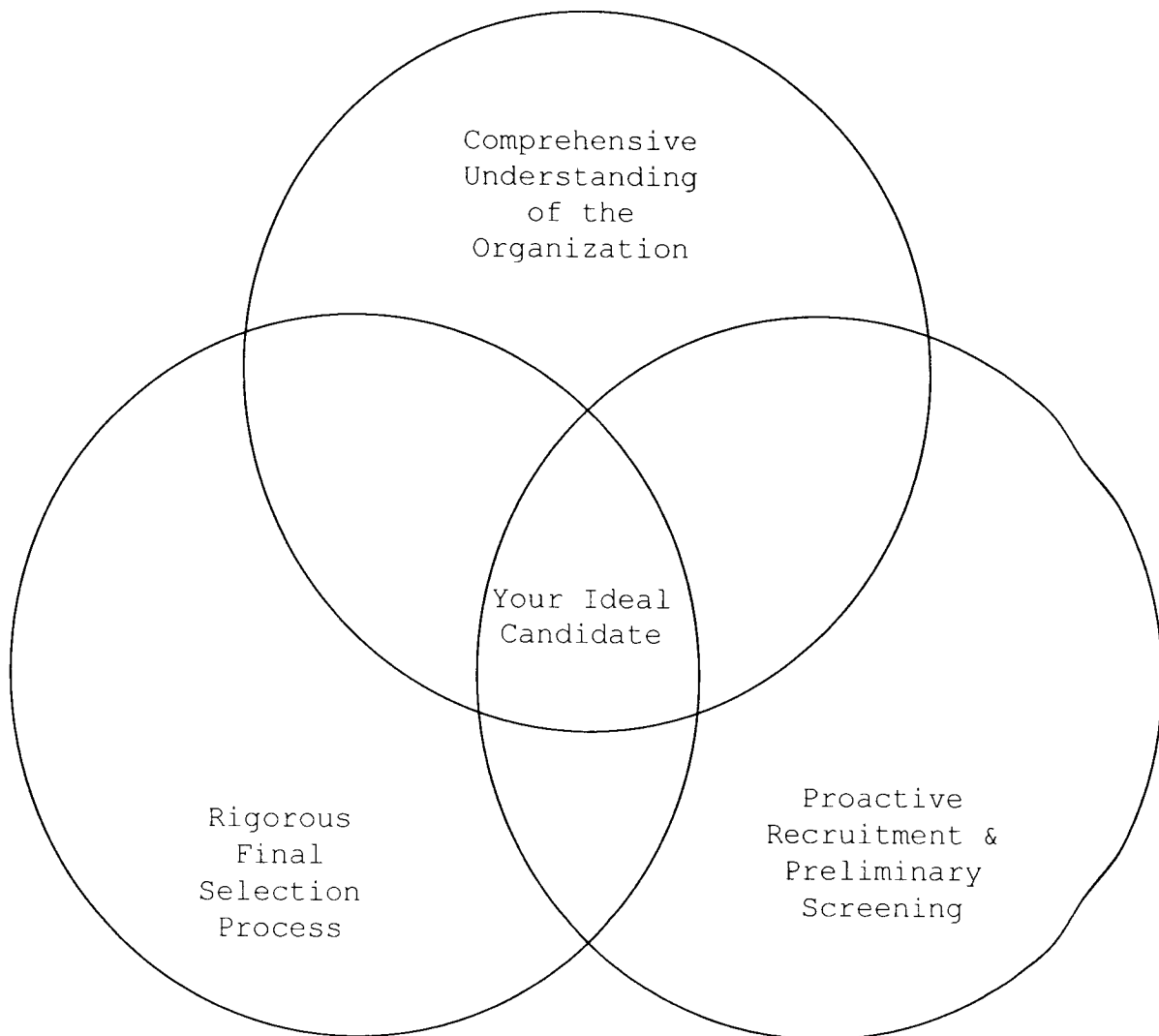
Rigorous  
Final  
Selection  
Process

## Project Methodology (cont.)

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# Results

We strive to enhance the impact and positive work of our clients by connecting them with high-caliber and talented leaders. Our pledge to you is to make the process as easy and effortless for you as we can, to maximize the impact of your time while minimizing the time required, and present you with a group of candidates who fit your profile. The conscientious application of the process outlined above will result in a successful selection and long-term match for the organization. We guarantee it.





# Consulting Staff

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## **Lara C. Cunningham, Managing Director, Portland**

Lara has over eleven years of human resources experience in the firm's executive search, career transition, organizational development and coaching practices. She has served on the Firm's Senior Leadership team for five years and was recently promoted to lead Waldron & Company's Portland office. Lara has led dozens of successful searches for Non-profit and Public Sector clients.

Prior to joining Waldron & Company, Lara spent three years as Human Resources Coordinator for Blue Cross of Washington and Alaska where she concentrated on recruiting individuals in health care services and in information technology and developing and managing an internal on-call staffing resource. She also helped create the company's first training and development program.

Lara holds a Bachelor's degree in Communications and Business from Washington State University. Prior to relocating, Lara served on the Boards of the Seattle Chapter of Society for Human Resource Management and the Seattle International Children's Festival.

## **Dick Cushing, Vice President, Public Sector**

Dick has nearly thirty-five years of executive local government experience, including serving the last seventeen years as the City Manager of Olympia, Washington's Capital City. Prior to his tenure in Olympia, Dick served as City Administrator in Kent, Washington, Assistant City Manager and Interim City Manager in Bellevue, Washington, and Interim City Manager in Ocean Shores, Washington. Dick has served as President of the Washington City/County Management Association (WCMA), Vice President of the International City/County Management Association (ICMA), and was the first President of the Washington Cities Insurance Authority.

Dick holds a Bachelor's degree in Political Science from the University of Washington and a Master's degree in Public Administration from the Daniel J. Evans School of Public Affairs at the University of Washington. He is active in his community and teaches at The Evergreen State College in Olympia.

## **Heather Gantz, Senior Consultant**

A human resource professional with over ten years of experience, Heather leads executive searches and also consults in the areas of career transition, outplacement, and organizational development for the firm.

Heather has a strong background in staffing, recruiting, coaching and program management. Prior to joining Waldron & Company, Heather managed two large staff augmentation programs for Nike and Freightliner. She has recruited individuals for information technology, finance and creative divisions. Heather holds a Bachelor's degree in Business Management from University of Phoenix.

## **Jeremy Parks, Associate**

Jeremy joined the firm in 2007 as a recent graduate of Portland State University. He is responsible for supporting search activities. Jeremy holds a Bachelor of Science Degree in Business Management and Human Resource Management. He has a background in customer service and merchandising. At his previous employer, he assisted in developing a companywide Human Resource program.

# Project Cost

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**Professional Services Fee:** Waldron & Company's fee for providing professional services would be a flat rate of \$21,000.

**Expenses:** Expenses incurred are the responsibility of the client. Waldron & Company will, when possible, pre-approve expenditures with you and maintain accurate records at all times. Expense items include, but are not limited to:

- ◆ Newspaper, trade journals, and related advertising to announce the position.
- ◆ Direct mail announcements and regret letters.
- ◆ Telephone and facsimile expenses.
- ◆ Delivery expenses.
- ◆ Printing of documents and materials.
- ◆ Travel and related costs for the consultants assigned to the project.
- ◆ Travel and related expenses for candidates during the interview process.

A two percent (2%) charge will be added to all pass-through expenses referenced above. This reflects Waldron & Company's B&O tax obligations to City and State departments of revenue.

**Billing:** Professional fees and expenses are billed in three equal installments during the course of the search. The initial installment is billed at the time Waldron & Company is engaged. The second installment is billed when semi-finalists are selected. The final installment is billed at the conclusion of the search. Expenses are billed monthly. All invoices are due upon receipt by the client.

**Guarantee:** Waldron & Company guarantees placement of a qualified candidate. Waldron & Company will provide a two-year search guarantee of the selected individual. If the selected individual leaves the position for any reason other than death, physical or mental incapacity or termination initiated by the client without cause, we will conduct a replacement search with no additional service fee. The only cost to the client would be pass-through expenses related to the additional search. Within the guaranty period, Waldron must be notified in writing of a termination within 30-days of its occurrence.

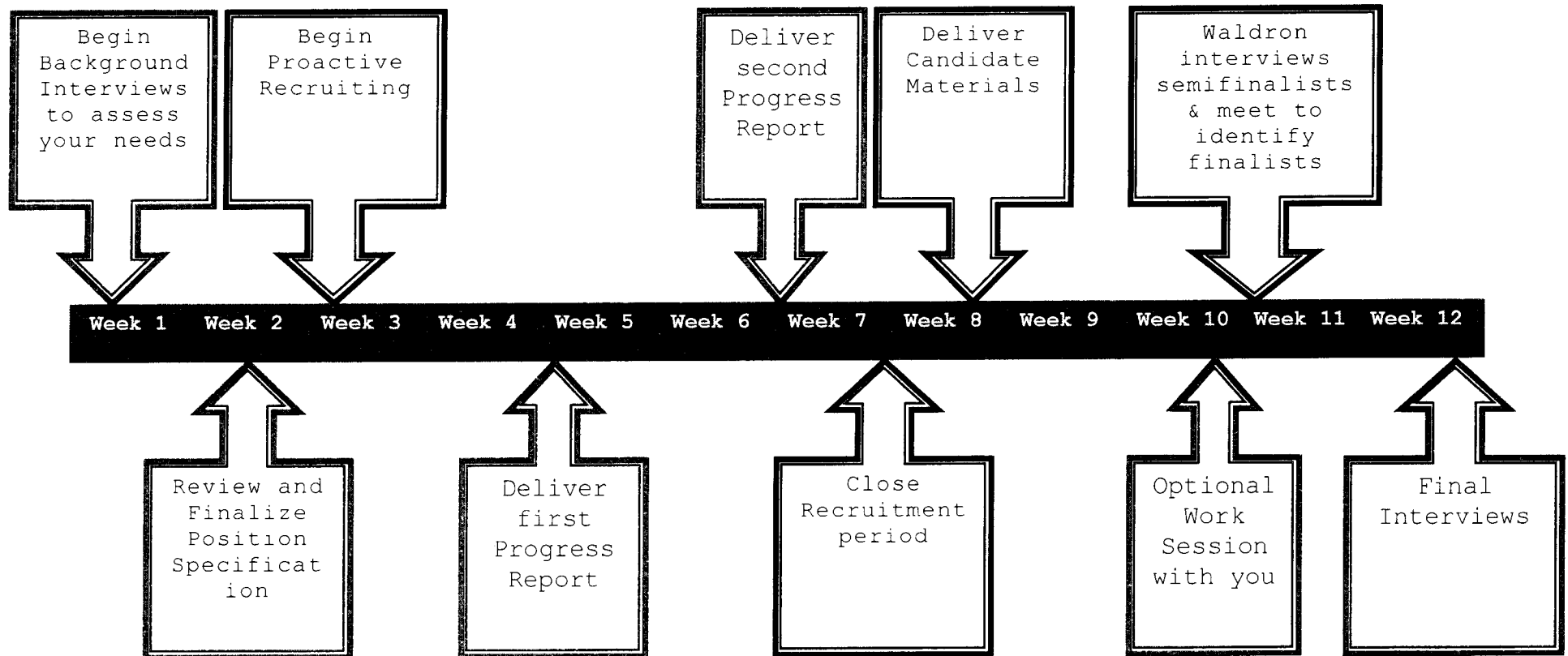
**Cancellation:** You have the right to cancel the search at any time. Your only obligation to Waldron & Company would be the fees and expenses incurred prior to cancellation.



# City of Ashland City Attorney

## Typical/Average Time to Completion

- You can anticipate about 90 days from contract signing to final interviews.
- Your participation will be required at a variety of points throughout the process as noted by the blue arrows.
- We will do everything we can to keep the process moving and streamline whenever possible.



Blue boxes indicate your participation or involvement.

