



## **M E M O R A N D U M**

**TO:** *Mayor Hodson and Council Members*  
**FROM:** *Matilda Deas, AICP, Senior Planner*  
**THROUGH:** *Bryan Brown, Planning Director*  
**DATE:** *April 1, 2014 for Council Meeting April 2, 2014*

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### **Issue:**

Additional information regarding banners on the Logging Road Bridge across OR 99E ROW.

### **Summary:**

Jerry Nelzen, Matilda Deas, and Curt McLeod met with ODOT sign permit specialist Kermit Meling to discuss banners on the Bridge. The goal of the discussion was to identify the safest and most vandal proof system for securing the banners to the bridge. The preferred option would secure the banner to the face of the bridge, not the chain link fence. A section of the existing fence would be replaced with 2, 20' sliding chain link gates that staff would open to access the banner hardware to safely secure the banners to the face of the bridge. After securing the banner, the gates would be closed and secured to prevent public access to the banner. This system would accommodate banners up to 4' in height and 40' in width, which would be more visible than smaller banners that could be hung from the chain link fence. Securing banners to the face of the bridge also reduces wind damage to banners. If the City chooses to move forward with the preferred option, staff would have our Engineer of record prepare engineered drawings to present to the Council for approval. If approved by the Council, the City would submit the engineered drawings to ODOT for approval prior to construction.

Mr. Meling assured staff that we could combine several banners on one permit, which would greatly reduce staff time dedicated to the permitting process. This of course assumes we can schedule multiple applicants in advance.

### **Cost Estimates:**

Preliminary cost estimates for engineering and construction of the preferred system could run between \$10,000-\$15,000. Currently no funds are dedicated to the banner program. Possible funding sources could include Urban Renewal Beautification Project Funds, or possibly the General Fund (main street, economic development or admin).

Costs per banner to install and remove : \$160 (\$40/hr per employee)

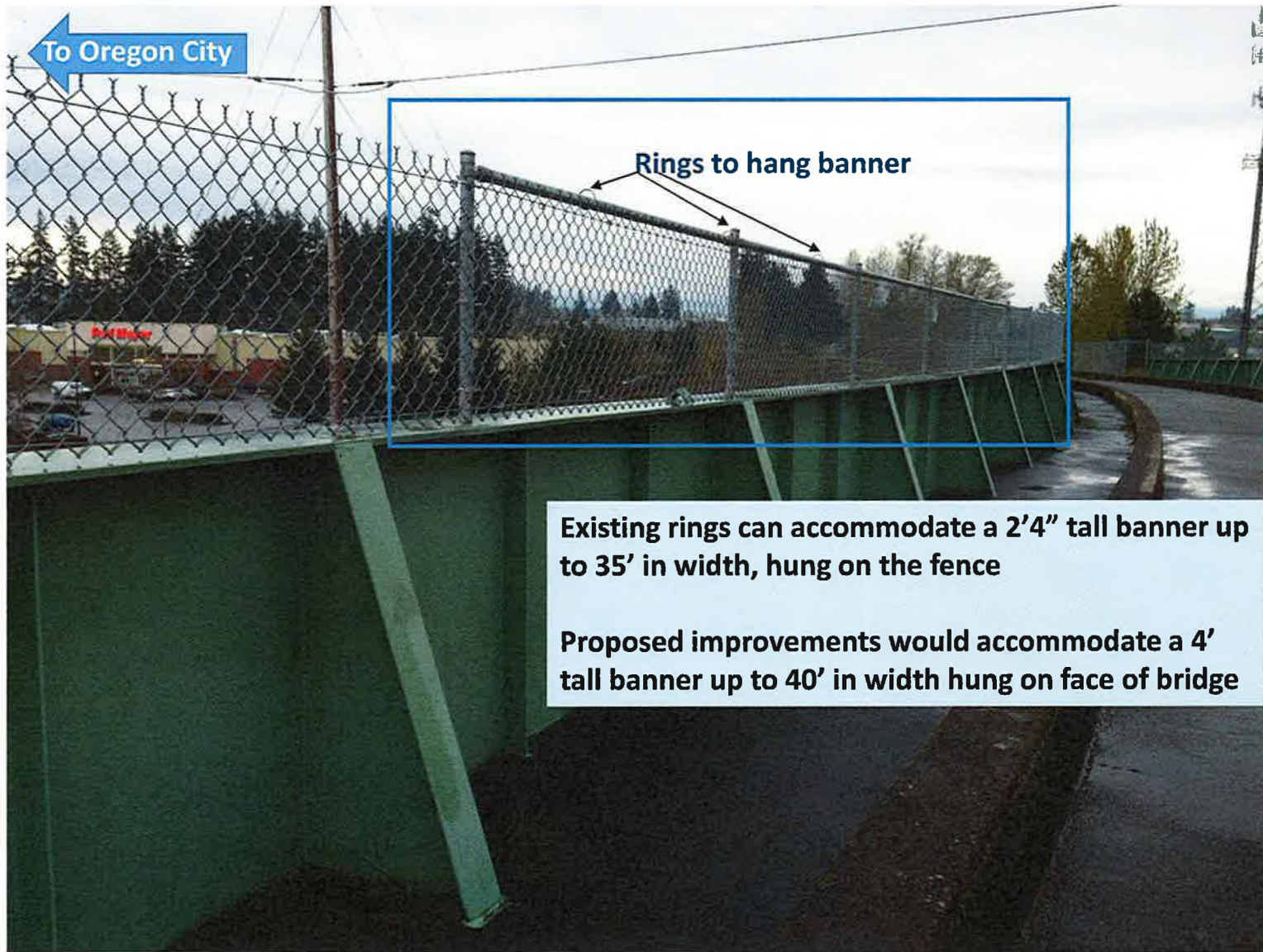
It takes two public works employees an hour to hang and an hour to remove each banner.

Application processing, permit tracking, and scheduling per banner: \$70 (\$35/hr per employee)

Planning office staff time: 2 hours per banner

Past banner permit fee: \$100 (Council frequently waived the fee for non-profit associations)

Total per banner cost to City : \$230



To Oregon City

Rings to hang banner

Existing rings can accommodate a 2'4" tall banner up to 35' in width, hung on the fence

Proposed improvements would accommodate a 4' tall banner up to 40' in width hung on face of bridge



# City of Canby

## Administration Department

### Internal City Administrator Recruitment

April 2, 2014

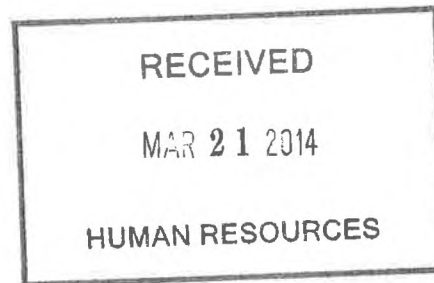
- Develop Position Profile – Public meeting
  - Define ideal candidate - skills, training, experience, qualifications, characteristics
  - Review salary and recruitment schedule
  - Determine where to advertise (Oregon/National)
- Create Committee (Council, Staff, Citizen)
  - Review applications and select candidates for consideration
  - Reviews announcement and advertising materials
- Create Announcement
- Advertise
- Application Review & Initial Screening
- Interview Process
  - Panel interviews facilitated by staff/committee members
  - Staff / Council / Citizens
- Public Meet & Greet with Finalists
- Conditional Offer Contingent on Background
- Background Checks
- Negotiations
- Hire Candidate
- Press Release

#### Estimated Costs include:

- Advertising (\$1000)
- Materials for interview panels (\$400)
- Travel costs for candidates (??)
- Background investigation fee (\$800-\$1500)



March 24, 2014



City of Canby  
Attn: Amanda Zieber  
P.O. Box 930  
Canby, OR 97031

RE: Proposal for City Manager Recruiting Services

Dear Mayor, City Council and Ms. Zieber:

Thank you for inviting me to submit a proposal to conduct the City Manager recruitment for the City of Canby. I have had over 15 years providing executive level recruitment services through the League of Oregon Cities, as the Executive Director of the Local Government Personnel Institute, and as the Human Resource Director for the City of Klamath Falls. I have now started my own company, Local Government Solutions, LLC. In fact, I managed the recruitment last time the City of Canby recruited for a City Manager, when Mr. Ellis was hired.

I propose a flat rate of \$7,500 plus reimbursement of travel expenses (mileage between Silverton and Canby) and out of pocket expenses for advertisement, credit/criminal/degree checking, printing and postage (if you want a brochure) and other expenses approved by the Council. The service I will provide is outlined on the following page. In addition, I have included a list of recruitment references for your convenience.

If my proposal is accepted, 25% of the agreement price, which is non-refundable will be due upon acceptance of the proposal and payable by the date of the first meeting to develop the position profile. Travel reimbursement and out of pocket expenses will be invoiced on a monthly basis; and the remaining 75% of the fee will due and billed monthly at the rate of 25%/month with the final payment due upon completion of the recruitment. If the Council does not find an acceptable candidate, the process will be conducted again with only the cost of travel, out of pocket expenses, and \$250 per additional candidate reference interview series, charged for the second recruitment process.



You are welcome to contact me any time at [locgovsol@gmail.com](mailto:locgovsol@gmail.com) or by calling my cell phone at 503-871-5852. Please let me know if you have any questions or would like me to schedule a time to meet with your City Council.

Sincerely,

*Jennie Messmer*

Jennie Messmer  
Local Government Solutions LLC  
P.O. Box 1394  
Silverton, OR 97381  
503-871-5852

## PROPOSED RECRUITMENT PROCESS – SERVICES PROVIDED

1. Meet with City Council to develop position profile, advertisement and recruitment timeline/process.
  - a. This step is to meet Oregon Public Meetings requirements in order to let Council review applications and conduct interviews in executive session
2. Finalize profile, advertisement and calendar and receive Council approval
3. Place advertisements with agreed upon organizations and publications
4. Receive applications and associated materials
  - a. Send confirmation and other needed correspondences to applicants
5. Screen applications and determine qualifications of applicants in comparison with profile
6. Make initial inquiries and conduct follow-up telephone conversations with qualified candidates to seek additional information if needed
7. Meet with Council to review applicants to determine next steps
  - a. Follow up with candidates no longer being considered
8. Set up phone interviews if desired
  - a. Develop questions
  - b. Set up interview schedule
  - c. Meet with Council and assist with interviews
  - d. Debrief with Council and determine candidates to move forward to next step
  - e. Correspond with candidates who are screened out
9. Request background release forms for final candidates
10. Conduct or request credit check/criminal history/degree verification
11. Set up interview process for local, in person interviews
  - a. Develop questions for desired panels
  - b. Develop plan for community reception if desired
  - c. Oversee and participate in interview process as desired by Council
  - d. Debrief with interview panels
  - e. Facilitate Council discussions to identify preferred candidate/s
  - f. Outline next steps and determine who from City will conduct negotiations with selected candidate or, if desired, agree to negotiate City agreement (City Attorney must review and approve language for legal purposes)
12. Conduct reference interviews on top candidates\*
  - a. This step can also be conducted before final, in person interviews if desired (up to 3 candidates included – additional reference checks will be completed for \$250 each)
13. Provide City with formal record upon completion of recruitment services

\*The reference checks include reference interviews by telephone with at least five references for each candidate. References will be a mix of those provided by the candidates and at least one person selected by the recruiter. If you want a more in-depth “background” check, I can give you names of investigators who can fill this role by traveling to the candidate’s community. This will be at the City’s expense and contracted directly with the background investigator.

### **Recruitment History/References**

The following are some of the Recruitments Jennie Messmer has conducted in the past few years.

Port of Garibaldi	Spring, 2014	Val Folkema, Board Chair 503-322-3292
City of Wheeler	Winter, 2013	Stevie Burden, Mayor 503-812-4966
City of Mt. Angel	Spring, 2013	Andrew Otte, Mayor 503-871-1237
City of Toledo*	Summer, 2013	Michelle Amberg, City Manager 541-336-2247
City of Roseburg	Summer, 2012	Larry Rich, Mayor 541-492-6866
City of Coquille	Spring, 2012	Matt Muenchrath, Mayor 541-396-2115
City of Sutherlin	Spring, 2012	Vicki Luther, Recorder 541-459-2856
City of Grants Pass	Winter, 2012	Mike Murphy, Mayor 541-226-8968
City of Cornelius	Winter, 2012	Jef Dalin, Mayor 503-693-3566
City of Rockaway Beach	Fall, 2011	Danell Boggs, Mayor 503-355-2291
City of North Bend	Fall, 2011	Rick Wetherell, Mayor 541-756-8500
City of Gearhart	Spring, 2011	Kent Smith, Mayor 503-738-7431
City of Warrenton	Spring, 2011	Mark Kujala, Mayor 503-861-0823
City of Tillamook	Fall, 2010	Suzanne Webber, Mayor 503-842-4861
City of Independence	Summer, 2010	John McArdle, Mayor 541-917-4210



## **Biography - Recruiter**

### **Jennie Messmer**

Jennie Messmer has recently retired and is now serving local governments in Oregon in the capacity of Interim Manager, Council/Staff Trainer and Executive Recruiter through her new business, Local Government Solutions LLC. She has over 15 years' experience managing a variety of executive and management level recruitment processes. Currently, she is also serving as the Interim City Administrator in Mt. Angel, Oregon.

Jennie Messmer was the LOC Member Services Director from 2002 through March 2013, overseeing the League's member service programs including the Oregon Local Leadership Institute, the City Assistance Program, the LOC web site resources, City Manager Recruitment Services (CARS), the LOC Foundation, the Small Cities Network program, and the various membership benefit programs such as the Local Oregon Capital Access Program (LOCAP) and National Purchasing Partners.

In addition to her role with LOC Member Services, Jennie served as the Executive Director of the Local Government Personnel Institute (LGPI) from April, 2004 through September, 2007. Prior to taking her position with LOC in September 2002, Jennie was the Assistant City Manager, Human Resources Director and Finance Director for the City of Klamath Falls, Oregon.

**From:** Susan Muir [mailto:[smuir@orcities.org](mailto:smuir@orcities.org)]

**Sent:** Friday, March 21, 2014 4:29 PM

**To:** Amanda Zeiber

**Subject:** RE: City Administrator Recruitment

Hi Amanda – Thanks for your note and for contacting the League. It's nice to hear from you, I hope you are doing well in Canby.

I had heard about Greg leaving the City of Canby. I'm attaching a draft engagement letter that we use for these purposes, it includes the steps and services we provide, as well as a base cost (does not include travel) which for a city the size of Canby would be \$8,750.

Also, you may already be using this, but I thought I would let you know we have recently updated our [Guide to Recruiting a City Administrator](#). Please let me know if you have any questions about this and good luck with your recruitment.

Have a great day.

Susan



**Susan Muir, Member Services Director**

[smuir@orcities.org](mailto:smuir@orcities.org)

(503) 588-6550 | (800) 452-0338 | (503) 540-6595 direct

1201 Court St. NE, Suite 200 | Salem, Oregon 97301

[www.orcities.org](http://www.orcities.org)

*Helping Cities Succeed*

March 21, 2014

**DRAFT ENGAGEMENT LETTER**  
**CITY OF Canby**

RE: Letter of Engagement for City Manager Recruitment Services

Dear \_\_\_\_\_:

Thank you for selecting the League of Oregon Cities (League) to assist the City of \_\_\_\_\_ (City) in the recruitment of a City Manager / City Administrator. The purpose of this letter is to set out the scope, terms, and conditions of the League's services. If the contents of this letter are agreeable, please have someone with the proper authority sign and return one copy of this letter along with payment to:

League of Oregon Cities  
PO Box 928  
Salem, OR 97308  
Attn: City Administrator Recruitment Services

**Scope of Services**

1. Except as noted below, the League will provide the following services for a base fee of \$8,750 plus reimbursable expenses.
2. The League has assigned \_\_\_\_\_ to assist you in this recruitment. \_\_\_\_\_ is your main point of contact and can be reached at: \_\_\_\_\_
3. \_\_\_\_\_ will be contacting you shortly to collect some information and set up an initial meeting with the City Council to review the city's hiring policies and to develop a candidate profile. The candidate profile contains the City Council's expectations of the skills, training, and experiences desired of a successful candidate. The development of a profile and discussion of the City's needs, issues, and approach to recruitment is a critical component of the recruitment process because all subsequent work is based on these discussions.

This meeting must be open to public attendance. In order to preserve the City Council's ability to conduct part of the recruitment process in executive session, the public must be allowed an opportunity to comment before the City Council adopts the candidate profile.



\_\_\_\_\_ will work with your city attorney to make any necessary updates to the city's hiring policies, which may need to be adopted prior to the adoption of the candidate profile.

4. As part of the development of the candidate profile, \_\_\_\_\_ will prepare a recruitment timeline. A typical timeline generally provides a thirty-day window from publication of the job announcement to the application closing date. After the closing date, there is a minimum two to three week period of application review and preparation of a report for the City Council. If background checks are to be performed prior to interviews, they require at least a three-week lead time. The remainder of the timeframe is flexible and depends on the City Council's needs and desires.

5. Following development and approval of the candidate provide and recruitment timeline, \_\_\_\_\_ League will prepare an advertisement and place the advertisement in Local Focus, the League website, and the Association of Washington Cities website at no additional charge. At the city's request and expense, \_\_\_\_\_ will facilitate posting the advertisement in other publications and locations.

6. Following posting of the advertisement, the League will screen applications and send an acknowledgement letter to all applicants. The League will also respond to inquiries from applicants. Following the closing date, the League will identify a group of applicants that appear to most closely meet the candidate profile. At the City's option, we will either forward all applications with the report or only those identified as most closely meeting the candidate profile.

7. Following delivery of the report, \_\_\_\_\_ will meet with the City Council to review the report and discuss the next steps in the recruitment process. Based on the City Council's direction, the League will assist with any or all of the following as part of the base fee:

- a. Design an interview process
- b. Prepare interview questions
- c. Assist in arrangements for technical-interview panel members
- d. Call candidates to set up interviews
- e. Participate in the interview
- f. Provide examples of city manager contracts
- g. Assist in negotiating a contract with the successful candidate
- h. Notification by mail to the unsuccessful candidates
- i. Additional contacts as requested to assist in the process or its conclusion

8. The base fee includes a background check for up to four candidates of the City Council's choosing. The background check is limited to reference checks, a credit check, degree verification and previous employment verification. Those services may be performed for additional candidates at the cost of \$425 per candidate.

#### **City Obligations:**

As a condition of the Leagues performance, the City agrees:

- To provide the League with copies of its current personnel policies, manuals, and ordinances.
- To advise the League of any agreements or judgments that would relate to any obligations that the City might have with respect to its personnel practices relating to hiring or promotion.
- To have its legal counsel prepare or review any proposed changes to the city's hiring policies
- To have its legal counsel prepare or review any employment contract with the successful candidate.
- To have its legal counsel review and advise them regarding the ability to meet in executive session at the appropriate times during the recruitment process.
- It will not release information regarding candidates until they are finalists, and the candidates have agreed to participate in the final selection process.
- No member of the City Council, or any officer, agent, or employee of the City will contact references, current or past employers, or others regarding any candidate/applicant for the position.
- No member of the City Council, or any officer, agent, or employee of the City will conduct any web based searches for information regarding candidates/applicants.
- To confine its review of applicants/candidates to the materials provided by League and the information obtained through interview processes.
- To have its legal counsel advise on any and all employment law related matters including use of credit history information under the Fair Credit Reporting Act.

#### **Additional Terms and Conditions:**

The League services are intended to assist cities in the recruitment of a City Manager/ City Administrator. These services are not the same as those provided by an executive search firm. The League's recruitment services are designed to be alternative to an executive search firm. Unlike an executive search firm, the League does not actively recruit individuals to apply, guarantee placement of a qualified candidate for a certain period of time, or undertake activities that fall outside the scope of services provided for in this letter.

The base fee does not include travel and related expenses for candidates participating in interviews or the costs of the interview process, such as meals and facilities. Such expenses are solely the responsibility of the City.

Neither the League or the City, nor the officers, employees, or agents of either the League or the City are agents of the other. Each party shall be separately and exclusively responsible for acts, errors and omissions of its own officers, employees, and agents except to the extent provided under the following indemnity provision:

Subject to the Oregon Constitution and the Laws of the State of Oregon, the City agrees to hold harmless, indemnify, and defend the League, and its officers and employee from and against all claims, suits, actions, losses, damages, liabilities, costs, and expenses of any nature resulting from, arising out of, or related to the acts or omissions of the City or its officers, employees, subcontractors, or agents

relating to the recruitment. Subject to the Oregon Constitution and the Laws of the State of Oregon, the League agrees to hold harmless, indemnify, and defend the City and its officers and employees from and against all claims, suits, actions, losses, damages, liabilities, costs and expenses of any nature resulting from, arising out of, or related to the acts or omissions of the League or its officers, employees, subcontractors, or agents relating to the recruitment.

The League is not in a position to provide recruitment services in the event a current member of the City Council (including the Mayor) applies for the position. Should a member of the City Council become an applicant, the League will withdraw from the engagement to provide recruitment services. The League will retain half of the base fee as compensation for the work performed prior to withdrawal.

The League will not administer, evaluate, or assist with a recruitment where the city desires to use psychological employment profile tests

The League and the City each have the right to cancel this engagement and terminate the work at any time within reasonable notice to allow for an orderly disengagement. Based on the amount of work performed and the timing of the disengagement, the League will refund a pro-rata portion of the base fee, provided however no refund will be given if the reason for the League's disengagement or termination is due to the City's failure to meet its obligations as set out in this letter.

If the City is unable to select and enter into an employment agreement with a qualified candidate, the League as part of its base fee will assist with a second recruitment under the same terms and conditions. Provided, however, that the City will pay \$425 for each background check performed during the second attempt.

League of Oregon Cities

By: \_\_\_\_\_

Michael J. McCauley  
Executive Director

The above proposal is hereby accepted by the City of \_\_\_\_\_.

By: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_





## **Proposal to Provide Executive Search Services for:**



**City of Canby, Oregon  
City Administrator**

Submitted by:  
Heather Gantz, Senior Consultant and Search Lead,  
[heather@waldronhr.com](mailto:heather@waldronhr.com)

Seattle | Portland | Phoenix | Boise | Boston  
LinkedIn | Twitter | [www.waldronhr.com](http://www.waldronhr.com)  
*We are proud to be a Certified B Corporation™*

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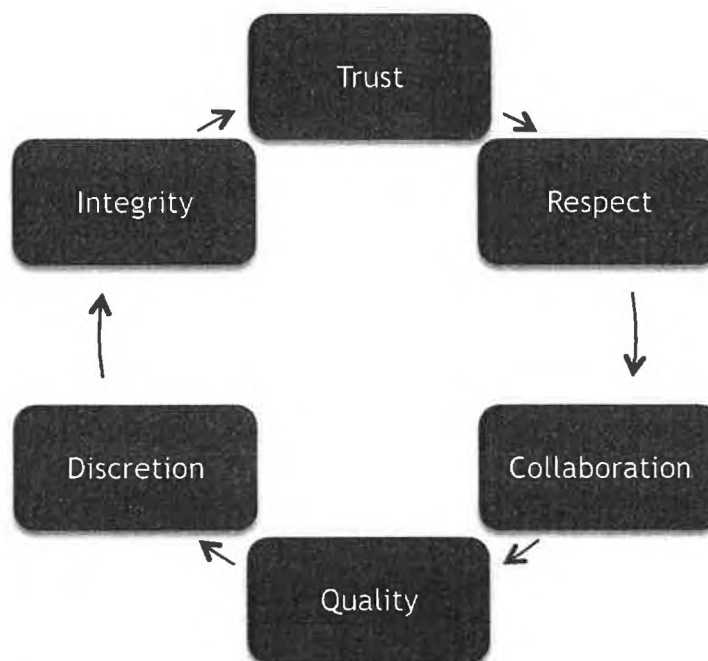
# About Waldron

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Waldron specializes in putting the leadership and established structure in place to advance your mission. We partner with public sector entities, special districts and social enterprises to identify, attract and integrate the leaders you require. Whether we're finding your first CEO or your third, building your entire leadership team or recruiting new talent, our involvement in private and corporate philanthropies, NGOs, nonprofits, and public sector entities makes us uniquely well suited to help you help others.

Waldron has earned a strong reputation of success in conducting executive searches for key leaders and board members, to help organizations fulfill their missions and mandates. We work closely with governing boards, councils, staff leadership and financial sponsors to understand the context in which your organization operates, as well as the culture into which your new leader must integrate. We are known for our subject matter expertise, discretion, judgment, care, sound strategic counsel, and our network in the social enterprise sectors. You can trust us to handle your most sensitive projects where effective and diligent use of sound processes is critical.

## OUR VALUES



## EEO/INCLUSION

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



# Executive Search Process

(Approximately 90 days from Start to Finish)

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## EXECUTIVE SEARCH PROCESS

### STAGE 1 DISCOVERY

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

Select and refine CEO position key competencies

Conduct preliminary research to frame the search

Create detailed position profile to reflect your organization

Consult on customized selection process

### STAGE 2 OUTREACH

Visibility campaign to create awareness via media advertising and postings

Targeted research of candidate prospects and direct outreach

Screening interviews of interested candidates

Perform competency evaluation of internal candidates

Tracking reports of active candidates and their status

### STAGE 3 CANDIDATE PRESENTATION

Candidate pool evaluation to identify high-potential candidates

Presentation of each high-potential candidate's materials

Deliver competency feedback to internal candidates and discuss development opportunities

Selection of candidates for semifinal interviews

Waldron arranges interviews and updates candidates about the search progress

### STAGE 4 FINAL CANDIDATE SELECTION

Facilitation of client interviews and debriefs

Candidate referencing and background checks

Partner with you to select the finalist and extend an offer

Personal notifications to all candidates about their status

# Scope of Services

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Waldron's unique model combines best in class practices in search and selection honed over nearly 30 years of experience. The result is creative recruitment strategies with a streamlined approach recognized for discretion, integrity, true collaboration, and an inclusive, open process.

## **FOUR-STAGE PROCESS:**

### **STAGE 1 - DISCOVERY**

A distinctive part of our delivery model is our in-depth background discovery work. We interview key stakeholders to ensure that we have a comprehensive understanding of the culture and operating environment, selection criteria, geographical preferences, key issues and any concerns relating to the position and organization. We will also take the time to review compensation, incentive and benefits plans, and other relevant organization documentation.

#### **What you can expect from us:**

- Waldron representatives will meet with City of Canby leadership to outline the project plan and timeline.
- Waldron representatives will speak confidentially to anyone who will be included in the process to gain input for the position specification (i.e. City Council, City Leadership, Staff Members, Community Leaders and other stakeholders as directed).
- Waldron will review documents related to the position such as strategic plans, marketing/communications collateral, annual reports, budget documents, job description, and goals, among others.
- Waldron will create a comprehensive position profile that addresses the priorities, responsibilities, operational issues, education, training, competencies, and other factors relevant to the position.

### **STAGE 2 - OUTREACH/RECRUITMENT**

This is not a passive process; we engage with potential candidates proactively, frequently, and personally using a variety of methods. Following our background information gathering, we build you a custom database of targeted candidates for the position. Candidate identification involves extensive and hands-on research, discretely identifying and developing lists of qualified individuals, and tapping into our existing network from previous searches.

## Scope of Services (Continued)

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### **What you can expect from us:**

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

### **STAGE 3 - PRESENTATION**

Extensive recruitment, refinement, screening interviews, peer reviews, and background research brings the best prospects forward for your consideration. Waldron will partner with you in a work session to identify a short list of candidates. ALL candidates discussed at this meeting will have had at least one preliminary interview with Waldron.

### **What you can expect from us:**

- Candidate materials are compiled and delivered.
- Waldron representatives facilitate a discussion with you concerning the relative merits of each high potential candidate.
- Semi-finalists are identified.
- All candidates are notified about their continuing status on a timely basis.
- Waldron provides an assessment of each candidate's key strengths and potential weaknesses.

## Scope of Services (Continued)

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### **STAGE 4 - FINALS**

Waldron will work with City of Canby leadership to select the top group of candidates as finalists.

#### **What you can expect from us:**

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

# Project Cost

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**Professional Services Fee:** Waldron would like to partner with the City of Canby at this time of transition. Waldron proposes a flat fee of \$25,000.

**Expenses:** Expenses incurred are the responsibility of the client. Waldron will, when possible, pre-approve expenditures **over \$1,500** with you, and maintain accurate records at all times.

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

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

**Guarantee:** Waldron guarantees placement of a qualified candidate. Waldron will provide a 6-month search guarantee of the selected individual. If the selected individual leaves the position for any reason other than death, physical or mental incapacity or separation initiated by the client without cause, we will conduct a replacement search on a cost-sharing basis. In addition to covering the expenses related to a new search, the client would pay 1/3 of the original search fee again for Waldron to identify a replacement. Within the guarantee period, Waldron must be notified in writing of a separation within 30-days of its occurrence.



## Sample Project Timeline

Week of	Activity	Status	City of Canby Participation
<b>3/31/14</b>	<b>Kick - Off</b>		
	Kick off meeting		✓
	Gather input from internal stakeholders		✓
	Discuss position profile		✓
	Refine research strategy		
<b>4/7/14</b>	<b>Position Profile Development</b>		
	Deliver draft position profile, approve final		
	Develop visibility campaign strategy		
<b>4/14/14</b>	<b>Outreach/Recruitment Phase</b>		
	Launch visibility and outreach campaign		
	Targeted recruitment, networking and sourcing for referrals		
<b>5/5/14</b>	Mid-point status report and first dashboard; dashboards thereafter until presentation of candidates; continue screening and interviewing of potential candidates		✓
	Complete active recruitment phase. Interested candidates should provide materials (cover letter and resume) by this time		
	Screening and interviewing in progress		
<b>6/2/14</b>	<b>Presentation Phase</b>		
	Deliver candidate materials for review before presentation		
	Meet to determine which candidates will proceed to shortlist for interviews		✓
<b>Beginning 6/16/14</b>	<b>Interview Phase</b>		
	Final in-person 1:1 and panel interviews with a debriefing facilitated by Waldron		✓
	Successful candidate selection; background check		✓
	Waldron assists with offer and negotiations as needed; notifies unsuccessful candidates		✓

# Executive Search Team Biographies

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## **HEATHER GANTZ, SENIOR CONSULTANT AND SEARCH LEAD**

A human resource professional with over 15 years of experience, Heather successfully leads executive searches for public sector agencies, non-profit organizations, foundations, and select private sector clients. Within the public sector Heather has recruited City Administrators, City Managers, Finance Directors, Community & Economic Development Directors, Public Safety Officials, Parks & Recreation Directors and many more. Heather also manages account relationships for our public sector clients. She is known for her thoroughness as well as engendering trusting relationships with both the client and candidate while providing exceptional customer service throughout the entire process.

Heather has a strong background in staffing, recruiting, coaching and program management. Prior to joining Waldron, 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. Additionally, Heather serves as an Advisory Board Member of the Oregon Emerging Local Government Leaders Network (ELGL).

## **LARA CUNNINGHAM, MANAGING DIRECTOR**

Lara is Managing Director of Waldron's Oregon Practice and is responsible for the branch's strategic direction, growth, business development activities, executive search and services design and delivery, and day-to-day operations oversight.

Lara has over 15 years experience as an executive search consultant, providing project management leadership to search engagements. Lara has led hundreds of successful executive searches for public sector and non-profit agencies, working in partnership with many Boards and Council members to guide the process to a successful selection. She has extensive experience recruiting senior leadership positions for local government public sector agencies, non-profits and special districts. Lara is known as a trusted advisor, providing sound judgment while guiding clients through the process and working with potential candidates to evaluate their backgrounds.

Lara has held a number of increasingly responsible positions within Waldron at its headquarters location. Over the past six years, Lara has been, and continues to be, a member of Waldron's five-person Executive Team, reporting to the Company President.

## Selected Public Sector Recruitments Oregon & Washington

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City	State	Population	Recruitment(s)
Damascus	OR	11,000	City Manager, Director of Marketing and Public Relations
Hillsboro	OR	93,000	Human Resources Director, Police Chief
Medford	OR	76,000	City Manager
Sherwood	OR	19,000	City Manager
Silverton	OR	10,000	City Manager
Talent	OR	6,000	City Manager
Tigard	OR	49,000	Community Development Director, Finance Director, Accounting Supervisor
Troutdale	OR	16,000	City Manager
Tualatin	OR	27,000	Finance Director, Economic Development Program Manager, Public Works Director
Wilsonville	OR	20,000	City Manager, Finance Director, Parks & Rec. Director

City	State	Population	Recruitment(s)
Bothell	WA	34,000	City Manager
Burien	WA	34,000	City Manager
Camas	WA	20,000	City Administrator
Lakewood	WA	59,000	City Manager, Public Works Director
Longview	WA	37,000	City Manager, Asst. City Manager, HR Director, Police Chief, Fire Chief
Lewiston	ID	32,000	City Manager, Community Develop Director, Public Works Director
Monroe	WA	18,000	City Administrator
Olympia	WA	47,000	City Manager, Community Development Director, City Attorney, Parks & Rec. Director
Puyallup	WA	37,000	City Manager, Economic Development Director, City Attorney, Police Chief
Tukwila	WA	20,000	City Manager
Vancouver	WA	165,000	City Manager, Police Chief, Fire Chief, Parks & Recreation Director, Deputy Fire Chief, CFO

For an additional list of cities we work with please visit:  
<http://www.waldronhr.com/index.php/social-enterprises/clients>

## Client References

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**City of Wilsonville, OR**

Contact: Celia Nunez, Council President

503-753-8739

[celianunez01@gmail.com](mailto:celianunez01@gmail.com)

Brian Cosgrove, City Manager

503-570-1504

[cosgrove@ci.wilsonville.or.us](mailto:cosgrove@ci.wilsonville.or.us)

**City of Camas, WA**

Scott Higgins, Mayor

360-600-2302

[shiggins@cityofcamas.us](mailto:shiggins@cityofcamas.us)

Jennifer Gorsuch, Human Resources Director

360-817-7013

[jsgorsuch@cityofcamas.us](mailto:jsgorsuch@cityofcamas.us)

**City of Hillsboro, OR**

Contact: Michael Brown, City Manager

503-681-6139

[michael.brown@hillsboro-oregon.gov](mailto:michael.brown@hillsboro-oregon.gov)

*Additional references available upon request*

**Proposal to provide recruitment services for  
the City of Canby's next  
CITY MANAGER**



***Presented by***

***PROTHMAN***

**[www.prothman.com](http://www.prothman.com)**  
Sonja Prothman: [sonja@prothman.com](mailto:sonja@prothman.com)  
206.368.0050 work, 206.605.0415 cell  
Submittal Date: March 25, 2014





## STATEMENT OF QUALIFICATIONS

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### ABOUT PROTHMAN

Prothman Company is a northwest based consulting firm that specializes in providing national and regional executive recruitment services to cities, counties, and other governmental agencies throughout the western United States. Founded in 2001, Prothman has quickly become an industry leader known and respected for outstanding customer service, quality candidate pools, and knowledge of local government.

### OUR EXPERTISE

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

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

### OUR PROVEN PROCESS

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

### OUR GUARANTEE

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

### REFERENCES

City of Woodburn, OR - City Administrator, HR Director, Community Development Director  
Contact - City Administrator, Scott Derickson - 503.982.5228

City of Lake Oswego, OR - City Manager  
Contact - Mayor, Kent Studebaker - 503.635.0215

City of Lebanon, OR - City Manager  
Contact - Mayor, Paul Aziz - 541.570.1632

Clatsop County, OR - County Administrator  
Contact - Board Chairperson, Peter Huhtala - 503.325.1000



## **STATEMENT OF QUALIFICATIONS - EXPERIENCE**

### **Current Recruitments**

City of Scappoose, OR - *City Manager*  
City of Pasco, WA - *City Manager*  
City of Hermiston, OR - *City Manager*  
City of Woodburn, OR - *Finance Director*  
Canby Fire District 6, OR - *Fire Chief*  
EMSWCD, OR - *Executive Director*  
City of Bellevue, WA - *Utilities Director*  
eCityGov Alliance, WA - *Executive Director*  
City of Vancouver, WA - *City Attorney*  
City of Mukilteo, WA - *Finance Director*  
City of Port Townsend, WA - *Finance Director*  
City of Port Townsend, WA - *City Attorney*  
Basin Disposal Inc., Pasco, WA - *Chief Financial Officer*  
City of Snohomish, WA - *Finance Director*  
Snohomish County, WA - *Executive Director*  
Chelan County PUD, WA - *Managing Director HR Labor Safety*  
Grays Harbor Transit, WA - *General Manager*  
East Olympia Fire District, WA - *Fire Chief*  
City of Snoqualmie, WA - *Parks & Recreation Director*  
City of Red Lodge, MT - *Police Chief*

### **2013 Manager/Administrator/Executive Director Recruitments**

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



## **STATEMENT OF QUALIFICATIONS - EXPERIENCE CONT'D**

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### **2012 Manager/Administrator Recruitments**

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

### **2011 & 2010 Manager/Administrator Recruitments**

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



## **STATEMENT OF QUALIFICATIONS - PROJECT TEAM**

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### **GREG PROTHMAN - PROJECT LEAD**

As President of the Prothman Company, Greg offers a unique combination of 20+ years experience in various functions of government and 17 years of experience in public sector recruitment. Greg has conducted over 300 executive searches and interim placements, successfully placing city managers, police and fire chiefs, finance directors, IT managers, public works and community development directors and many other positions. 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.

Prior to forming the Prothman Company, Greg served as a police officer for the University of Washington and the City of Renton. He left police work after completing his Master in Public Administration and accepted an administrative position for the City of Des Moines, WA. He was quickly promoted to Assistant City Manager and then City Manager. After nine years in Des Moines, Greg left city management to become a partner in a local executive recruitment firm. A Seattle native, Greg completed his BA at Western Washington University and his Master of Public Administration degree from the University of Washington. Greg is a volunteer EMT/Firefighter for the City of Snoqualmie and a member of SMR (Seattle Mountain Rescue).

### **JOHN HODGSON - PROJECT CO-LEAD**

John is a senior consultant for Prothman and brings 33 years of municipal service including, most recently, 7 ½ years as City Administrator/Chief Administrative Officer for the City of Kent, the sixth largest city in the state of Washington. Prior to that, he had 26 years in parks and recreation management for the cities of Vancouver, WA, Metropolitan Park District of Tacoma, and Director of Parks, Recreation and Community Services for the City of Kent from 1994-2005.

John served as president of the Kiwanis Club of Kent, president of Washington Recreation and Parks Association (WRPA), president of the Regional Council of the National Recreation and Parks Association (NRPA), and is founder and current president of the Kent Parks Foundation. John's awards for his service include Kent Chamber of Commerce Public Employee of the Year, WRPA Honor Fellow, Kiwanis Distinguished President, and the Kent Lions Club Community Service Award. John has a Bachelor of Science degree in Parks and Recreation Management from the University of Oregon (1980) and completed the Cascade Management Series from the University of Washington Graduate School of Public Affairs (1992).

### **SONJA PROTHMAN - PROJECT SUPPORT**

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

### **BARRY GASKINS - PROJECT SUPPORT**

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



## **Recruitment Strategy**

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

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

## **Availability, Communication & Sample Draft Schedule**

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

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

### **DRAFT SAMPLE SCHEDULE - Bolded items denote meetings**

Project Review	Week of April 7, 2014
<b>Stakeholder Interviews</b>	<b>Week of April 7, 2014</b>
Send Position Profile for review, edits, approval	Week of April 14, 2014
Begin Advertising	April 21, 2014
Application Closing Date	June 8, 2014
Prothman Screens and Interviews Top Candidates	Weeks of June 9 & 16, 2014
<b>Work Session</b> to review applicants, results of interviews, and pick finalists	<b>Week of June 23, 2014</b>
<b>Final Interviews</b>	<b>Week of July 14, 2014</b>





## **Recruitment Process**

### **Project Review**

The first step will be to review the following topics:

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

### **Information Gathering and Research (*Soliciting Input*)**

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

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

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

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

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

### **Recruitment and Advertising Strategy (*Locating Qualified Candidates*)**

We recognize that often the best candidates are not actively looking for a new position--this is the person we want to reach and recruit. We have an aggressive recruitment strategy which involves the following:

- ◆ **Print and Internet-based Ads** placed nationally in professional publications, journals and on related websites.
- ◆ **Direct Mail Recruitment Brochures** sent directly to hundreds of highly qualified city administrators/managers who are not actively searching for a new position.
- ◆ **Direct Contact Calls** placed directly to city administrators/managers we know.
- ◆ **Posting the Position Profile on the Prothman Website**, which receives thousands of hits per month.





## **Candidate Screening (*Narrowing the Field*)**

Once the application deadline has passed, we will conduct an extensive candidate review designed to gather detailed information on the leading candidates. The screening process has 4 key steps:

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

## **Final Interview Process (*Selecting the Right Candidate*)**

### ◆ **Design of the Final Interviews**

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

- **Deciding on the Structure of the Interviews**

We will tailor the interview process to fit your needs. It may involve a public reception with staff and key stakeholders, using various interview panels, or just one-on-one interviews with the decision makers.

- **Deciding on and Discussing Details of an Evening Reception**

- **Deciding on Candidate Travel Expenses**

We will help you identify which expenses your organization wishes to cover.

- **Identifying Interview Panel Participants & Panel Facilitators**

We will work with you to identify the participants of different interview panels to ensure that all stakeholders identified have been represented.

### ◆ **Background Checks**

Prior to the final interviews, we will conduct a background check on each of the finalist candidates. Background checks include the following:

- **References**

We conduct 4-5 reference checks on each candidate. We ask each candidate to provide names of their supervisors, subordinates and peers for the last several years. From this list we will have personal conversations with the individuals who have direct knowledge of the candidate's work and management style.

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

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

- ♦ **Candidate Travel Coordination**

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

- ♦ **Final Interview Binders**

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

- ♦ **Interviews with Candidates**

**We will travel to Canby** and facilitate the interviews. The interview process usually begins with a morning briefing where schedule and process will be discussed with all those involved in the interviews. Each candidate will then go through a series of one hour interview sessions, with an hour break for lunch.

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

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

- ♦ **Communicate with Candidates:** We will personally call the candidates who were not chosen to be your next city manager.

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

## **Warranty**

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



## **FEE, EXPENSES & GUARANTEE**

### **Professional Fee**

**The fee for conducting a city manager recruitment with a two year guarantee is \$18,500, plus expenses.** The professional fee covers all Prothman consultant and staff time required to conduct the recruitment. This includes all correspondence and (3) on-site meetings with the client, writing and placing the recruitment ads, development of the candidate profile, creating and sending invitation letters, reviewing resumes, coordinating and conducting semifinalist interviews, coordinating and attending finalist interviews, coordinating candidate travel, professional reference checks on the finalist candidate and all other search related tasks required to successfully complete the recruitment.

### **Expenses**

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

- Newspaper, trade journal, websites and other advertising (approx. \$800 - 1,400)
- Direct mail announcements (approx. \$1,200 - 1,600)
- Delivery expenses for Interview Binders (approx. \$150 - 300)
- Final Interview Binders & printing of materials (approx. \$400 - 700)
- Consultant travel and related expenses for 3 trips (airfare, rental car, travel time @ \$62.50 per hr, lodging for final interviews (approx \$2,400 - 3,500)
- Background checks performed by Sterling (approx. \$125 per candidate)
- Any client-required licenses, fees or taxes
  
- Candidate travel: We cannot approximate candidate travel expenses because they vary depending on the number of candidates, how far the candidates travel, length of stay, if spouses are included, etc. If you wish, we will coordinate and forward to your organization the candidate's travel receipts for direct reimbursement to the candidate.

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

### **Guarantee**

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

### **Cancellation**

You have the right to cancel the search at any time. Your only obligation would be the fees and expenses incurred prior to cancellation.