



SCAPPOOSE *Oregon*

**MONDAY, MARCH 11, 2024, 6:30PM
SPECIAL CITY COUNCIL MEETING AGENDA
COUNCIL CHAMBERS
33568 EAST COLUMBIA AVENUE
SCAPPOOSE, OREGON 97056**

| ITEM AGENDA TOPIC | Action |
|--|-----------------|
| Call to Order | |
| Pledge of Allegiance | |
| Roll Call | |
| Approval of the Agenda | |
| Public Comment ~ Items not on the agenda | |
| Please sign a speaker request form and turn it in to the City Recorder along with any written testimony. | |
| 1. Review and Selection of City Manager Search Firm Interim City Manager Larry Lehman | Approval |
| Adjournment | |

PLEASE NOTE: If you would like to speak with City staff about a particular agenda item, please call City Hall at 503-543-7146, no later than 3:00 pm on the day of the meeting.

This meeting will be conducted in a handicap accessible room. If special accommodations are needed, please contact City Hall at (503) 543-7146, ext. 224 in advance.

TTY 1-503-378-5938



March 7, 2024

City of Scappoose

Proposal to provide a responsive, well-managed and thorough search process to recruit and identify highly qualified candidates for your next City Manager

March 7, 2024

Isaac Butman, Assistant to City Manager
City of Scappoose
33568 E. Columbia Ave.
Scappoose, OR 97056

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Dear Mr. Butman:

Baker Tilly US, LLP (Baker Tilly) appreciates the opportunity to build a mutually beneficial relationship with the City of Scappoose (the City). Based on what we have learned from you, we are confident we are the right fit to serve you in selecting your next City Manager with forward-thinking executive recruitment services so you can keep your focus where it belongs: serving your community. Our proposal describes our unique proposition to meet your key objectives.

We believe that our record of successfully placing qualified and accomplished professionals, along with our extensive experience providing executive recruitment services to cities, counties and other public sector organizations nationwide, will be beneficial for your recruitment and will allow us to find the candidate who has the traits, skills, experience and overall competence you desire for your organization.

We know that you have options for selecting a recruitment firm. However, we believe that our unique approach, highly regarded customer service practices, and our record of identifying and recruiting top-level executives in similar roles set us apart. Additionally, we offer the following unique features:

| | | | |
|--|--|---|---|
| <p>The right firm</p> <p>Scappoose will benefit from the qualifications, technology tools and expansive resources of our top 10 accounting and advisory firm, delivered with personalized attention and responsive service.</p> | <p>The right experience</p> <p>Our firm is structured around industry-specialized practice groups, allowing us to provide focused training and continuing education to our team members. Our understanding of your organization, paired with targeted experience, will help Scappoose thrive now and as you evolve.</p> | <p>The right team</p> <p>Your handpicked team of Value Architects™ includes technical and industry-specialized team members who understand your organization's requirements, challenges and opportunities. Scappoose will receive a tailored recruitment designed to meet your needs and exceed your expectations.</p> | <p>The right value</p> <p>We provide high-quality service for a fair and reasonable fee. Our significant level of engagement team leader involvement translates into a responsive, efficient recruitment and the ability to deliver value throughout the engagement.</p> |
|--|--|---|---|

- **Commitment to a successful recruitment is guaranteed:** Baker Tilly will be meticulous and responsive to you — the client — and with prospective applicants using an approach of “*doing whatever it takes to get the job done right!*” Please review our “Triple Guarantee” referenced in this proposal.
- **Focused strategy for success:** Baker Tilly will conduct a comprehensive, national search to identify exceptional candidates with a proven strong leadership and management record. Baker Tilly recommends advertising and recruiting nationally but will also focus on contacting local government administrators who are currently working in the Northwest, believing that a regional focus can sometimes bring in candidates more knowledgeable about the nuances of working in Oregon and the northwest part of the country.
- **Talented and experienced recruitment consultants:** Baker Tilly’s recruitment team is outstanding! Baker Tilly has provided executive recruitment and human resources-related services to local governments for more than 45 years. Our team has had tremendous success conducting recruitments nationwide, and we encourage you to contact our references. The professional experience of our consultants includes former city management, human resources management and school

administration professionals. The result — a cohesive and highly experienced consultant team that possesses a thorough and detailed understanding of the leadership, experience, training and certifications required for this position, which ultimately benefits Scappoose with a more targeted and qualified pool of diverse candidates.

- **Video Interviews to screen semi-finalists:** Baker Tilly will use an online video interview process to assist the City Council in narrowing down semi-finalists to a smaller group of finalists as part of the all-inclusive fee. This will help the City Council screen candidates and possibly reduce costs by eliminating unnecessary travel expenses for on-site interviews.
- **Leadership assessment of finalists:** Baker Tilly will conduct a strengths assessment and management/leadership style testing, which some may call “*personality and behavioral testing*.” The finalists complete this assessment online before the interviews. It determines if a candidate’s management style matches the profile created by the City to find the “ideal” candidate and determine whether each candidate is a good fit for Scappoose and the community.
- **Comprehensive vetting of finalists (includes social media search):** Baker Tilly’s multiple-layered vetting process of screening candidates provides a qualified pool of diverse individuals to consider with not only the skills and experience desired but, most importantly, a leadership and management style that best fits the City and community. The screening process includes detailed candidate questionnaires, video interviews, leadership and strengths assessment, and a comprehensive candidate background review (e.g., *criminal, civil, credit and driving record, academic and employment verification, a Nexus search with a comprehensive report on each candidate’s media and online presence, and a comprehensive reference report on all finalists before interviews occurring* - **Note: Baker Tilly must conduct these background checks for the “Triple Guarantee” to remain in effect**).
- **Commitment to pursuing a diverse pool of candidates:** Baker Tilly will ensure diversity in our candidate pools. In your recruitment, we will use our established networks to make direct and personal contact with prospective minority and female candidates and encourage them to consider an opportunity with the City of Scappoose.
- **Online application and communication system:** Baker Tilly utilizes an online application system to facilitate talent management for our clients. The system is designed to customize applicant flow and tracking, allowing for easy communication with applicants and an ability to conduct database inquiries for candidates based on characteristics important to the City, such as geographic location, specific experience, expertise and qualifications.

Finding candidates with the desired experience levels and specific knowledge of local government management trends can sometimes be challenging. Of equal importance, we want to ensure that your next City Manager is a “great fit” for Scappoose and the community. Our professional background and many years of experience in recruiting local government managers will provide you with valuable insight into finding and selecting the best candidate.

This proposal details our approach, expertise, references and pricing for this executive recruitment. Our team would consider it a professional privilege to provide these services to the City of Scappoose.

As your Value Architects™, we are determined to support you in achieving your mission to identify your next City Manager. Thank you for the opportunity to serve you. Our team is excited to earn your trust, and, as always, we look forward to discussing your questions and feedback.

Very truly yours,

BAKER TILLY US, LLP



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Baker Tilly is responsive, interactive and produces the results they say they will. We are very pleased with the services they provide and consider Baker Tilly a leader among accounting and advisory firms.

Controller



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Executive summary

What makes Baker Tilly different from other firms? Our solution truly begins by listening to what the City of Scappoose needs.

Understanding your needs to help achieve your objectives and mission

We understand the City of Scappoose is looking for a timely, effective, efficient, responsive, well-managed and thorough search process to recruit and identify highly qualified candidates for your next City Manager.

Baker Tilly public sector executive recruiters will collaborate with you or your designated staff to understand the traits, attributes, capabilities and overall qualifications that are most important to your organization for this recruitment. The information we gather helps us customize colorful and informative marketing, recruitment and outreach strategies, and materials that present the City of Scappoose as a thriving municipal organization that is and remains a high-quality community that exceeds the expectations of its residents and visitors. Additionally, we will highlight this small town nestled in the heart of a Pacific wonderland as a welcoming, family-friendly community that balances rural and urban living and offers exceptional schools, cultural experiences and recreational opportunities for everyone.

We recognize there is significant competition for experienced local government managers, leaders and executives today. For this reason, we collaborate with you to develop recruitment strategies that include an aggressive marketing, recruiting and candidate outreach campaign. Successful recruitment often depends upon reaching successful executives who may not necessarily be searching for new employment opportunities or waiting for the right opportunity. Thus, we use our existing resources, successful methods and approaches to inform and encourage qualified professionals to consider and apply for opportunities such as those you may have in your organization. We believe these efforts are essential to ensuring that your City Council receives and can select from many qualified candidates.

Baker Tilly manages and tracks applicant information and provides regular communication, updating the applicants on the status of each recruitment. Our communications are always professional and respectful.

We take pride in our ability to provide your City Council with comprehensive details and information about each candidate we present, expanding beyond applications, cover letters, and resumes to understand better, compare and contrast individual professional experience, leadership traits and the management style they would bring to your organization. Furthermore, we explore and attempt to understand their motivation for pursuing each career opportunity. We can also provide you with a fully customized interview process that includes suggested questions, interview day scheduling, and planning as you deem necessary or appropriate. Additionally, the lead consultant is available to the City Council or its designee before, during and after each interview session and can facilitate your deliberations, employment offer, and negotiations with the individual you select as a finalist.

Our highly regarded executive recruitment process

State and local government clients like the City of Scappoose are central to our executive recruitment practice, and we apply experience-based insight to help fill your recruitment needs. The following table details how we plan to address your needs in a valuable way.

| TASKS | PROCESS |
|-------------------------|---|
| 1. Recruitment brochure | <ul style="list-style-type: none">We schedule and meet with the City Council and key stakeholders, as instructed, to understand your leadership vision, strategic direction and candidate expectations, then use the information we gather to develop a |

| TASKS | PROCESS |
|--|--|
| <p>development and advertising</p> | <p>candidate profile, which will require your input and final approval. We consider the profile our search baseline.</p> |
| <p>2. Execution of recruitment strategy and identification of quality candidates</p> | <ul style="list-style-type: none"> Using your approved profile, we develop a colorful, informative and appealing brochure. Then, we embark on a national or regional targeted marketing, recruitment and outreach campaign to identify individuals who best match your desired profile. Additionally, we simultaneously launch a direct applicant outreach campaign targeting eligible prospects we identify by building a detailed query into our searchable applicant database. Using our applicant tracking system, we communicate with all applicants about the process, established timelines and the next steps. |
| <p>3. Screening of applications, review of semi-finalists and selection of finalists</p> | <ul style="list-style-type: none"> Once we identify those applicants who most closely match your desired profile, we assign them several tasks, including our due diligence and candidate questionnaires, while the project team conducts a comprehensive web and social media scan to elicit information that could be relevant to employment and continuation in our process. We also provide selected applicants with a link that will take them to our one-way video interview portal. The candidates complete a one-way video interview, answering questions designed to give us an additional perspective on each applicant's candidacy related to your desired profile. Once we gather the responses from the items listed above, we prepare and provide an electronic (PDF) Semi-Finalists Report listing 8 to 12 applicants who best appear to meet your desired profile. This report includes a list of all applicants and copies of resumes, cover letters, due diligence and candidate questionnaire responses. We then ask you to identify four or five, plus one alternate, as finalists. We then ask this group to complete our management and leadership style assessment, which provides additional information, including development needs, strengths, personality and behavior analysis. This tool provides information about each finalist, which we have found essential to the selection process. |
| <p>4. Background report checks, reference checks, social media presence, academic verifications</p> | <ul style="list-style-type: none"> We secure authorization from each finalist to conduct a comprehensive background records check and reports. We obtain a list of up to 10 current or former supervisors, peers or direct reports from each finalist to contact as references. We provide a report summarizing all responses to our customized reference questionnaire. We verify academic credentials and professional certifications. We conduct an exhaustive review of social and electronic media sites and other publications to identify any information relevant to the hiring of the finalists you interview. We provide a comprehensive reference check and report for each finalist. |
| <p>5. Final interview process</p> | <ul style="list-style-type: none"> Once you identify your finalists, we collaborate with your designated staff to design, prepare and provide technical support to ensure a smooth, effective and efficient interview process, which may include the scheduling and support for virtual interviews. If requested, we work with the selected finalist and your designated staff to finalize an employment agreement. |

THERE ARE NUMEROUS BENEFITS TO UTILIZING BAKER TILLY FOR YOUR RECRUITMENT NEEDS

We strive to distinguish ourselves from peer organizations.

Why Baker Tilly is ideally suited to serve Scappoose

Baker Tilly has distinguished itself from its peers in public sector executive recruitment in many ways. What makes Baker Tilly different from other firms? **Our executive recruitment solution truly begins with your needs.** The City of Scappoose deserves to collaborate with a provider that goes beyond checking your recruitment boxes through proactive, responsive insights, a tailored approach and communication. We encourage you to consider how the unique combination of our qualifications makes us the right fit to serve the City — today and for years to come.

| WHAT WE UNDERSTAND THE CITY NEEDS | HOW WE WILL DELIVER |
|--|---|
| <p>Carefully structured process supported by technology</p> | <ul style="list-style-type: none"> • Comprehensive and seamless process refined by years of interaction with local government, not-for-profit employers, and prospective candidates. • Leverage the search process with technology tools, including a video interview system, management/leadership style assessment analysis and online application platform. • Efficient management of candidate information and providing the City Council with unique information about each candidate’s leadership and management style and ability to respond extemporaneously to video questions. |
| <p>Public sector recruiting specialization and experience</p> | <ul style="list-style-type: none"> • Experienced executive recruitment professionals passionate about local government since all have spent a significant part of their professional careers in senior leadership positions for cities, counties and school districts. • Successfully recruited more than 1,700 executive-level positions within cities, counties, school districts and public and not-for-profit organizations since 2000. |
| <p>Thorough candidate evaluation</p> | <ul style="list-style-type: none"> • Active recruitment of qualified candidates, drawing from our extensive personal and professional connections with capable individuals, assuring the City of its access to established managers and rising stars. • Thorough evaluation of the final candidates, including detailed information from references and a careful review of background records to ensure sound professional and personal character. |
| <p>Diversity in executive recruitment</p> | <ul style="list-style-type: none"> • Committed to diversity in executive recruitment as a reflection of our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. • Ensure diversity is a focus of our recruitment strategy and candidate pools through involvement with the National Forum for Black Public Administrators (NFBPA) and their Corporate Advisory Council, the Local Government Hispanic Network and other organizations. |
| <p>Delivering value for the City’s budget</p> | <ul style="list-style-type: none"> • Full-service engagement includes advertising, preparation of a recruitment brochure, background, reference and academic verification checks and up to three on-site visits. • Work closely to meet the City’s needs and any unexpected circumstances that may arise during your recruitment to expedite the recruitment, but not at the expense of finding high-quality candidates. |

| WHAT WE UNDERSTAND THE CITY NEEDS | HOW WE WILL DELIVER |
|---|---|
| <p>Triple Guarantee</p> | <ul style="list-style-type: none"> • Focus on assisting with your executive recruitment until you make an appointment. • Guarantee your executive recruitment for 12 months against termination or resignation for any reason — or we will come back to fill your City Manager position for no additional professional fee. • Commitment not to directly solicit any candidates selected under this contract for another position while employed with your organization. |
| <p>Transparency and confidentiality</p> | <ul style="list-style-type: none"> • No preconceived notions or expectations about the City and prospective candidates. • Work closely with the City to make sure the process is transparent. • Ensure applications are kept confidential, where permitted by state and local laws, to ensure candidates can express interest without jeopardizing current employment to maximize the number of qualified applicants. |
| <p>Keeping the City involved and minimizing disruption</p> | <ul style="list-style-type: none"> • Comprehensive process incorporates the active participation of the City Council at key steps in the process. • Keep decision-makers fully advised and informed of all aspects of the process without requiring them to expend substantial time or put aside other pressing issues. • City staff can focus on their primary and assigned functions while Baker Tilly manages the search process. |

BAKER TILLY DIFFERENTIATES ITSELF FROM OTHER EXECUTIVE RECRUITMENT FIRMS
Scappoose will benefit from our understanding of best practices within the executive recruitment space.

Meeting your needs with our resources

Our firm has the reputation, resources and reach to address the challenges you face as a public sector organization — both now and in the future.

Offering our resources: Baker Tilly at a glance

We dedicate ourselves to delivering efficiency, quality, creativity, innovation and forward-thinking solutions to public sector clients. Baker Tilly is passionate about enhancing and protecting our clients' impact, which is a collective effort by everyone across our firm. **Our public sector team maintains a separate practice group of approximately 350 team members devoted to serving clients like you.** The City of Scappoose will receive an exceptional executive recruitment experience. Below are some key facts about our firm and the resources we bring to your recruitment.



550+
administration
recruitments



1,700+
recruitments
since 2000



50+
office locations
across the U.S.



250+
workplace and
culture awards

COMPREHENSIVE EXPERIENCE TO SERVE YOU

Scappoose will receive support and guidance from a respected firm that continues to grow.

Celebrating more than 90 years serving our valued clients

As a future-looking firm, we celebrate more than 90 years of dedication to our clients by honoring our roots and continuing to shape our future. We embrace the fact that business can't stand still — and we won't stand still. As we help our clients identify new needs and opportunities, we continuously innovate and evolve to work better.



Our roots took hold in 1931 as a public accounting firm specializing in canning factory audits. Since that time, we have grown with more than 40 different business combinations, each with its own rich history, expanding our presence coast to coast and globally and expanding our scope across industries, services and areas of expertise. One thing has not changed over time: **our shared passion for enhancing and protecting our clients' impact.**

As we reimagine our lasting impact, we remain grounded in our timeless core values. Through dedication, creativity and adaptability, Baker Tilly will continue to become more connected to our clients, our people, our communities and our profession.

Project contacts and locations

| AUTHORIZED REPRESENTATIVE | ENGAGEMENT TEAM LEADER |
|--|---|
| Anne Lewis, Managing Director 8219 Leesburg Pike, Suite 800 Tysons, VA 22182 +1 (703) 923 8214 anne.lewis@bakertilly.com | Art Davis, Director 5440 West 110th Street, Suite 300 Overland Park, KS 66211 +1 (816) 868 7042 art.davis@bakertilly.com |

Delivering specialized expertise to our public sector clients

Baker Tilly has served state and local governments since our establishment more than 92 years ago. We are one of the few advisory CPA firms with a practice dedicated entirely to serving governmental clients.

Unlike many of our contemporaries, Baker Tilly is organized by industry, not service line. What does this mean for Scappoose? It means you will be served by a carefully selected team that blends our government-focused professionals with experienced specialists in executive recruitment. The City will work with a knowledgeable team that understands your specific challenges and provides innovative solutions to help you overcome them.



Recognizing this complexity and eager to serve as a true valued advisor to the public sector, Baker Tilly formalized its dedicated public sector specialization more than 50 years ago. **Today, more than 350 Baker Tilly professionals — including nearly 30 partners —** focus directly on serving governments and provide hundreds of thousands of client service hours annually to organizations like Scappoose.

Nationwide, our public sector practice serves nearly 4,000 state and local governmental entities, including municipalities, counties, school districts, utilities, transit organizations, airports and special authorities. Several of these client groups are now served by dedicated specialists in distinct sub-practices.

Public sector: Experience that matters

| | | |
|---|--|--|
| | | |
| <p>4,000 public sector clients</p> | <p>90+ years of industry experience</p> | <p>Serving clients nationwide</p> |

COMMITMENT TO THE PUBLIC SECTOR

Baker Tilly has been in business for more than 90 years, and public sector entities were some of our first clients.

Sharing a culture of values with the City of Scappoose to serve as the foundation of our lasting relationship

Our core values infuse our culture and drive the way we plan to work with the City. They are what we believe in and what we expect from each other. They guide our decisions, inspire our actions and impact how we do business. They are shorthand for what we stand for — and what we stand against. Our core values are fundamental and timeless and come to life through our own experiences and personal expression. These core values are highlighted below.

| | | | | |
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|  <p>BELONGING</p> <p>We foster a deep level of mutual respect where each one of us feels seen, heard, valued and connected. We commit to a diverse and inclusive workplace upheld by fairness, compassion and equality.</p> |  <p>COLLABORATION</p> <p>We are at our best when we work together. We build on our collective strength to achieve more than we can as individuals.</p> |  <p>INTEGRITY</p> <p>We do the right thing, for the right reason, every day. Honesty, trust and keeping our promises are paramount to our success.</p> |  <p>PASSION</p> <p>We put forth our best effort every day for the benefit of our people, clients and firm. There is a sense of urgency and relentless energy in everything we do. We love our profession and take great pride in it.</p> |  <p>STEWARDSHIP</p> <p>We invest for the future with the intention of leaving everything better. We strive to make a positive difference and leave a proud legacy.</p> |
|---|--|--|---|--|

SHARED CULTURES, VALUES, PHILOSOPHIES AND GOALS

Scappoose and Baker Tilly have a strong cultural fit, and our commonalities will lay the foundation for trust, open communication, a seamless project approach and an enduring relationship.

Belonging is a core value at Baker Tilly. It is who we are rather than what we do. Each team member commits to upholding a diverse and inclusive workplace driven by fairness, compassion and equality. Inclusiveness and belonging empower us to achieve better business results. Please refer to Appendix A for more information on our firm’s commitment to diversity, inclusion and belonging.

Organizational management and human capital services

OUR COMBINED SERVICES INCLUDE:

| | |
|--|--|
| <ul style="list-style-type: none"> • Executive recruitment | <ul style="list-style-type: none"> • Process improvement |
| <ul style="list-style-type: none"> • Executive coaching | <ul style="list-style-type: none"> • Strategic and business planning |
| <ul style="list-style-type: none"> • Executive performance assessment | <ul style="list-style-type: none"> • Service sharing and service consolidation |
| <ul style="list-style-type: none"> • Organization assessments | <ul style="list-style-type: none"> • Management services |
| <ul style="list-style-type: none"> • Organization development | <ul style="list-style-type: none"> • Financial planning, budgeting and analysis |
| <ul style="list-style-type: none"> • Performance management | |

MEETING SCAPPOOSE’S HUMAN CAPITAL NEEDS

Baker Tilly provides a full array of organizational management and human capital services designed to meet the unique needs of state and local governments.

Serving the City of Scappoose effectively from anywhere

Borderless client service approach

Baker Tilly goes to market by industry and service specialization, so we assign team members based on skill set and geographic location. Each team member selected to serve the City will bring individual strengths that directly benefit your engagement. Based on our understanding of your needs, we can provide the best service by managing our relationship with the City out of our Kansas City area office based on a similar experience serving organizations like Scappoose.

Your engagement team has the technology tools to support the City in meeting objectives from anywhere. None of this is new to our Baker Tilly professionals. We have led a borderless client service approach for many years and are adept at providing a seamless remote experience for all clients, whether they are down the street or on the other side of the country. Every Baker Tilly professional receives a laptop and remote access credentials to connect to our internal network resources from outside the office.

We leverage Microsoft Teams, our web conferencing software, to host remote meetings. It is almost as good as being in the same room and saves everyone time, cost and carbon footprint. This approach has been very successful for similar clients, and we will make sure it is successful for you.

The Baker Tilly executive recruitment team will work closely with the City's designated point of contact to develop methods to complete all aspects of our established search processes using existing technologies and ensure the overall safety of all involved, which may require virtual or telephonic meetings or interviews. Notwithstanding, we will creatively collaborate with your organization to gather and provide you with critical information essential to your hiring decisions.



Proactive, ongoing dialogue: Frequent informal conversations, regular status meetings and periodic phone calls as questions arise help us to stay current with your needs and avoid last-minute surprises. As the engagement progresses, we will share findings, ideas and suggestions..



Accessibility and responsiveness, with access to a local office: Responsiveness is at the heart of our relationship, and your team members are committed to responding to most engagement requests within one business day.



Leveraging technology: Baker Tilly invests in innovation and technology tools to support real-time communication – both internally among Baker Tilly team members and with you as our client. Collaboration software tools such as Microsoft Teams allow for remote check-ins and the ability to work together anywhere, anytime and on any device.

PROVIDING A BREADTH AND DEPTH OF RESOURCES TO SERVE YOU

Scappoose will receive our best resources based on your unique needs, regardless of office location.

Providing executive recruitment services

Our relationship-driven approach is led by an engagement team that delivers a cost-effective, quality engagement for Scappoose. We will deliver executive recruitment solutions that address the City's underlying complexities and your unique opportunities.

The Baker Tilly executive recruitment process

Task 1: Kickoff, marketing, recruitment and outreach

Developing a comprehensive recruitment brochure that includes a profile of the ideal candidate is an essential first step in your recruitment process. This profile includes the required academic training, professional experience, leadership, management and personal characteristics related to the candidate's success in the City Manager position. The recruitment brochure will also include a profile that captures the essence of the City of Scappoose as a highly attractive venue for the successful candidate to live and work.

Your recruitment will be national and inclusive in nature, as we pursue a candidate pool of diverse, experienced and talented individuals.

To prepare the recruitment brochure, the engagement team leader will meet with the City Council, city staff and other designated stakeholders to discuss the required background, professional experience, and management and leadership characteristics for your City Manager. We meet individually (or collectively, depending upon your preference) with members of the City Council to broaden our understanding of the position's leadership and management requirements, current issues, your strategic priorities and expectations for the City Manager.

Information from these meetings and our review of the job description and other City documents is used to prepare a position and candidate profile. The City will approve the completed profile before recruitment begins. The position and candidate profile will be central to our recruitment strategy and outreach to potential candidates. [See example of a recruitment brochure in **Appendix B.**]

The project team will also work with the City to develop an advertising and marketing strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a talented and diverse pool of candidates.

If required, our team will place ads in relevant professional publications, websites and local print media and coordinate with City staff to include information about the search on the City's social media platforms. Baker Tilly also has a high-traffic website with an exclusive location dedicated to encouraging potential candidates to upload their resumes. The aggressive advertising and marketing campaign for top talent will consist of national, state, regional and local elements determined during our initial meetings with the City's representatives. Our customized mailing list, selected from our extensive database and contacts collected at appropriate public sector conferences, will be utilized to promote the City Manager position further.

PROVIDING EXECUTIVE RECRUITMENT SERVICES

| PROJECT MILESTONE | DELIVERABLES | TIMELINE |
|--|---|----------|
| Position profile and recruitment brochure development | <ul style="list-style-type: none"> • Baker Tilly meets with the City to receive information regarding the City’s budgets, organizational charts, images, logos, etc. • Develop draft documents (recruitment brochure, advertisement, marketing letter and timeline) | 2 weeks |
| Approve brochure, begin advertising and distribute marketing letter | <ul style="list-style-type: none"> • Brochure sent to City for final approval • Begin advertising and distribution of recruitment brochure | 2 weeks |

Task 2: Execution of recruitment strategy and identification of quality candidates

Utilizing the information developed in Task 1, Baker Tilly will identify and reach out to individuals who will be outstanding candidates for the position of City Manager. Often, well-qualified candidates are not actively seeking new employment and will not necessarily respond to an advertisement. However, potential candidates presented with the opportunity directly and in the proper manner may apply. We take pride in locating highly qualified candidates nationwide based on the professional contacts and relationships we have developed and maintained over many years.

These efforts will be supplemented by creating a customized database utilizing our extensive, interactive applicant database for the City Manager position. This will allow the Baker Tilly team to customize applicant flow and tracking, communicate with applicants and conduct database inquiries for candidates based on characteristics important to the City, such as geographic location, particular experience, expertise and credentials.

While recruitment is underway, the engagement team will work with up to 10 subject matter specialists (SMS) who know what successful performance in the City Manager position looks like to reach a consensus on the ideal candidate's desired leadership and management style. We ask the SMS to complete a 30-minute online questionnaire. When aggregated, these responses generate a benchmark that prioritizes this position's key competencies, work values, leadership, and management style attributes, creating a framework for assessing if the candidate fits with the City. Later in the process, finalists are asked to complete a companion questionnaire that allows us to match candidates' competencies, work values and leadership/management style to the benchmark. [See sample excerpt of TTI report in **Appendix C.**]

Each candidate submitting a resume is sent a timely acknowledgment by our team, including an approximate schedule for the recruitment. Throughout the recruitment process, communications are maintained with each candidate regarding information about the recruitment progress and their status in the process. We take pride in the many complimentary comments made by candidates regarding the level of communication and professionalism with which they are treated during our recruitments.

| PROJECT MILESTONE | DELIVERABLES | TIMELINE |
|---|--|-----------|
| Execution of recruitment strategy and candidate outreach | <ul style="list-style-type: none"> • Online data collection and profile development • Development of an interactive, searchable applicant database for recruitment of your City Manager • Baker Tilly performs direct outreach to prospective candidates identified in the recruitment strategy | 4-5 weeks |

| | | |
|--|---|--|
| | <ul style="list-style-type: none"> Utilization of an extensive applicant database to identify applications and review the applicant pool for competencies/demographics | |
|--|---|--|

Task 3: Screening of applicants and recommendation of semi-finalists

During Task 3, the project team screens each application and compares qualifications (education, experience, etc.) and responses to our customized supplemental questions to determine an overall match to your desired profile. We will then narrow the list to 8 to 12 semi-finalists for your review and identification of four or five finalists (often including an alternate) or the number of individuals you would like to interview and consider. The finalists will be selected based on written questionnaires, early due diligence information, consultant phone interviews, and recorded and one-way video interviews.

Another unique aspect of our recruitment process is using a web-based one-way video interview. Each finalist has limited time to answer each question, which each applicant sees for the first time when the interview begins. We do not provide questions in advance. Each finalist then has 30 seconds to start responding and up to three minutes to respond to each of about three questions. This tool allows our team to understand better each candidate’s ability to “think quickly.” The one-way videos also allow us to evaluate each applicant’s professional demeanor. Our team will provide the City Council and the designated staff with a link to review.

You will have access to our applicant list, which will provide pertinent data for each applicant.

| PROJECT MILESTONE | DELIVERABLES | TIMELINE |
|--|---|------------------|
| <p>Applicant screening and recommendation of semi-finalists</p> | <ul style="list-style-type: none"> Baker Tilly compares applications to the approved candidate profile developed in our searchable applicant database Most promising applicants are asked to complete candidate questionnaires and provide due diligence information Media, internet and social media scan for information pertinent to future employment Top candidates identified as semi-finalists Semi-finalist report is prepared, including the brochure, applicant list, cover letter and resume of candidates to be considered Baker Tilly and the City Council review video interviews Project team leader meets with the City Council to review recommended semi-finalists City Council selects finalists for on-site interviews Finalists complete candidate management style assessment, responses are reviewed, and interview questions are developed | <p>2-3 weeks</p> |

Task 4: Conducting background checks, reference checks and academic verifications

Once the City Council has identified a list of “finalists,” Baker Tilly begins conducting reference checks, background records checks and academic verifications. We then prepare a Confidential Reference Report to complete our research and understanding of each applicant’s qualifications, management style, leadership traits or characteristics and professional work performance.

PROVIDING EXECUTIVE RECRUITMENT SERVICES

| BACKGROUND CHECKS WILL INCLUDE INFORMATION FROM THE FOLLOWING AREAS: | |
|--|--|
| • Consumer credit | • Bankruptcy |
| • City/county – criminal | • State district Superior Court – criminal |
| • City/county – civil litigation | • State district Superior Court – civil litigation |
| • Judgment/tax lien | • Federal district - criminal |
| • Motor vehicle driving record | • Federal district – civil litigation |
| • Educational verification | • Sex offender registry |

REFERENCE CHECKS, BACKGROUND RECORDS CHECKS AND ACADEMIC VERIFICATIONS

Scappoose will receive a report that thoroughly verifies each finalist's background.

To ensure the overall quality standards of our process, we require a minimum of 10-15 business days between the time you identify finalists for interviews and the time we can provide you with our Final Report.

| PROJECT MILESTONE | DELIVERABLES | TIMELINE |
|---|---|-----------|
| Design final process with the City for on-site interviews with finalists | <ul style="list-style-type: none"> • Baker Tilly confirms interviews with candidates | 1-2 days |
| Background checks, reference checks and academic verifications | <ul style="list-style-type: none"> • Baker Tilly completes background records checks, reference checks and academic verifications of finalists | 2-3 weeks |

Task 5: Final interview process

Upon completing Task 4, we will work with your City Council and designated staff to develop the final interview process. We customize the process according to your needs, desired outcomes, position functions, preferences and directives. This may include steps that are important to you, our client. As such, the final interview process may consist of meetings with the department heads, the opportunity for a meet and greet with community members, and individual tours of the City. We work with your organization to adjust all aspects of our process as you deem necessary and appropriate.

Before the interviews, we provide documentation on each finalist, highlighting leadership and management profile (Gap Analysis) and a summary of our comprehensive/customized reference checks, background report checks and academic verifications. In addition, the Final Report will include guidelines for interviewing the candidates, suggested interview questions and a candidate assessment process for your interview panel(s).

The engagement team leader will be available during the final interview process to answer questions about the candidates and, if requested, assist with the final evaluation of the candidates. If asked, we will help the City Council develop a compensation package and related employment considerations and negotiate an employment agreement.

| PROJECT MILESTONE | DELIVERABLES | TIMELINE |
|--|--|----------|
| Final Report prepared and delivered to the City | <ul style="list-style-type: none"> • Final Report is prepared, including brochure, schedule, cover letter, resume, candidate questionnaire, suggested interview questions, candidate assessment form and management style probing questions | 1 day |

PROVIDING EXECUTIVE RECRUITMENT SERVICES

| | | |
|--|--|----------|
| On-site interviews with finalists | <ul style="list-style-type: none"> • Interviews are scheduled • The recruitment project team leader attends client interviews and is available to participate during deliberations of candidates if requested | 1-2 days |
| Offer made/accepted | <ul style="list-style-type: none"> • If requested, Baker Tilly participates in candidate employment agreement negotiations • Baker Tilly notifies candidates of the decision • Baker Tilly confirms the final process; close out items with the City of Scappoose | 1-2 days |

Providing optional post-placement activities

A successful executive search creates an opportunity to solidify the leadership bond between Scappoose’s elected officials and the new City Manager. We offer the following fee-based supplementary services to encourage growth and positive change.

| SUPPLEMENTARY POST-PLACEMENT SERVICES | |
|---------------------------------------|---|
| Six-month check-in | A facilitated session allows the new City Manager and the City Council to discuss progress, goals and vision. It is usually structured as a half-day session and can form the basis for future performance evaluations. |
| Executive coaching | Coaching can help improve communication, leadership, prioritization and other skills needed for peak performance. It also provides professional and personal counsel to a new manager. |
| Performance evaluation plan | An annual performance review process led by a third party facilitator ensures valuable feedback, constructive dialogue and agreement on priorities. It can also strengthen the council/manager relationship. |
| Management system review | A structured review of the organization’s management system identifies ways to increase efficiency and effectiveness. It is especially helpful for new city managers because it provides an objective agenda for improvement. |

We are happy to discuss these services with you and prepare a proposal for any desired services.

Recruiting a diverse candidate pool for the City of Scappoose

Baker Tilly’s recruiting strategy for Scappoose reflects our firm’s core values and commitment to diversity, inclusion, belonging and societal impact. Our work begins long before we start collaborating with you to find the right candidate for your City Manager position. We cultivate relationships with diverse networks of leaders who can bring new perspectives and experiences to the role.

Our firm is a corporate member of the National Forum for Black Public Administrators (NFBPA) and the Local Government Hispanic Network. We serve on NFBPA’s National Corporate Advisory Council and regularly participate in its membership events. As in every recruitment, we will call on our established networks to find candidates from a wide range of backgrounds, including those traditionally underrepresented in public sector hiring, and encourage them to consider Scappoose’s opportunity. Based on our performance record, prospective candidates trust that the Baker Tilly executive recruitment team will fairly consider each application based on their qualifications and the established profile.

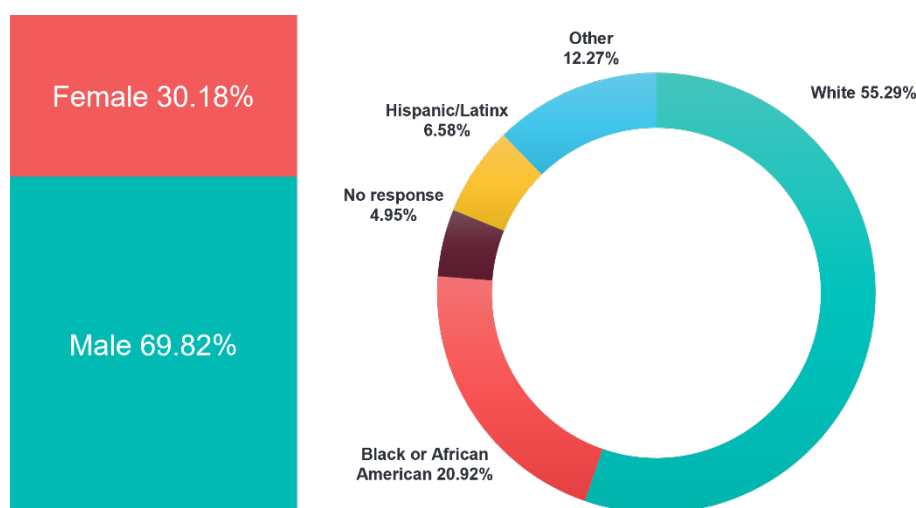
PROVIDING EXECUTIVE RECRUITMENT SERVICES

Baker Tilly is committed to ensuring equitable participation in our business and employment opportunities without regard to race, color, religion, sex, national origin, age, disability, veteran status, marital status, sexual orientation or any other legally protected status. As a leader in the executive recruitment industry, we take positive actions to prevent and remedy any discriminatory effects of business and employment practices.

Recruiting for diversity requires intentional and proactive efforts. These include:

- Advertising job postings that are inclusive and free from bias, using gender-neutral language and avoiding language that could discourage some populations from applying
- Reaching out to a wide range of communities and organizations and using various recruiting channels to help expand the slate of candidates
- Providing a welcoming and inclusive workplace culture within your organization to attract and retain diverse talent

This past year, 95% of our applicants provided their race, and 98% shared their gender during the recruiting process. We saw a 3.05% increase in the number of Black/African American applicants, a 4.11% increase in the category of other races, and a 5.82% increase in female applicants over the same time frame in 2022. The demographic breakdown of 852 candidates presented to our clients was as follows:



DIVERSITY IN RECRUITMENT

As evidenced by positive trends in our applicant diversity data, we are committed to broadening the candidate pool for your position by reaching out to a wide range of communities, organizations and prospective candidates.

Triple Guarantee

We define the success of a smooth, seamless, effective and responsive executive recruitment that culminates with hiring a highly qualified City Manager who matches the profile we developed to this end. We further define success by identifying and presenting a sufficient number of well-qualified applicants for the City Council to interview.

While we believe in the overall success of our process, we also recognize that unusual circumstances will invariably emerge. This is why we offer a trifold, industry-leading triple guarantee.

1. First, we commit to conducting your recruitment until you have selected a finalist and made an appointment for the fees and tasks quoted in this proposal. If you cannot reach an employment agreement with one of the individuals presented as finalists, Baker Tilly will identify and present a second supplemental group of qualified applicants to consider until you select a finalist.

PROVIDING EXECUTIVE RECRUITMENT SERVICES

2. Second, we guarantee your executive recruitment for 12 months against separation (voluntary or involuntary), which means that if you end the employment relationship (with or without cause) or the finalist resigns (for any reason) we will repeat the executive search at no additional professional fee but will include project-related expenses. Please note that candidates appointed from within your organization do not qualify for this guarantee. Furthermore, this guarantee is subject to further limitations and restrictions of your state laws.
3. Baker Tilly will not directly solicit any candidate selected under this agreement for any other position while the candidate remains in your employment.

Co-developing a timeline to meet Scappoose’s deadlines

A typical timeline is 100-120 days from project kickoff to extending an offer of employment. The Baker Tilly project team leader will discuss your anticipated or desired timeline during the initial kickoff meeting. We intend to conduct your recruitment expeditiously, but not at the expense of finding qualified applicants to present to you. For this proposal, target dates are to be determined. Once you approve, and based on mutual agreement, we will provide actual dates in our service agreement. The following is an example of a timeline for an executive recruitment process.

| EXECUTIVE RECRUITMENT PROCESS BREAKDOWN | | | | |
|--|---------|-----------|---------|---------|
| Project task | Month 1 | Month 2 | Month 3 | Month 4 |
| 1. Profile development, advertising and candidate outreach | ■ ■ ■ ■ | | | |
| 2. Applicant screening and assessment and recommendation of semi-finalists | | ■ ■ ■ ■ ■ | | |
| 3. Comprehensive background checks, academic verifications and reference checks completed for finalists | | | ■ ■ ■ | |
| 4. On-site Interviews with finalists | | | | ■ |
| 5. Employment offer made/accepted | | | | ■ ■ |

COMMITMENT TO SUCCESSFULLY DELIVER RECRUITMENT SERVICES TO MEET YOUR REQUIREMENTS

Scappoose’s time is valuable. We will co-develop a timeline to provide the City’s executive recruitment services on time.

Your Value Architects™

Scappoose will work with a consistent team of Value Architects™ who understand your organization and can add value from day one. The combination of your engagement team's executive recruitment experience and service knowledge translates into tangible results for the City.

Aligning key engagement team members with your goals

Within Baker Tilly, our executive recruitment team consists of 10 recruitment consultants and project coordination staff available to meet your executive recruitment needs. Each consultant assigned to your recruitment has experience working with cities, counties, special districts, not-for-profit organizations and school districts, and the many disciplines comprising the City of Scappoose organization. Our consultants bring an experienced, participatory and energetic perspective to each engagement. As such, we reflect our unique approach and individualized touch in our internal standard and commitment to outstanding service that meets or exceeds your expectations. Since 2000, our combined consultant team has conducted more than 1,700 executive searches.

1,700+ recruitments

Your engagement team has conducted more than 1,700 successful recruitment projects since 2000.

The Baker Tilly engagement team will collaborate with the City Council and others designated as your technical advisor. As such, we conduct our recruitment process effectively, efficiently, transparently and professionally, consistent with "best practices" in the public sector executive recruitment space. Our agenda is clear; "our agenda is your agenda." Our objective is to generate a list of highly qualified candidates and assist you with the screening and evaluation of these candidates to identify your next City Manager.

We have structured the Baker Tilly engagement team to draw upon our 90-plus years of collective service to the public sector and to leverage Baker Tilly's experience and capacity to find exceptional, qualified candidates.

Since its beginnings, our firm has emerged as a leader in human resource management consulting and executive recruitment. Our 45+ years of consulting experience, coupled with our unique approach and personal touch, drives our internal standard for delivering outstanding services and leading-edge results.

Your handpicked team of professionals offers a collaborative focus supported by the breadth and depth of our firm's national resources. We believe in strong personal relationships, which means a personal interest in the City of Scappoose from some of our most experienced team members. Engagement team members are introduced on the following pages, and complete resumes are available in **Appendix D**.

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR SCAPPOOSE

Engagement leadership



Anne Lewis — Managing director

8219 Leesburg Pike, Suite 800, Tysons, VA 22182
+1 (703) 923 8214 | anne.lewis@bakertilly.com

Anne leads Baker Tilly's public sector executive recruitment team. Before joining Baker Tilly, Anne was an assistant county administrator for a Virginia county, a deputy city manager and an assistant city manager for two Virginia cities. Over 17 years, her experience in local government has also included positions as an emergency

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR SCAPPOOSE

management deputy director, public information officer, human resources manager, parking authority executive director, housing director, transit director and convention and visitor's bureau executive director. She was also responsible for parks, recreation and community services, information technology, animal services, general services and legislative programs. She specializes in providing executive recruitment services to local governments and nonprofits. Anne holds a Master of Science and a Bachelor of Science from Shenandoah University.

**Art Davis — Director**

5440 West 110th Street, Suite 300, Overland Park, KS 66211
+1 (816) 868 7042 | art.davis@bakertilly.com

Art is a director in Baker Tilly's executive recruitment practice. He is responsible for managing and conducting executive recruitment engagements for the firm to ensure their integrity, timeliness and adherence to budget parameters. He has more than 30 years of experience in local government, executive recruitment and organizational management. Art has served as a city administrator in Missouri and other local government positions in Kansas and Texas. He specializes in providing executive recruitment and organizational management consulting services for cities, counties and not-for-profits. Art earned a Master of Public Administration from the University of Kansas and a Bachelor of Arts in political science and public administration from William Jewell College.

Consulting team**Patricia Heminover — Director**

30 East Seventh Street, Ste. 3025, St. Paul, MN 55101
+1 (651) 223 3058 | patty.heminover@bakertilly.com

Patty has been with the firm since 2010. She has more than 20 years of public education experience, most recently as superintendent of South St. Paul Schools in South St. Paul, Minnesota. She brings considerable experience developing budgets, leading organizational and process improvements, and successfully overseeing conflict resolution. Patty was South St. Paul Schools' director of human resources and finance before serving as its superintendent. She served for three years as the co-superintendent of schools for Cleveland Public Schools in Cleveland, Minnesota, after working as its director of human resources and business services for six years. Patty has received a School Finance Award and technology leadership awards and helped establish Minnesota's first K-12 International Baccalaureate School District. She earned a Master of Education Administration from Minnesota State University.

**Yolanda Howze, MPA, IPMA-SCP, SPHR, SHRM-SCP — Director**

205 North Michigan Avenue, 28th Floor, Chicago, IL 60601
+1 (312) 240 3401 | yolanda.howze@bakertilly.com

Yolanda is a well-regarded, award-winning human resources professional with more than 20 years of public sector human resources experience—primarily in municipal government. Yolanda was assistant to the city manager/director of human resources at the University City, Missouri, and director of human resources at the City of Bellaire, Texas. Before joining Baker Tilly, Yolanda was a senior consultant II with Gallagher's Human Resources Compensation & Consulting practice. She was responsible for managing projects and providing consulting services to public sector and higher education clients in all aspects of classification and compensation systems and other areas of human resources. As a human resources leader, Yolanda's experience and competencies include full cycle recruiting and retention (including executive recruiting),

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR SCAPPOOSE

total rewards and classification administration, performance management, project management, HRIS and process improvement, change management, labor relations, emergency management and disaster recovery, training and organizational development, and safety and risk management. Yolanda earned a dual Bachelor of Arts in psychology and organizational leadership from Maryville University in St. Louis and a Master of Arts in public administration and policy analysis from Southern Illinois University-Edwardsville. Yolanda is also a Senior Certified Human Resources Professional—SPHR, SHRM-SCP, IPMA-SCP. Her peers selected her as the 2015 Texas Municipal Human Resources Association (TMHRA) Human Resources Professional of the Year.

**Carol Jacobs — Managing Director**

18500 Von Karman Ave, 10th Floor, Irvine, CA 92612
+1 (949) 809 5588 | carol.jacobs@bakertilly.com

Carol is a managing director with Baker Tilly. She has held a wide range of roles across local government and consulting, including multiple stints as a city manager, and served most recently as assistant city manager of the City of Newport Beach, California. In that role, she was responsible for functions such as fire, library, harbor, information technology, utilities, and homelessness, with service as interim finance director and harbormaster. Carol also served as city manager for the Southern California cities of Eastvale and Stanton, as interim city manager for the City of Grand Terrace, California, and in a series of roles with increasing responsibility for the City of Costa Mesa, California. Carol's consulting experience includes managing a financial solutions practice area that served local governments, managing client needs, preparing financial studies, and conducting management and organizational reviews.

**Edward G. Williams, Ph.D. — Director**

17 Cowboys Way, Suite 800, Frisco, TX 75034
+1 (214) 842 6478 | edward.williams@bakertilly.com

Edward has more than 20 years of collective experience in human resources and organizational development at various levels and across multiple disciplines, including state and municipal government, community and educational institutions. His areas of expertise include human development, process improvement, workforce planning, executive recruiting, strategic planning, management and leadership development, classification, compensation, benefits administration, performance management, employee recognition, employee wellness and benefits administration. He has served as director of human resources and organizational development for the City of Missouri City, deputy personnel director for the State of Missouri and training and performance consultant for the Metropolitan Community Colleges Business and Technology Center in Kansas City, Missouri. Edward holds a Ph.D. in Educational Leadership and Policy Analysis from the University of Missouri, an Educational Specialist degree in Higher Educational Administration, a Master of Higher Education Administration, and a Bachelor's in Education from the University of Missouri. He is bilingual and proficient (reading, writing and speaking) in Spanish.

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR SCAPPOOSE

Supporting team



Karen Edwards, SHRM-CP — Senior recruitment analyst

+1 (813) 915-5616 | karen.edwards@bakertilly.com

Karen is a senior recruitment analyst with Baker Tilly's executive recruitment practice group. Her responsibilities include assisting in the coordination of executive recruitments. Karen manages outreach, generates reports, conducts detailed background checks and analyzes data to ensure the success of all engagements. She has more than 30 years of experience in human resources, administrative positions and customer service. Karen earned a Bachelor of Science in business administration - human resource management from Western Governors University and is a Society for Human Resources certified professional.



Michelle Lopez — Manager

+1 (651) 223 3061 | michelle.lopez@bakertilly.com

Michelle is a manager with Baker Tilly's executive recruitment practice group. Known for her attention to detail and organizational skills, Michelle is crucial in ensuring that recruitment projects are completed thoroughly and on time. She has more than ten years of experience as a critical support staff member. Her colleagues appreciate her customer service skills and determination to ensure clients and candidates remain informed and engaged throughout the recruitment process. Her responsibilities include organizing assignments and workflows, coordinating information and resources, and identifying, analyzing, and implementing solutions to ensure her team and clients always have the latest recruiting tools at their disposal. She is currently pursuing a Bachelor of Science degree in organizational leadership.



Diane Segulia — Recruitment analyst

+1 (651) 223 3094 | diane.segulia@bakertilly.com

Diane is a recruitment analyst with Baker Tilly's executive recruitment practice group. She is a team player who prides herself on delivering high-quality work. Diane joined Baker Tilly in 2015 as the receptionist. She joined the executive recruitment practice group as an administrative assistant in October 2019 and began her role as a recruitment analyst in June 2022. Her responsibilities include conducting research for the consultants, completing background checks, coordinating information and resources, and collaborating with candidates and clients through all phases of an executive recruitment.



Carrie Thompson — Recruitment analyst

+1 (703) 923 8040 | carrie.thompson@bakertilly.com

Carrie is a recruitment analyst with Baker Tilly's executive recruitment practice group. She has more than four years of experience in recruiting coordination, including interview scheduling and candidate communication. She facilitates smooth sailing during the recruitment process. Carrie runs reports, coordinates outreach and organizes essential documents. Along with her work behind the scenes, she collaborates with clients and candidates to help them on their journey to success. Carrie earned a Bachelor of Arts in communication with a concentration in media production and criticism from George Mason University.

SCAPPOOSE WILL RECEIVE TANGIBLE RESULTS WITH BAKER TILLY

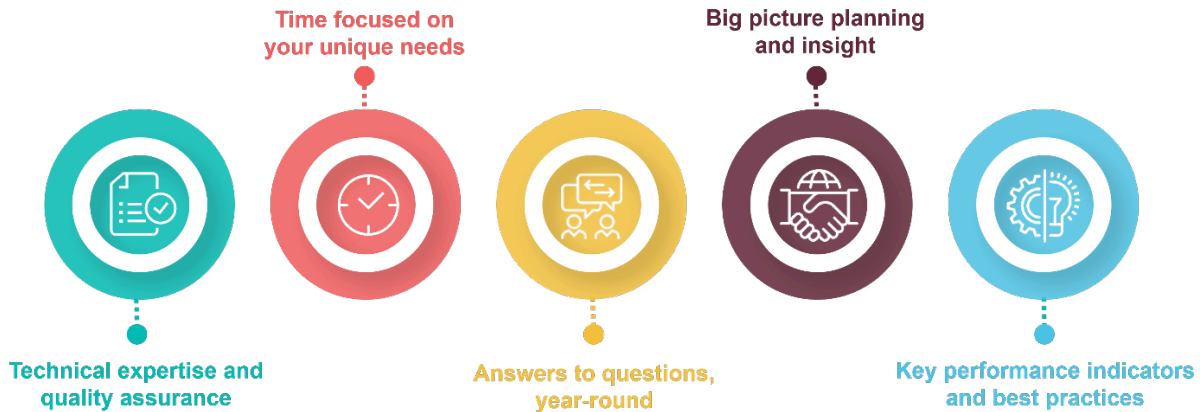
All engagement team members are committed to Scappoose's success. Their public sector experience and service expertise translates into tangible results for the City.

Building trust with our client-focused approach to staffing to demonstrate how important you are to our firm

The City of Scappoose will benefit from our unique approach to staffing, which emphasizes significant engagement leadership involvement throughout the entire engagement process. Unlike other firms, Baker Tilly provides our top staff and most experienced team members to serve your organization. You can expect an open line of communication with and access to your senior team leaders year-round. This promotes an efficient, effective engagement.

We will be responsive to your needs, quickly resolve challenges and build trust. You can expect to receive technical insights and an approach customized to your unique structure, culture, timing and strategic goals.

The graphic below details how we will build trust with Scappoose.



COLLABORATING WITH YOU AS YOUR TRUSTED TEAM

Your engagement team will be deeply involved in the engagement and develop an in-depth working knowledge of Scappoose and processes to deliver value throughout our relationship.

Cultivating an engaging culture to offer a consistent public sector team that will serve you for many years

We view our commitment to staff continuity as the cornerstone of building a lasting relationship with Scappoose. You can expect to see the same engagement team members for additional recruitment services in the future.

Exceptional professionals thrive at Baker Tilly because we foster an engaging culture through diversity and inclusion, work-life balance, continuous learning opportunities, career advancement and employee recognition. As evidence of our team member-focused culture, Baker Tilly proudly presents a variety of recognitions and awards.

EVIDENCE OF OUR TEAM MEMBER-FOCUSED CULTURE AND COMMITMENT TO EXCELLENCE

| | | |
|--|---|---|
| <p>Baker Tilly was included in People Magazine's 2023 Companies That Care list, which recognizes companies who put their employees and communities first</p>  | <p>Recognized as one of America's Best Large Employers in 2024 by Forbes</p>  | <p>Received 250+ culture awards and workplace recognitions firmwide</p>              |
| <p>Ranked as a top 10 accounting and advisory firm for workplace prestige and quality on Vault Accounting's Accounting 50 list; culture is the number one reason that team members join our ranks and stay at our firm</p>  | <p>Baker Tilly has again been certified as one of the Best Workplaces in Consulting and Professional Services – one of only 25 companies recognized on this list</p>  | |

ADVANCING AN ENGAGING CULTURE

Our commitment to attracting and retaining a top-quality workforce benefits Scappoose through engaged team members and staff continuity.

Valuable perspectives

We are always happy to provide references because it is important for you to talk with the organizations we serve. Our similar client base equals experience-derived insights for Scappoose.

Demonstrating successful relationships with similar clients

Art Davis is the designated project leader for your City Manager executive search. We encourage you to connect with the clients below to learn more about the value of their relationship with Baker Tilly and to verify the quality of work we have consistently delivered to each client as part of these recently completed executive recruitment projects. Each client will offer a unique perspective as you consider your own needs, and each placement described below continues to serve in the position they were selected to fill

CITY OF OVERLAND PARK, KANSAS (POPULATION 195,000)

| | | | |
|-----------------|---|--------------|--|
| Name | Curt Skoog | Title | Mayor |
| Phone | +1 (816) 679 0608 | Email | curt.skoog@opkansas.org |
| Services | Successful recruitments: City Manager (2022) and Chief Information Officer (2019) | | |

CITY OF BELTON, MISSOURI (POPULATION 25,000)

| | | | |
|-----------------|--|--------------|--|
| Name | Norman Larkey | Title | Mayor |
| Phone | +1 (816) 985 8696 | Email | nlarkey@belton.org |
| Services | Successful recruitments: City Manager (2022), Police Chief (2021) and Public Works Director (2020) | | |

CITY OF BRANSON, MISSOURI (POPULATION 13,000)

| | | | |
|-----------------|---|--------------|--|
| Name | Larry Milton | Title | Mayor |
| Phone | +1 (417) 699 1014 | Email | lmilton@bransonmo.gov |
| Services | Successful recruitment: City Administrator (2022) | | |

CITY OF SALINA, KANSAS (POPULATION 48,000)

| | | | |
|-----------------|--|--------------|--|
| Name | Natalie Fischer | Title | Human Resources Director |
| Phone | +1 (785) 309 5710 | Email | Natalie.Fischer@salina.org |
| Services | Successful recruitments: City Manager (2018) and Finance Director (2017) | | |

| CITY OF BILLINGS, MONTANA (POPULATION 110,000 – SERVING REGION OF 500,000) | | | |
|--|--|--------------|--|
| Name | Bill Cole | Title | Mayor |
| Phone | +1 (406) 670 5921 | Email | coleb@ci.billings.mt.us |
| Services | Selection of City Administrator (2018) | | |

| CITY OF BELLEVUE, WASHINGTON (POPULATION 148,000) | | | |
|---|---|--------------|--|
| Name | Nathan McCommon | Title | Deputy City Manager |
| Phone | +1 (816) 413 9390 (M) | Email | NMccommon@bellevuewa.gov |
| Services | Recruitment of Parks and Community Services Director (2020) | | |

PROVIDING VALUABLE PERSPECTIVES FROM CURRENT CLIENTS

At Baker Tilly, relationships matter. Our Value Architects™ have a record of successfully enhancing and protecting similar clients' impact — resulting in experience-based insights for Scappoose.

Providing similar services to clients

Following is a list of relevant public sector executive recruitments delivered by the Baker Tilly team.

| LIST OF RELEVANT PROJECTS: PRESENT — 2019 | | | | |
|---|------------------|-------|------------------------|---------|
| Year | Client | State | Project | Pop. |
| Current | Amarillo | TX | City Manager | 202,169 |
| Current | Carrboro | NC | Town Manager | 21,230 |
| Current | Columbia Heights | MN | City Manager | 21,961 |
| Current | Crookston | MN | City Administrator | 7,482 |
| Current | Denton | TX | City Secretary | 136,195 |
| Current | Lexington | VA | City Manager | 7,400 |
| Current | Manassas | VA | City Manager | 42,668 |
| Current | Marceline | MO | City Manager | 2,123 |
| 2024 | Carrboro | NC | Town Clerk | 21,230 |
| 2023 | Belle Meade | TN | City Manager | 2,912 |
| 2023 | Beloit | WI | City Manager | 36,657 |
| 2023 | Bemidji | MN | City Manager | 14,570 |
| 2023 | Carrboro | NC | Assistant Town Manager | 21,230 |
| 2023 | Corpus Christi | TX | Assistant City Manager | 323,733 |
| 2023 | Fargo | ND | City Administrator | 121,889 |
| 2023 | Fernley | NV | City Manager | 22,343 |
| 2023 | Freeport | ME | Town Manager | 8,737 |
| 2023 | Greenbelt | MD | City Manager | 24,921 |
| 2023 | Highland Park | TX | Town Administrator | 8,993 |
| 2023 | Huber Heights | OH | City Manager | 43,439 |
| 2023 | Midland | TX | City Manager | 132,520 |
| 2023 | Morehead City | NC | City Manager | 9,556 |

LIST OF RELEVANT PROJECTS: PRESENT — 2019

| Year | Client | State | Project | Pop. |
|------|----------------|-------|---|---------|
| 2023 | Perrysburg | OH | City Administrator | 21,730 |
| 2023 | Portland | ME | City Manager | 66,595 |
| 2023 | Spartanburg | SC | Assistant City Manager | 38,732 |
| 2023 | Warrenton | VA | Town Manager | 10,057 |
| 2023 | West Fargo | ND | City Administrator | 38,626 |
| 2023 | Wyoming | MI | City Manager | 76,501 |
| 2022 | Apex | NC | Assistant Town Manager | 58,780 |
| 2022 | Beaumont | TX | City Manager | 118,428 |
| 2022 | Belton | MO | City Manager | 23,480 |
| 2022 | Blue Springs | MO | City Administrator | 54,850 |
| 2022 | Branson | MO | City Administrator | 13,000 |
| 2022 | Brevard | NC | City Manager | 7,900 |
| 2022 | Buda | TX | City Manager | 15,108 |
| 2022 | Denton | TX | City Manager | 136,195 |
| 2022 | Evans | CO | City Manager | 22,165 |
| 2022 | Golden | CO | City Manager | 20,399 |
| 2022 | Harrisonburg | VA | City Manager | 54,033 |
| 2022 | Hastings | NE | City Administrator | 25,152 |
| 2022 | Hutchinson | KS | City Manager | 40,006 |
| 2022 | Joplin | MO | Assistant City Manager | 50,386 |
| 2022 | Kinston | NC | City Manager | 20,083 |
| 2022 | La Marque | TX | City Manager | 16,627 |
| 2022 | Minnetrissa | MN | City Administrator | 7,621 |
| 2022 | Oak Hill | TN | City Manager | 4,587 |
| 2022 | Oakland | CA | Deputy City Administrators | 440,646 |
| 2022 | Overland Park | KS | City Manager | 191,278 |
| 2022 | Plain City | OH | Village Administrator | 4,065 |
| 2022 | Port Arthur | TX | Assistant City Manager | 53,937 |
| 2022 | Salisbury | NC | City Manager | 33,727 |
| 2022 | Shorewood | MN | City Administrator | 7,974 |
| 2022 | Spicer | MN | City Administrator | 1,188 |
| 2022 | Staunton | VA | City Manager | 25,750 |
| 2022 | Westminster | CO | City Manager | 116,317 |
| 2022 | Willmar | MN | Assistant City Admin/City Operations Director | 19,628 |
| 2021 | Carrboro | NC | Town Manager | 21,230 |
| 2021 | Clearwater | FL | City Manager | 115,159 |
| 2021 | College Park | MD | City Administrator | 32,196 |
| 2021 | Corpus Christi | TX | Assistant City Manager | 323,733 |
| 2021 | Evansville | WI | City Administrator/Finance Director | 5,378 |

LIST OF RELEVANT PROJECTS: PRESENT — 2019

| Year | Client | State | Project | Pop. |
|------|---------------------------|-------|--|---------|
| 2021 | Grand Rapids | MI | Deputy City Manager (limited) | 192,294 |
| 2021 | Greeley | CO | City Manager | 105,888 |
| 2021 | Inver Grove Heights | MN | City Administrator | 34,344 |
| 2021 | Kimball | NE | City Administrator | 2,578 |
| 2021 | Long Grove | IL | Village Manager | 7,956 |
| 2021 | Louisville | CO | City Manager | 20,860 |
| 2021 | Moline | IL | City Administrator | 41,902 |
| 2021 | Riverside | OH | City Manager | 25,093 |
| 2021 | Rockville | MD | Deputy City Manager | 66,940 |
| 2021 | Shakopee | MN | Assistant City Administrator | 40,731 |
| 2021 | Sidney | OH | City Manager | 20,590 |
| 2021 | Stonecrest | GA | City Clerk | 54,202 |
| 2021 | Woodlawn | OH | Village Manager | 3,365 |
| 2020 | Clayton | OH | City Manager | 13,269 |
| 2020 | Fairmont | MN | City Administrator | 10,126 |
| 2020 | Front Royal | VA | Town Manager | 15,239 |
| 2020 | Herington | KS | City Manager | 2,304 |
| 2020 | Kansas City | MO | City Manager | 488,943 |
| 2020 | Lake Ozark | MO | Asst City Admin/Community Eco Dev Director | 1,792 |
| 2020 | Matanuska-Susitna Borough | AK | Borough Manager | 108,317 |
| 2020 | Middletown | OH | City Manager | 48,121 |
| 2020 | Missouri City | TX | City Manager | 74,705 |
| 2020 | Moose Lake | MN | City Administrator | 2,798 |
| 2020 | Oakdale | MN | City Administrator | 28,083 |
| 2020 | Rochester | MN | City Administrator | 114,011 |
| 2020 | Scottsbluff | NE | City Manager | 14,874 |
| 2020 | Springdale | OH | Assistant City Administrator | 11,223 |
| 2020 | St. Joseph | MO | City Manager | 74,959 |
| 2019 | Beeville | TX | City Manager | 12,937 |
| 2019 | Cloquet | MN | City Administrator | 11,938 |
| 2019 | Forest Park | OH | City Manager | 18,723 |
| 2019 | Hobbs | NM | City Manager | 37,764 |
| 2019 | Lake Lotawana | MO | City Administrator | 2,099 |
| 2019 | Norman | OK | City Manager | 122,843 |
| 2019 | Paris | TX | City Manager | 24,800 |
| 2019 | Park City | KS | City Administrator | 7,499 |
| 2019 | Port Arthur | TX | City Manager | 53,937 |
| 2019 | Santa Fe | NM | City Manager | 83,776 |
| 2019 | Willmar | MN | City Administrator | 19,628 |

Value-for-fees

Value means more than simply checking boxes and meeting your requirements. Value means services that lead to meaningful insights, help improve efficiencies and direct more dollars and resources to achieving the City of Scappoose's mission.

Delivering a professional fee estimate for the City of Scappoose

We are excited about the opportunity to work with Scappoose and have prepared the below fee estimate to meet the City's needs and objectives. Our fees allow for thorough and insightful advice from experienced professionals without unnecessary add-ons or startup charges.

The all-inclusive professional fee includes the cost of professional services by the engagement team leader, the project support staff and all project-related expenses such as advertising, preparation of the recruitment brochure, candidate background, reference and academic verification checks and travel expenses for on-site visits. Baker Tilly is not responsible for candidates' travel expenses to client location for on-site interviews. Clients generally manage these matters directly with the finalists.

Baker Tilly will bill for this engagement in four installments: 30% upon execution of this agreement, 30% at Phase I, 30% at Phase II, and 10% upon acceptance of an employment offer by the finalist. The fee is not contingent. If you terminate this engagement before completion, Baker Tilly shall invoice the City for any unpaid portion of the fee.

Feel free to direct all questions regarding the professional fee and project-related expenses to Art Davis via email at art.davis@bakertilly.com or via phone at +1 (816) 868 7042.

| PROPOSED SERVICES | |
|---|-----------------|
| Phase I | |
| Task 1 — Candidate profile development/advertising/marketing | |
| Task 2 — Identify quality candidates | |
| Phase II | |
| Task 3 — Screening of applications and submission of recommended semi-finalists to the client | |
| Task 4 — Reference checks, background checks and academic verifications | |
| Phase III | |
| Task 5 — Final process/on-site interviews with finalists | |
| Conclusion | |
| Assistance and technical support for total rewards (salary and benefits), employment offer negotiation, offer and acceptance by finalist | |
| TOTAL ALL-INCLUSIVE FEE | \$27,950 |
| OPTIONAL SERVICES FOR CONSIDERATION | |
| At your request, Baker Tilly can conduct a web-based community survey to help your organization identify critical issues or priorities that your organization may consider as you launch an executive search. Depending on your need, we administer the survey, which | |
| | \$2,000 |

| | |
|---|--|
| <p>your residents, community leaders, employees or designated key stakeholders may complete. Please note that this type of survey may alter the overall project timeline.</p> | |
| <p>On rare occasions, a client desires the delivery of additional search-related services from the Baker Tilly executive search team. Services not included in the proposed scope of services include additional visits by the project team leader to your organization. Baker Tilly will bill Scappoose at an hourly rate of \$300 plus expenses for additional work requested explicitly by your organization outside this project's scope or as described in the proposed scope. Before beginning these services, Baker Tilly will prepare and submit a written explanation of the additional services requested and the estimated number of hours required before commencing any additional services.</p> | <p>\$300 per hour plus expenses</p> |

BAKER TILLY CAN PROVIDE OPTIONAL SERVICES

Scappoose may benefit from the additional services we offer. No additional services will be billed without the express consent and agreement with the City.

Negotiations

If selected, we will provide the City of Scappoose with our standard engagement terms. Should the City wish to provide alternate terms or proceed on the basis of its own format agreement, we would require the ability to negotiate mutually acceptable terms and conditions prior to executing a final contract.

Supporting the City of Scappoose with our value-for-fees approach

We will provide the highest quality service for a fair and reasonable fee. Below is an overview of our value-for-fees approach and how it benefits you.

| | | | |
|---|--|--|--|
|  <p>A team that works with a similar client base and is ready to lead a smooth recruitment</p> |  <p>Frequent check-ins and timely responses to your inquiries</p> |  <p>Controlled costs through a service approach designed for your organization</p> |  <p>Knowledge retention through a commitment to staff continuity</p> |
|  <p>High level of experienced manager involvement for a successful recruitment</p> |  <p>Practical, flexible and collaborative approach designed for your unique needs</p> |  <p>Full range of service solutions to grow with your needs</p> |  <p>Use of innovative technology and software tools to support real-time communication and efficiencies</p> |

COMMITMENT TO VALUE-FOR-FEES

Scappoose can expect exceptional service paired with a fair, competitive fee arrangement that allows us to deliver continuous value throughout our relationship.

Appendix A: Prioritizing diversity, inclusion, belonging and societal impact (DIBS)

Prioritizing diversity, inclusion, belonging and societal impact (DIBS)



**MEET SHANE LLOYD,
DIBS STRATEGY LEADER**

In his role as chief diversity officer at Baker Tilly, Shane oversees our company's DIBS initiatives and serves on influential national diversity and inclusion boards.

At Baker Tilly, DIBS is who we are rather than simply what we do. We celebrate and value the identities, perspectives and contributions of every person. As we empower our team members to grow and bring their talents to the table, we discover opportunities to achieve better results for Scappoose. We hire people who bring new perspectives and experiences, including our Chief Diversity Officer, Shane Lloyd, who joined Baker Tilly as DIBS strategy leader in 2021.

Baker Tilly's DIBS steering committee is designed to strengthen our firm's culture of diversity, inclusion and belonging. This cross-section of leaders across our firm oversees our strategy — from inclusion-related communications to accountability measures for our key diversity goals and coordination of our DIBS ecosystem.

Our new, ambitious goals center around our structural pillars of diversity, inclusion, belonging and societal impact — embedding this work ever more deeply into the day-to-day workings of our business. Our DIBS ecosystem includes an array of groups, initiatives and deep networks of committed team members. [Learn more here.](#)

DIBS communities and signature initiatives

Activate team member network



Our core value of belonging reflects our commitment to creating a diverse and inclusive workplace for everyone. Bolstering this core value is Activate, our newest team member network. Activate's mission is to unite and empower team members who are neurodiverse or have physical disabilities to reach their full potential and contribute to a more accessible workplace.

Growth and Retention of Women (GROW)



Through our GROW initiative, Baker Tilly provides women valuable opportunities to network, acquire skills, strengthen professional relationships and advance in their careers. Our commitment to GROW increases the number of women in management positions and enhances the retention of women at all firm levels.

NexGen: Joining workforce generations



With NexGen, we aim to empower the next generation of team members to collaboratively engage in our firm's progress while promoting an overall investment in our future.

PRIDE team member network



Our PRIDE team member network exists to support the LGBTQ+ community and their allies within Baker Tilly. We strive to create an open environment centered on LGBTQ+ issues and topics relevant to the workplace.

Supporting Opportunity, Advancement and Recognition (SOAR)



SOAR focuses on improving inclusion and increasing retention of team members of color to create a more inclusive, innovative and productive workforce. Within SOAR, our team member-led Black, Latinx and Asian American and Pacific Islander (AAPI) communities provide spaces for conversation, relationship-building and engagement.

Baker Tilly Foundation



As a firm, we have made our position clear: We stand against racism and discrimination in any form. Our Baker Tilly Foundation supports causes within key pillars, including human services organizations that advance well-being, equity and inclusion.

Appendix B: Sample brochure



CITY ADMINISTRATOR

CITY OF BRANSON, MISSOURI

Are you an accomplished local government leader eager for an opportunity to take your skills to the next level? The City of Branson, Missouri, a community universally recognized as a destination for live entertainment, dynamic attractions and renowned for its scenic beauty and high quality of life is seeking a strategic, collaborative, and visionary leader with exceptional communication skills to serve as its next City Administrator.



PUBLIC SECTOR EXECUTIVE RECRUITMENT

THE COMMUNITY

Don't let the population of 11,526 fool you. The City of Branson, with its 9 million annual visitors, is more like a city of 75,000 or more on many days of the year.

The city, located in the heart of the Ozarks, is just 30 minutes south of Springfield, Missouri, and has long been a popular destination for vacationers from Missouri and around the country. Founded in 1882, the City has an incorporated boundary of more than 21 square miles and is surrounded by three prize winning fishing lakes – Taneycomo, Table Rock, and Bull Shoals.

The abundance of theaters and attractions along 76 Country Boulevard is also a big part of what attracts visitors to Branson, making it one of the country's most popular tourist destinations. The City serves as the job, service, and shopping center for a two-county area. Recently, the City has gained an international focus because of its offerings of live entertainment, family-oriented activities, and its scenic natural beauty.

The Branson Airport, 10 miles south of the City, provides accessibility to the City and is the first privately financed and commercial operated airport in the county. The City is conveniently located and is a day drive for 25% of the U.S. population. This location serves millions of visitors with its local economy, and tourism being the city's chief industry.

Branson is home to more than 40 music theaters, with a variety of music including Country, Pop, Bluegrass, Western, Broadway, and more. The three scenic lakes also offer activities such as fishing, boating, parasailing, jet skiing, kayaking, and swimming. With city parks, camping and hiking are also favorite activities. Additionally, the area boasts world class golf courses with Ozarks National, Buffalo Ridge and Top of the Rock.

Visitors consistently rank shopping among the most popular activities of the area. Branson Landing is a \$420 million, 95-acre development along Lake Taneycomo blending more than 100 retail shops with dining, luxury lodging, river walk, town square, and nightlife into a dynamic waterfront setting. The City of Branson would be a great place for the new City Administrator to live, work, and play. For more information about Branson, please visit their website at <https://www.bransonmo.gov/>.

WHY MAKE YOUR CAREER WITH THE CITY OF BRANSON?

- A Board of Aldermen focused on growth while maintaining Branson's historic charm
- Competitive compensation, great retirement, and excellent health insurance
- Seasoned, professional departmental leaders
- Departments that include Police, Fire, Utilities, Public Works and Engineering, Administration, Information Technology, Planning and Development, the City Clerk's Office, Human Resources, Finance, and Parks and Recreation
- Quality work/life balance
- High level of employee satisfaction with low overall turnover
- Excellent City revenue base with tourism and public safety adding significant value for an \$80+ million budget
- Branson is in the heart of the Ozarks, with four distinct seasons, to include frequently mild winters
- Big city amenities with a small-town vibe
- Nearby non-stop flight destinations that can take you coast to coast
- Excellent value for home prices compared to most large cities regionally and nationally

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THE ORGANIZATION

Branson, a fourth-class Missouri City, operates under the Council/Administrator form of government. The governing body consists of six Aldermen elected from three wards, and a Mayor elected at-large.

The Mayor and Board of Aldermen serve two-year terms, and elections are held each April. The City Administrator is hired by the Board of Aldermen to be the Chief Executive Officer of the City. He or she is responsible for proper administration and management of the government business, officers, and employees of the City. The City Administrator also serves and advises the Mayor and Board of Aldermen, hires department directors, meets with standing committees, and prepares a proposed annual budget for Board consideration. The Administrator also enforces municipal laws and ordinances and coordinates City operations and programs.

The organization employees approximately 270 full-time employees and 90 seasonal and part-time employees. There are ten departments with leadership tenure ranging from two years to 33 years.



THE CITY ADMINISTRATOR

The City Administrator is the City's Chief Executive Officer and is responsible for the efficient and economical operation of city government. The City Administrator serves and advises the Mayor and Board of Aldermen, hires department directors, and prepares a proposed annual budget for Board consideration. The Administrator also enforces municipal laws and ordinances and coordinates City operations and programs.

With an organization that employs approximately 360 full- and part-time staff, which is supported by a combined budget of \$80+ million, the City Administrator's Office provides staff support services to the Board of Aldermen and coordinates the development and analysis of policy recommendations presented to the Mayor and Board of Aldermen. The Administrator interacts daily with the City's Executive Team, consisting of the City Administrator and department directors. The City Administrator's Office also works with a variety of community and economic development partners to assist in providing the best possible services and information to the citizens of Branson.



IDEAL CANDIDATE PROFILE

Candidates should possess a record of exceptional leadership and unquestioned personal and professional ethics and utilize a collaborative and team-oriented approach. Possessing the ability to effectively speak in public, write proficiently, and encourage transparency throughout the City organization is highly desired.

To be successful, the selected candidate must be able to establish and maintain effective working relationships with elected officials, the City's leadership team, employees, and the community, and be able to navigate the organization through a cultural change. The Ideal candidate will be skilled in financial management, negotiation, and in risk mitigation while staying proactive and prevention oriented. They should be an effective team builder, exhibit a collaborative style and be committed to mentoring and developing employees. Experience in a labor relations environment is ideal, with the ability to remain neutral even in politically charged situations is essential.

The future City Administrator should be able to hold themselves and direct reports accountable. Having a background in finance, with experience on \$100 million budget projects is ideal. The ideal candidate should also have experience in providing exemplary service to the community in both Public Safety and Utilities.

The new City Administrator must possess a record of demonstrating high integrity and ethical behavior and believe in and ensure there is organizational and individual accountability throughout the organization. This position requires patience, good instincts, and excellent judgement. The new City Administrator must also have respect for community and organizational traditions, goals, and values, the role of the Mayor and Board of Aldermen, and at the same time move the organization forward in a positive direction.

CURRENT PRIORITIES

The following list represents a few of the priorities the new City Administrator will be asked to address during their first year of employment.

- Assessing the City's financial status to ensure long-term financial strength and diversity
- Planning and Development, with a focus on customer service
- Review of employee compensation, to include staffing and pay
- Reduce the rate of increase on employee benefits costs
- Compton Wastewater Treatment Plant flood wall
- A new Police station to replace the current facilities
- Addition of a fourth Fire station



COMPENSATION AND BENEFITS

Compensation will be negotiated based on experience, education, and overall fit for the position. The City will provide the new City Administrator with:

- Local Area Government Retirement System (LAGERS) at the L-6 level, the highest level benefit for municipalities in Missouri that also pay into Social Security
- Paid time off for vacation and sick leave
- The choice of three different medical insurance plans and one dental insurance plan with excellent family coverage
- Life insurance up to \$150,000 in value

EDUCATION AND EXPERIENCE

- Master's Degree in Public Administration is preferred
- Should have a Bachelor's degree in Business Administration, Finance, or a closely related field
- Extensive background in finance with large capital project experience
- Proven leader with a verifiable track record of success
- Effective communicator
- Senior leadership position of five or more years' professional experience with a municipality of similar scope or larger
- Must reside within the City limits of Branson soon after taking office

APPLICATION AND SELECTION PROCESS

We invite qualified professionals to click the link below, visit the Baker Tilly Application Portal, review the desired traits, attributes, and characteristics, apply, and allow us the privilege of reviewing credentials and considering qualifications for this outstanding career opportunity.

[GovernmentJobs.com/Careers/Bakertilly](https://www.governmentjobs.com/careers/bakertilly)

This position is open until filled; first review of candidates will take place beginning on **Thursday, August 25, 2022**. Following the first review date, the lead consultant will evaluate all applications against the posted qualifications and may invite a select number of applicants to complete additional assignments or participate in a virtual or in-person interview. This announcement will remain posted, and we will continue to accept applications until the city extends an offer to one finalist. Our process requires the expressed authorization by an applicant to conduct criminal background report check, credit check, academic verification, and contact references. Pursuant to state or local laws governing access to public records, all information submitted and associated with an individual's application, including resumes and cover letters, may be subject to public disclosure.

For more information, please contact Art Davis at Art.Davis@Bakertilly.com or call (816) 868-7042.

To learn more about the city of Branson, please see their website at <https://www.bransonmo.gov/>.
The City of Branson is an Equal Opportunity Employer (EOE) and values diversity at all levels of its workforce.



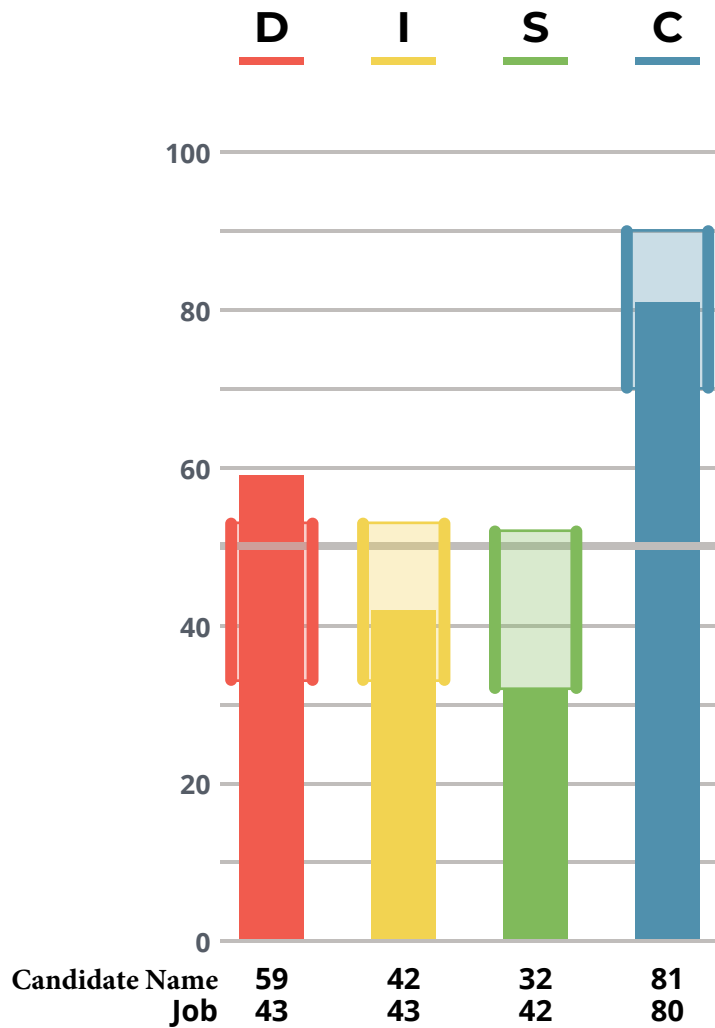
Appendix C: Sample TTI report


Workplace Behaviors®



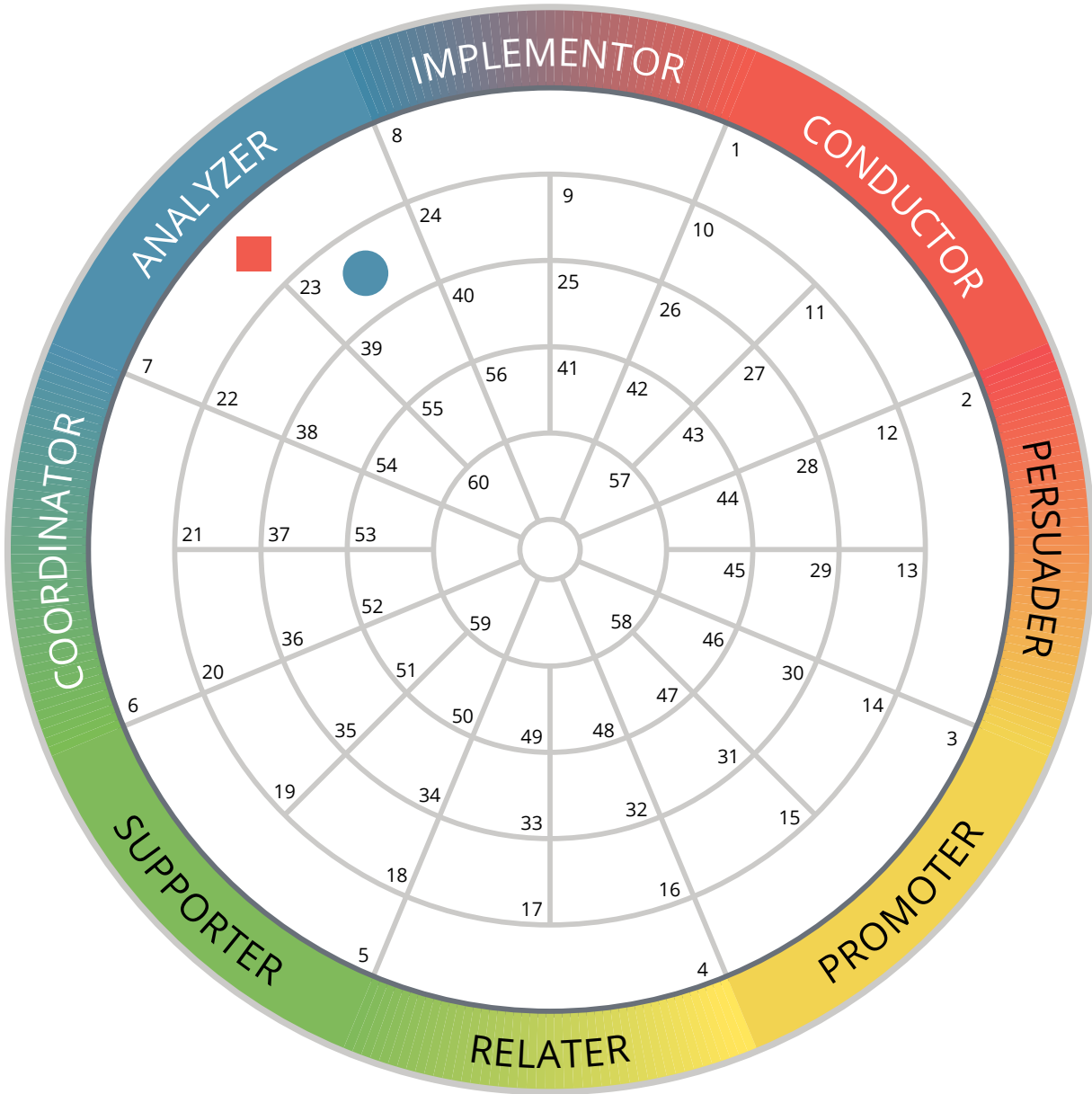
Candidate Name

The following graph is designed as a visual comparison between the position and the applicant for each behavioral factor. The highlighted area denotes the position-related score for each behavioral factor. The applicant's score is denoted by the darker red, yellow, green and blue line. The closer the applicant's score aligns to the position's score, the better the applicant will perform in the position with respect to behavior.



 Job Range (20 point range)

The Success Insights® Wheel














- Job - (7) ANALYZER
- Candidate Name - (23) IMPLEMENTING ANALYZER





Comparison Analysis






For Consulting And Coaching



| Job Competencies Hierarchy | Zone Range | Person |
|---------------------------------|------------|--|
| 1. Time and Priority Management | 79 — 100 | 62  |
| 2. Self Starting | 87 — 100 | 61  |
| 3. Decision Making | 94 — 100 | 88  |
| 4. Personal Accountability | 85 — 100 | 58  |
| 5. Diplomacy | 72 — 100 | 66  |
| 6. Teamwork | 74 — 100 | 67  |
| 7. Project Management | 82 — 100 | 69  |

| Primary Driving Forces Cluster | Zone Range | Person |
|--------------------------------|------------|--|
| 1. Collaborative | 58 — 100 | 46  |
| 2. Harmonious | 36 — 58 | 24  |
| 3. Altruistic | 35 — 59 | 21  |
| 4. Structured | 36 — 58 | 46  |

| Job Behavioral Hierarchy | Zone Range | Person |
|--------------------------|------------|--|
| 1. Organized Workplace | 81 — 100 | 85  |
| 2. Analysis | 54 — 80 | 80  |
| 3. Persistence | 62 — 80 | 65  |
| 4. Following Policy | 61 — 80 | 70  |

 Exact match
  Fair compatibility
  Good compatibility
  Poor compatibility
  Over-focused

Appendix D: Engagement team member resumes

MANAGING DIRECTOR

Anne Lewis

Anne Lewis leads Baker Tilly's public sector executive recruitment team and brings nearly 20 years of local management experience.



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Suite 800
Tysons, VA 22182
United States

T: +1 (703) 923 8214
anne.lewis@bakertilly.com

bakertilly.com

Education

Bachelor of Science, business administration and management
Shenandoah University
(Winchester, Virginia)

Master of Science, organizational leadership and public administration
Shenandoah University
(Winchester, Virginia)

Before joining Baker Tilly, Anne was an assistant county administrator for a Virginia county, a deputy city manager and an assistant city manager for two Virginia cities. Over 17 years, her experience in local government has also included positions as an emergency management deputy director, public information officer, human resources manager, parking authority executive director, housing director, transit director and convention and visitor's bureau executive director. She has also been responsible for parks, recreation and community services, information technology, animal services, general services and legislative programs.

Industry involvement

- International City/County Management Association, Credentialed Manager (ICMA)
 - Taskforce on recruitment guidelines handbook
 - Taskforce on women in the profession
 - Taskforce on internship guidelines
- Government Finance Officers Association (GFOA)
- Virginia Local Government Management Association (VLGMA), former member of the executive board
- Virginia Women Leading Government
- National Public Employer Labor Relations Association (NPELRA)

Community involvement

- Shenandoah University Alumni Association, executive committee
- Shenandoah Apple Blossom Festival®, board of directors

Continuing professional education

- Graduate Certificate in Public Management
- Senior Executive Institute and LEAD graduate, The Weldon Cooper Center, University of Virginia

DIRECTOR

Art Davis

Art Davis, a director with Baker Tilly, has pursued his passion for improving local government and creating great communities for over 30 years.



Baker Tilly US, LLP

5440 W 110th St
Suite 300
Overland Park, KS 66211
United States

T: +1 (816) 912 2036
art.davis@bakertilly.com

bakertilly.com

Education

Bachelor of Arts in political science
and public administration
William Jewell College
(Liberty, Missouri)

Master of Public Administration
University of Kansas
(Lawrence, Kansas)

Art specializes in providing executive recruitment and organizational management consulting services for cities, counties and not-for-profits.

Specific experience

- Successfully launched and expanded his own local government consulting firm over the course of 10 years
- More than 18 years of experience in executive recruitment
- Community leadership program facilitation
- Leadership and management development
- Strategic goal setting and strategic planning facilitation
- Organizational assessment, design and development
- Organization and community facilitation
- Served more than six years as associate director for the Civic Council of Greater Kansas City, a nonprofit, 501c4 membership organization comprised of CEOs representing some of the largest companies in the region
- Coordinated and organized a strategic and master planning process (and an update of the plan after four years) focused on re-developing downtown Kansas City, involving hundreds of stakeholders
- Served nearly six years as city administrator for Lee's Summit, Missouri and in other local government positions in Kansas
- Served as assistant to the Mayor of Dallas, Texas
- Led and participated in a wide variety of community initiatives; served on a major hospital board for 13 years and on other not-for-profit boards
- Presented with the L.P. Cookingham Award by the Greater Kansas City Chapter of the American Society for Public Administration, recognizing his long-term and outstanding contributions in the field of public administration

Industry involvement

- International City/County Management (ICMA), member since 1984

DIRECTOR

Patricia Heminover

Patty Heminover, a director with Baker Tilly, has more than 20 years of experience in local government.



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United States

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patty.heminover@bakertilly.com

bakertilly.com

Education

Bachelor of Science, consumer science, business administration
Minnesota State University – Mankato

Mini MBA program, human resources management
University of Saint Thomas (Saint Paul, Minnesota)

Master of Education, administration
Minnesota State University – Mankato

Patty has been with the firm since 2010. Before joining Baker Tilly, she was a superintendent, assistant superintendent, director of human resources and director of finance. She brings considerable experience identifying management talent, leading organizational and process improvements, and developing and administering budgets.

Specific experience

- Executive Recruitment, employee development, benefits administration, strategic planning, performance management, market compensation studies, workforce planning, recognition programs and process improvement
- Experience identifying management talent, leading organization and process improvements, and developing and administering budgets
- Understanding of human resources and finance
- Experience working with governing boards
- Served as superintendent, co-superintendent of schools, director of human resources and finance, and director of human resources and business services for two Minnesota school districts
- Facilitated discussions with legislators at the state level regarding education funding, securing new funding for a Minnesota school district

Industry involvement

- Minnesota Association of School Administrators (MASA)
- American Association of School Administrators (AASA)
- Minnesota Association of School Business Officials (MASBO)
- River Heights Chamber of Commerce, member
- State Negotiators Association, Minnesota School Board Association
- Patty has received a School Finance Award, technology leadership awards and helped establish the first K-12 International Baccalaureate School District in Minnesota

Continuing professional education

- Human Resource Certificate, University of St. Thomas
- Superintendents Licensure, State of Minnesota

DIRECTOR

Yolanda Howze, M.P.A., IPMA-SCP, SPHR, SHRM-SCP

Yolanda Howze, a director with Baker Tilly, brings more than 25 years of public sector experience, including 20 years as a multifaceted and competent human resources leader.



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yolanda.howze@bakertilly.com

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Education

Dual Bachelor of Arts in psychology and organizational leadership
Maryville University
(St. Louis, Missouri)

Master of Arts in public administration and policy analysis
Southern Illinois University-Edwardsville (SIUE)

Yolanda is a well-regarded, award-winning human resources professional with more than 20 years of public sector human resources experience, primarily in municipal government.

Having worked in the public sector for more than 25 years, Yolanda is passionate about her craft and being of service to others, which, in addition to her employment experience, she has demonstrated through professional conference presentations/speaking events and serving on local and regional boards and committees including IPMA-HR, as well as other community involvement.

Specific experience

- Human capital professional and administrator executive
- Executive recruitment, total rewards and classification administration, performance management, project management, HRIS and process improvement, change management, labor relations, emergency management and disaster recovery, training and organizational development and safety and risk management

Industry involvement

- International Public Management Association - Human Resources (IPMA-HR)
- Society for Human Resource Management (SHRM)
- Texas Municipal Human Resources Association (TMHRA)
- IPMA-HR Texas Chapter, (former) Conference Program Committee
- IPMA-HR Central Region, (former) vice president ('10)
- IPMA-HR Central Region, (former) Secretary - treasurer ('09-'10)
- IPMA-HR Greater St. Louis Chapter, (former) president

Continuing professional education

- International Public Management Association-Human Resources (IPMA-HR)
- IPMA-HR Greater St. Louis Chapter
- Human Resources Certification Institute (HRCI)
- Society for Human Resources (SHRM)

MANAGING DIRECTOR

Carol Jacobs, ICMA-CM

Carol Jacobs is a managing director with Baker Tilly's public sector advisory practice.



Baker Tilly US, LLP

18500 Von Karman Ave
10th Floor
Irvine, CA 92612
United States

T: +1 (949) 809 5588
carol.jacobs@bakertilly.com

bakertilly.com

Education

Master of Public Administration
with an emphasis in finance
Bachelor of Arts in
communications
California State University,
Fullerton

Carol has held a wide range of roles across local government and consulting, including multiple stints as a city manager and working directly with local governments as a consultant performing financial analyses, management and organizational reviews.

Her consulting experience includes managing a financial solutions practice area that served local governments, with responsibility for managing client needs, preparing financial studies, and conducting management and organizational reviews.

Carol's skills and expertise include leadership, strategic planning, fiscal management, public works, economic and community development, customer service and community engagement with an emphasis on problem-solving.

Industry involvement

- International City/County Managers Association, credential manager (retired)
- California City Manager Foundation
- Women Leading Government

DIRECTOR

Edward G. Williams, Ph.D.

Edward Williams brings character, competence and expertise to every project.



Baker Tilly US, LLP

17 Cowboys Way
Suite 800
Frisco, TX 75034
United States

T: +1 (214) 842 6478
edward.williams@bakertilly.com

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Education

Bachelor of Arts, Education
University of Missouri
(Kansas City, Missouri)

Master of Higher Education
Administration
University of Missouri
(Kansas City, Missouri)

Ph.D., Educational Leadership
and Policy Analysis
University of Missouri
(Kansas City, Missouri)

Languages

English
Spanish

Edward has more than 20 years of collective experience in human resources and organizational development at various levels and across multiple disciplines, including state and local government, community and educational institutions.

Specific experience

- Human resources executive (municipal and state government)
- Executive recruitment, employee development, benefits administration, strategic planning, Performance management, market compensation studies, workforce planning, recognition programs and process improvement

Industry involvement

- Society for Human Resources (SHRM)
- Institute for Management Studies (IMS), advisory board
- Texas Municipal Human Resources Administration (TMHRA)

Community involvement

- Ft. Bend Habitat for Humanity, president, vice president, secretary and member, board of (2014-2019)
- AAU basketball coach – middle school boys

Continuing professional education

- Institute for Management Studies - Houston
- International Personnel Management Association

SENIOR RECRUITMENT ANALYST

Karen Edwards, SHRM-CP

Karen Edwards, a senior recruitment analyst with Baker Tilly, has been with the firm since 2021.



Baker Tilly US, LLP

8626 N Himes Ave
Tampa, FL 33614
United States

T: +1 (813) 915-5616

karen.edwards@bakertilly.com

bakertilly.com

Education

Bachelor of Science in business
administration - human resource
management
Western Governors University

Karen is a senior recruitment analyst with Baker Tilly's executive recruitment practice group. Her responsibilities include assisting in the coordination of executive recruitments. Karen manages outreach, generates reports, conducts detailed background checks and analyzes data to ensure the success of all engagements.

Specific experience

- More than 30 years of experience in human resources, administrative positions and customer service
- Proficient in analyzing data, creating and implementing standard operating procedures and preparing presentations and reports
- Adept at identifying inefficiencies to enhance organizational performance and streamlining office operations
- History of success adapting in dynamic environments to effectively manage multiple projects simultaneously

Continuing professional education

- Society for Human Resources (SHRM) certified professional

MANAGER

Michelle Lopez

Michelle Lopez, a manager at Baker Tilly, has been with the firm since 2017.



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30 E Seventh St
Suite 3025
St. Paul, MN 55101
United States

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michelle.lopez@bakertilly.com

bakertilly.com

Education

Associate in Arts, liberal arts
Minneapolis Community College
(Minneapolis, Minnesota)

Bachelor of Science, project
management (in progress)
Colorado State University – Global
Campus

Michelle assists in the organizational management of the executive recruitment process. Her primary focus is to ensure that the recruitment process runs smoothly from start to finish by collaborating closely with internal team members, clients and candidates. Michelle is responsible for coordinating the recruitment process workflow, establishing timelines and monitoring progress. She is also responsible for managing communication channels, ensuring that everyone involved is informed of critical developments and updates.

Specific experience

- More than ten years of administrative support experience for multiple departments, including human resources and marketing
- Four years of experience in information technology help desk and support
- Survey and data reporting
- Reference checks for potential candidates
- Interview coordination and scheduling
- Recruitment marketing research and organization

RECRUITMENT ANALYST

Diane Segulia

Diane Segulia, a recruitment analyst at Baker Tilly, has been with the firm since 2015.



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30 E Seventh St
Suite 3025
St. Paul, MN 55101
United States

T: +1 (651) 223 3094
diane.segulia@bakertilly.com

bakertilly.com

Education

University of Minnesota – partial credits (Minneapolis, Minnesota)

Diane is a recruitment analyst with Baker Tilly's executive recruitment practice group. Her responsibilities include conducting research for the consultants, completing background checks, coordinating information and resources and collaborating with candidates and clients through all phases of an executive recruitment.

Specific experience

- More than ten years of administrative support experience in public sector and private sector organizations
- Compiling and organizing candidate materials
- Coordinating with candidates throughout the recruitment process
- Conducting reference checks for potential candidates
- Coordinating and scheduling interviews
- Recruitment marketing research and organization

RECRUITMENT ANALYST

Carrie Thompson

Carrie Thompson, a recruitment analyst with Baker Tilly, has been with the firm since 2021.



Baker Tilly US, LLP

8219 Leesburg Pike
Suite 800
Tysons, VA 22182
United States

T: +1 (703) 923 8040

carrie.thompson@bakertilly.com

bakertilly.com

Education

Bachelor of Arts in communication
with a concentration in media
production and criticism
George Mason University

Carrie facilitates smooth sailing during the recruitment process. She runs reports, coordinates outreach and organizes essential documents. Along with her work behind the scenes, she collaborates with clients and candidates to help them on their journey to success.

Specific experience

- More than 15 years of customer service experience for multiple industries
- More than four years of experience in recruiting coordination, including interview scheduling and candidate communication
- Expertise in marketing and position advertising via LinkedIn
- Reference and extensive background checks for potential candidates

Community involvement

- Mission trip volunteer with Herndon United Methodist Church



FEBRUARY 2024

City Manager Recruitment Proposal

FOR THE CITY OF SCAPPOOSE, OR

PRESENTED BY

Greg M. Prothman

President, GMP Consultants

GMP CONSULTANTS

Greg@gmphr.com

(206) 714-9499

www.gmphr.com



February 26, 2024

Mr. Joseph Backus
Mayor
City of Scappoose
33568 E. Columbia Ave
Scappoose, OR 97056

Dear Mayor Backus,

Thank you for the opportunity to provide a proposal to assist the City of Scappoose with the recruitment of its next City Manager.

I would be very excited to work with the City again as I was selected to conduct the city manager recruitment that brought Michael Sykes to the City. We also recommend Mr. Larry Lehman as interim city manager for that process too. GMP is well positioned to partner with the City as we are currently or recently completed city management searches for the cities of:

- Cottage Grove, OR – City Manager
- Shady Cove, OR - City Administrator
- Canby, OR - City Administrator
- John Day, OR – City Manager

Additionally, GMP is conducting or recently management recruitments for:

- Grays Harbor County – County Administrator
- Kennewick, WA, - City Manager
- Brainerd, MN, - City Administrator
- Moab, UT - Assistant City Manager
- City of Belgrade, MT – Assistant City Manager
- Lewis County WA – County Manager
- Mountlake Terrace WA – City Manager
- Tumwater - City Administrator

These and other recently completed searches provide us with an excellent knowledge of both Oregon and national city management candidates for the City of Scappoose city manager recruitment. Having conducted 600 total recruitments including *40 Oregon city/county manager recruitments* we believe GMP's proven process provides a best practices approach to attracting high-quality candidates and ensuring a good fit for your organization. We have earned a reputation for providing superior service and building lasting relationships with both clients and candidates.

If you have any questions or would like to discuss your specific needs, please do not hesitate to contact me at (206)714-9499 or Greg@gmphr.com. I look forward to hearing from you and hope to have the opportunity to work together soon.

Sincerely,

Greg M. Prothman
President
GMP Consultants

ABOUT GMP CONSULTANTS

GMP Consultants is a Pacific Northwest-based public sector executive search firm with a collective 235 years of local government leadership experience with both regional and national relationships. GMP Consultants offer our clients experienced subject matter experts with a solid understanding of local government coupled with decades of experience. We have served in a wide range of executive positions, from city and county management to public works, management information systems, and finance.

Our Qualifications

Founded and led by Greg M. Prothman, formerly the CEO of Prothman, GMP consultants have worked on over 600 executives searches and over 80 public sector consulting projects. All our senior search consultants are active in both ICMA and local state level city management associations or in their respective professional associations.

Our Philosophy

Our business philosophy centers on the understanding that this is a “people” related industry. We have a reputation for providing superior service and building lasting relationships with both clients and candidates. We believe that attention to others’ needs is the key to effective customer service.

Why Choose GMP?

What you get with GMP Consultants is personal service. You appreciate it when phone calls are returned, projects stay on schedule and your challenges are given thorough and creative thinking. While other companies may assign your business to lesser experienced staff, we offer exceptional service from senior-level consultants

- **Service & Relationship** - Our consultants bring a reputation for providing outstanding service and building lasting relationships with both clients and candidates.
- **Customized Solutions** - We take the time to become familiar with your organization to ensure that we offer the best solution and not just a single service.
- **People First** - We work closely with you and your candidates through every stage of the recruitment process, creating a welcoming candidate experience and ensuring an effective recruitment outcome.
- **Team Approach** – With nine former city managers our consulting group works as a team to leverage their networks to assist with each assignment and give your challenges thorough and creative thinking.

PROJECT TEAM MEMBERS

Greg M. Prothman – President

Greg offers a unique combination of 20+ years of experience in various functions of government and 25 years of experience in public sector recruitment. Prior to forming GMP Consulting, Greg founded and was the founder and driving force at the Prothman Company as its CEO. Prior he was a partner at Waldron & Company. Early in his career Greg served as a police officer for the University of Washington and the City of Renton. He left police work after completing his Master's degree 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. A Seattle native, Greg completed his BA at Western Washington University and his Master of Public Administration (MPA) degree from the University of Washington. Additionally, he completed the Senior Executives in State and Local Government program at Harvard University. Greg is a volunteer member of Seattle Mountain Rescue and a member of Crystal Mountain Ski Patrol.

Bob Larson – Lead Consultant (*Lead recruitment consultant on Cottage Grove City Manager, Shady Cove City Administrator, Canby City Administrator, Mountlake Terrace City Manager & Greys Harbor County Administrator searches*).

Bob is an accomplished municipal manager who has held senior management positions in local government since 1987. His service includes 17 years with two communities in Washington State and 17 years with three communities in Minnesota. Bob is a past-president of the Washington City-County Manager Association (WCCMA). He also served on the board of directors of the Association of Washington Cities (AWC). He is known and well respected within municipal government for his leadership and management qualities. Bob has a strong background in municipal finance, capital programs development, creating community partnerships, economic development, customer service improvements and organizational development. He has a Bachelor of Science degree and a Master of Arts degree, both in Urban & Regional Studies. He is an avid cross-country skier, cyclist and hiker. He and his partner, Jane, enjoy travelling and new adventures. Most importantly, he is the proud father of Ben and Emma.

Richard Meyers – Co Lead Consultant Richard is the retired City Manager of the City of Cottage Grove, Oregon (pop. 10,729) where he served as City Manager for 26 years and has worked in local government for over 36 years. Prior to Cottage Grove he served as the City Manager for Myrtle Point, Oregon for seven years. Richard attended Brigham Young University, where he earned a bachelor's degree in Public Policy and a master's in Public Administration. He was recently appointed as a Senior Advisor for the Oregon City/County Management Association (OCCMA) and is a Life member of the International City/County Management Association (ICMA). Richard and his wife, Wanda, have 4 married children and 10 grandchildren (two more grandchildren are expected in the Summer 2024). Richard and Wanda live in a home originally constructed prior to 1895 and enjoy learning the history of the home and maintaining its charm. He enjoys cycling and flat-water kayaking.

Kate Hansen – Project Manager

Kate is a certified Project Management Professional (PMP) with a background in business, nonprofit, and fire administration. She has served as a Public Records Officer as well as a political campaign manager, and brings a distinguishing blend of attention to detail, creativity, and critical thinking. Kate holds a B.A. in Theatre from Chapman University with an emphasis on stage management.

Sarah Marsh – Content Designer

Sarah brings a background across nonprofit, business, government, and education sectors. She holds an M.B.A in Organizational Behavior & Development from the University of Vermont. She also publishes in the field of

American History and is the author of two award-winning children's books with Disney-Hyperion and Little, Brown. Sarah has a heart for researching and highlighting what makes a community and organization special.

Brenda Gabbitas - Candidate Manager

Brenda has over a decade of experience working with many communities around the globe in both public and private sectors. She leans on her experiences to build lasting relationships with everyone she works with while delivering unparalleled levels of service. Brenda holds a Bachelor's of Education in Early Childhood Development from Utah Valley University.

WORKPLAN & APPROACH

INFORMATION GATHERING & RECRUITMENT PROFILE DEVELOPMENT

Review and Finalize Search Process and Schedule

We'll meet with the Mayor & City Council and staff to review project needs, process, schedule, and identify the scope of the recruiting market. Our goal is to thoroughly understand your organization, current challenges, timeline, and preferred qualifications for this recruitment.

Develop, Review, and Approve a Detailed Recruitment Profile & Invitation

We'll create a detailed recruitment profile highlighting the strengths of your job opportunity. If requested, we will assist in reviewing the position compensation and will make recommendations that are consistent with comparable agencies and the market. Examples of prior recruitment profiles are included in this proposal and typically feature the following:

- Why Apply?
- Community Profile
- The Organization, Department, & Position
- The Ideal Candidate
- Challenges & Opportunities
- Compensation & Benefits
- Resources
- Your Social Media (if applicable)

STRATEGIC MARKETING

Targeted Recruitments - We develop advertising and place ads in websites, job boards, and periodicals.

Targeted ad placement will include:

- Intl. City Managers Association (ICMA)
- Oregon City Managers Association
- Oregon League of Cities
- Association of Oregon Counties
- Washington Association of Cities
- Association of Idaho Cities
- Municipal Management Association of Northern California
- Western Cities
- California City Management Foundation
- Colorado City Managers Association
- Government Jobs
- Careers in Government
- LinkedIn
- GMP Job Board

Development of Candidate Database for Direct Mail Invitations - We will mail approximately 700 to 900 letters of invitation to city managers/administrators in the 11 western United States and send invitation to apply emails to over 3000 city manager & administrators.

CANDIDATE SCREENING AND SHORTLIST PRESENTATION

Candidate Application Materials - Candidates are asked to submit a cover letter, application, resume, answers to supplemental questions (designed to measure writing and thinking skills) and five professional references.

Selection & Interview of Semifinalists - We review all candidate application materials and identify 8 to 12 of the most promising semifinalists. We conduct a one-hour interview with each semifinalist and provide written observations.

Search Work Session – We will meet with you to review semifinalists. Prior to the meeting we will send you the: each applicant’s cover letter, resume, essay questions, the consultant semifinal interview notes and candidate summary sheet. The Mayor & City Council select the finalist candidates and design the final interviews.

FINAL INTERVIEWS & SELECTION

Design and Preparation of Final Interviews - We will help you decide on the structure and schedule of the interviews, including the panel participants and facilitators. We will tailor the process to fit your needs and prepare all the candidate materials for the interviews.

Reference & Background Checks - We conduct professional reference checks on each candidate, requesting the names of supervisors, subordinates, and peers. Background checks include Education Verification, Criminal History, Driving Record, and Sex Offender Check.

Candidate Travel - We'll also help you identify which candidate travel expenses your organization wishes to cover and then work with the candidates to coordinate the most cost-effective travel arrangements.

Final Interviews & Selection - The Mayor & City Council (and advisory panels if used) interview finalists. We will facilitate a debrief with all panel participants. 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.

Candidate Appointment - We will facilitate potential contract elements with the Mayor & City Council. Once your top candidate has been selected, we will assist as needed with the job offer, contract negotiations, and employment agreement.

RECRUITMENT SCHEDULE EXAMPLE

Recruitments take approximately 90 days to complete.

| | | |
|------------------------------------|-------------|--|
| Kickoff Meeting | | Client & GMP: Meet to discuss timeline & search process |
| Profile Development | Week 1-2 | GMP: Meet with key stakeholders & create position profile |
| Advertising | Weeks 3 - 7 | GMP: Post online ads; send direct mailing |
| First Review | Week 8 -9 | GMP: Conduct preliminary interviews with most promising candidates |
| Work Session | Week 10 | GMP & Client: Meet to review semifinalists and choose finalist candidates |
| Final Interview Preparation | Week 11-12 | GMP: Conduct background & reference checks, complete final Interviews schedule, coordinate travel with candidates |
| Final Interviews | Week 12 | Client: Hosts finalist interviews Client: Makes hiring selection |

PROFESSIONAL REFERENCES

City of St Helens, OR

John Walsh, City Administrator
jwalsh@sthelensoregon.gov
503-366-8211
Finance Director

City of Canby, OR

Brian Hodson, Mayor
HodsonB@canbyoregon.gov
503 263 5528
City Administrator (2)

City of Gearhart, OR

Chad Sweet, City Administrator
chadsweet@cityofgearhart.com
503-738-5501
Police Chief
Division Chief - fire department (*recently completed*)

City of Belgrade, MT

Neil Cardwell, City Manager
ncardwell@cityofbelgrade.net
406-388-3760
City Manager
Assistant City Manager

PROFESSIONAL FEE

The fee for conducting a City Manager recruitment is \$17,500. The professional fee covers all consultant and staff time required to conduct the recruitment. Professional fees are billed in three equal installments: at the beginning, halfway, and upon completion of the final interviews. The City of will be responsible for reimbursing expenses incurred on the City's behalf.

Expenses include:

- Websites, job boards and other advertising (approx. \$1,400 - 1,600 est.)
- Direct mail announcements (approx. \$1,300 - \$1,600 est.)
- Consultant travel: Mileage at IRS rate and \$65 per hour
- Background checks (approx. \$225 per candidate)

The City has the right to cancel the search at any time. The City's only responsibility would be the fees and expenses incurred prior to cancellation.

GUARANTEE & WARRANTY

Should the selected candidate leave the employment of the City within the first 12 months of appointment, we will conduct one additional recruitment for the cost of expenses only, if requested to do so within six months of the employee's departure. If the major elements of the process are followed and a candidate is not chosen, we will repeat the recruitment once with no additional professional fee, the only cost to you would be the expenses.

IN PROCESS SEARCHES OR RECENTLY COMPLETED OREGON SEARCHES

City of Shady Cove, OR
City Administrator

City of Cottage Grove, OR
City Manager

City of Kennewick, WA
City Manager

City of Brainard, MN
City Administrator

City of Moab, UT
Assistant City Manager

Greys Harbor County, WA
County Administrator

City of Canby, OR
City Administrator (2)

City of John Day, OR
City Manager

City of Oak Park Heights, MN
City Manager

City of Sandy, OR
Police Chief
Finance Director

Lincoln County, OR
Finance Director

Redmond Fire & Rescue, OR
Fire Chief

City of Madras, OR
Finance Director
Human Resources Director

City of Gearhart, OR
Police Chief
Division Chief - Fire

City of Umatilla, OR
Police Chief

OREGON CAO SEARCHES BY CONDUCTED BY GMP'S CONSULTANTS AND MANAGERS

City of Astoria, OR (2)
City Manager

City of Bandon, OR
City Manager

City of Burns, OR
City Manager

City of Canby, OR
City Administrator (2)

City of Coburg, OR
City Administrator

City of Coquille, OR
City Manager

City of Cottage Grove, OR
City Manager

City of Drain, OR
City Administrator

City of Damascus, OR
City Manager

City of Gladstone, OR
City Administrator

City of Hermiston, OR
City Manager

City of Hood River, OR
City Manager

City of John Day

City Manager

City of Lake Oswego, OR
City Manager

City of Lebanon, OR
City Manager

City of Lincoln City, OR
City Manager

City of McMinnville, OR
City Manager

City of Milwaukie, OR
City Manager

City of Mt. Angel, OR
City Manager

City of Ontario, OR
City Manager

City of Scappoose, OR
City Manager

City of Shady Cove, OR
City Administrator

City of Toledo, OR
City Manager

City of Troutdale, OR
City Manager

City of Umatilla, OR
City Manager

City of Waldport, OR
City Manager

City of West Linn, OR
City Manager

City of Wood Village, OR
City Manager

City of Woodburn, OR
City Administrator

City of Yachats, OR
City Manager

Clackamas County, OR
County Administrator

Clatsop County, OR
County Manager (2)

Curry County, OR
County Administrator

Deschutes County, OR
County Administrator

Hood River County, OR
County Administrator

Lane County, OR
County Administrator

ADDITIONAL CAO SEARCHES BY GMP'S CONSULTANTS AND MANAGERS

Borough of Sitka, AK

Municipal Administrator

City & Borough of Wrangell, AK

Borough Manager

City & County of Broomfield, CO

Deputy City and County Manager

City of Arlington, WA

City Administrator

City of Bainbridge Island, WA

City Administrator

City of Battle Ground, WA

City Manager (2)

City of Belgrade, MT

City Manager (2)

City of Bingen, WA

City Administrator

City of Bothell, WA

Deputy City Manager

Assistant City Manager

City of Carnation, WA

City Manager (2)

City of Casper, WY

City Manager

City of Chehalis, WA

City Manager (2)

City of Chelan, WA

City Administrator (3)

City of Clyde Hill, WA

City Administrator

City of College Place, WA

City Administrator

City of Colorado Springs, CO

Assistant City Manager

City of Connell, WA

City Administrator (2)

City of Covington, WA

City Manager

City of DuPont, WA

City Administrator

City of Duvall, WA

City Administrator

City of Edgewood, WA

City Manager (2)

City of Ellensburg, WA

City Manager

City of Emeryville, CA

City Manager

City of Fife, WA

City Manager

City of Fircrest, WA

City Manager (2)

Town of Friday Harbor

City Administrator

City of Gig Harbor, WA

City Administrator

City of Gillette, WY

City Administrator

City of Hailey, ID

City Administrator

City of Issaquah, WA

City Administrator

Deputy City Administrator

City of Kelso, WA

City Manager

City of Kenmore, WA

City Manager (2)

City of Ketchum, ID

City Administrator

City of Lacey, WA

City Manager (2)

City of Lake Forest Park, WA

City Administrator (3)

City of Lake Stevens, WA

City Administrator

City of Lakewood, WA

City Manager

Assistant City Manager

City of Leavenworth, WA

City Administrator (2)

City of Lewiston, ID

City Manager

City of Livingston, MT

City Manager

City of Longview, WA

City Manager

City of Louisville, CO

City Manager

City of Lynden, WA

City Administrator

City of Mill Creek, WA

City Manager

City of Newcastle, WA

City Manager (2)

City of Minot, ND

City Manager

City of Monroe, WA

City Administrator

City of Moses Lake, WA

City Manager (2)

City of Mountlake Terrace, WA

City Manager (2)

City of Mukilteo, WA

City Administrator

Management Services Director

City of Newcastle, WA

City Manager (2)

City of Normandy Park, WA

City Manager

City of Othello, WA

City Administrator

City of Pasco, WA

City Manager (2)

Deputy City Manager

City of Polson, MT

City Manager

City of Port Angeles, WA

City Manager

City of Post Falls, ID

City Administrator

City of Prosser, WA

City Administrator

City of Puyallup, WA

City Manager

City of Rawlins, WY

City Manager

City of Renton, WA

Chief Administrative Officer

City of Ridgefield, WA

City Manager

City of Riverton, WY

City Administrator

City of Sammamish, WA

City Manager (2)

City of Shelton, WA

City Administrator

City of Sheridan, WY

City Administrator

City of Shoreline, WA

City Manager (2)
Deputy City Manager

City of South Lake Tahoe, CA

City Manager

City of Spearfish, SD

City Administrator

City of Spokane Valley, WA

City Manager

Deputy City Manager

City of Stanwood, WA

City Administrator

City of Stevenson, WA

City Administrator

City of Sultan, WA

City Administrator

City of Sun Valley, ID

City Administrator

City of Sunnyside, WA

City Manager

City of Thorne Bay, AK

City Administrator

City of Tumwater, WA

City Administrator

City of Vancouver, WA

Assistant City Manager

City of Walla Walla, WA

City Manager

City of White Salmon, WA

City Administrator

City of Whitefish, MT

City Manager

City of Woodinville, WA

City Manager

City of Woodland, WA

City Administrator

City of Yakima, WA

City Manager

Assistant City Manager

City of Yelm, WA

City Administrator

Blaine County, ID

County Administrator

County of Los Alamos, NM

County Administrator

Eagle County, CO

County Manager

Franklin County, WA

County Administrator

Gunnison County, CO

County Manager

Assistant County Manager

Island County, WA

County Administrator

Inyo County, CA

Assistant/Deputy County

Administrator

County Administrative Officer

Jefferson County, WA

Central Services Director

Lewis County, WA

County Manager

Mason County, WA

County Administrator

Mono County, CA

County Administrative Officer

Assistant County Administrative

Officer

San Juan County, WA

County Manager

Snohomish County, WA

Executive Director (2)

Summit County, UT

County Manager

Thurston County, WA

Assistant Chief Administrative Officer

Town of Friday Harbor, WA

Town Administrator

Town of West Yellowstone, MT

Town Manager (2)

WORK SAMPLES: POSITION PROFILE AND INVITATION TO APPLY LETTER

(Attached). Additional samples available at gmphr.com. Copyright © 2023 by GMP Consultants, . All rights reserved.

CITY ADMINISTRATOR

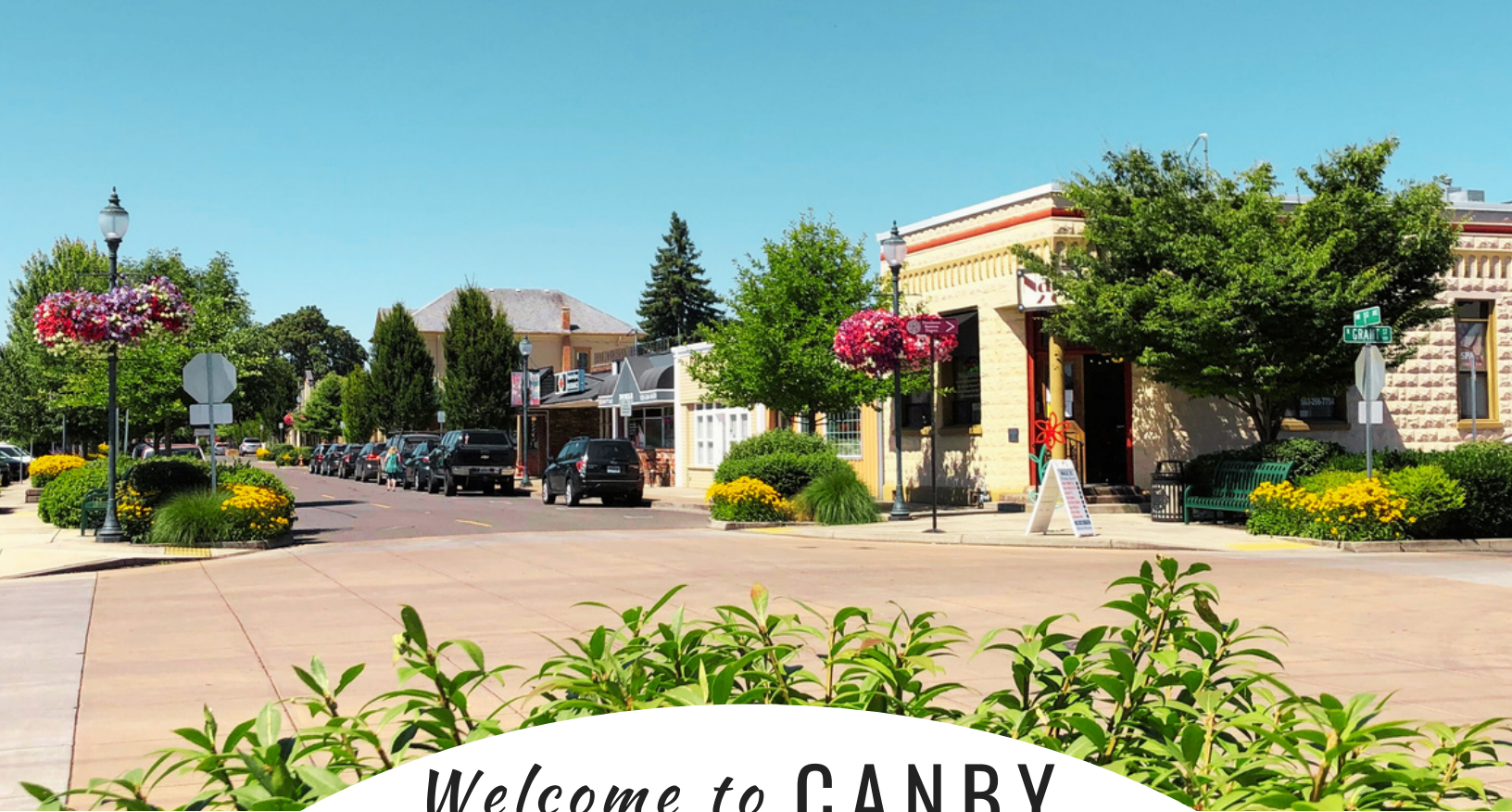
CITY OF CANBY, OREGON



Why Apply?

This is a premier opportunity to lead a financially stable organization and help the community shape its future through positive changes related to its strategic location within the Portland metropolitan area. Canby is a tight-knit and friendly community that shows an abundance of care for one-another. The City is striving to maintain its high quality of life while it manages its growth through a strong community vision.

Canby has consistently been recognized as one of the safest communities to live in Oregon. The Mayor and Council, employees and members of the various advisory boards, commissions, and committees have a strong desire for leadership and guidance. The new City Administrator will have the opportunity to forge a team concept to apply to deliberations around issues and projects.



Welcome to **CANBY**

Located 30 minutes south of Portland in the picturesque Willamette Valley, Canby is a warm and welcoming community of 19,000 that offers a country living alternative within reach of the Portland metropolitan area.

Incorporated in 1893, Canby celebrates a rich history. Many of the buildings in the original 24-block town site still exist and the city is surrounded by early farmhouses and barns, reflecting the region's agricultural heritage.

Canby is a growing city, as the population has more than doubled since 1990. Canby takes pride in maintaining its small-town feel and residents appreciate their close-knit community, local movie theater, and the quaint Canby Ferry providing transportation across the Willamette River since 1914.

The city's economy benefits from its location in the fertile Willamette Valley just four miles off Interstate-5. Agriculture continues to play a significant role, from U-pick farms to a sophisticated nursery industry of flowers, shrubs, and trees that are sold nationwide. Canby also lies in Oregon wine country, a region known for its world-class wineries and vineyards offering outdoor dining and tasting experiences.

The community has strong ties to nature as the Willamette, Molalla, and Pudding Rivers all meander through Canby. Residents and visitors can fish, swim, boat, float, and jet ski within a few miles of town. Mollala River State Park is where the three rivers meet, providing opportunities for hiking, picnicking, and wildlife viewing in this important floodplain habitat. The city's 3.5 mile Logging Road Trail is popular for offering a long and quiet path for bikers, skaters, walkers, and runners.

The town gathers to celebrate its community spirit with annual events like the Canby Farmers Market, Slice of Summer outdoor concerts, Canby's Big Weekend, Independence Day Celebration, and the Clackamas County Fair and Rodeo, which has been held annually since 1907. Portland International Airport serves the region just 30 minutes away.

THE CITY OF CANBY

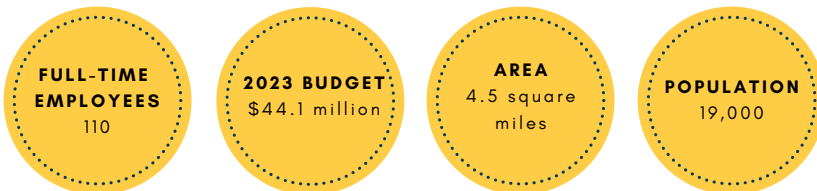
Incorporated in 1893, the City of Canby operates under a Mayor-Council form of government with a 2023-2024 budget of \$44.1 million and a team of 110 FTE. The mayor serves for a term of two years, elected at each biennial general election. The Council is composed of six members elected from the city at large, each for a term of four years.

The City Council is responsible for passing ordinances, adopting the budget, appointing committees and hiring the City Administrator, City Attorney and the Municipal Judge. The City Administrator directs, coordinates, and administers the activities of the City as defined by the Mayor and Council. The City Council encourages broad community participation on City Boards and Commissions.

The City provides a full range of services: public safety; library; construction and maintenance of streets, parks, cemetery, and sewer infrastructure; recreational activities and swim center; a transit system; current and long-range planning; and development review. Canby owns and operates a wastewater system and treatment plant. The Canby Utility Board, a component unit of the City, manages and operates the water and electric infrastructure for the city.

Senior services are provided by a non-profit organization, housed in the City-owned Canby Adult Center. Fire protection is provided by Canby Fire District, a full-service provider including EMS ambulance transport and a Class 2 ISO rating. The city is annexed into the Canby Fire District. Phone, cable, and trash disposal are provided by private businesses. Canby is part of Canby School District 86.

Canby also has an Urban Renewal Agency (URA) which undertakes projects in the designated Urban Renewal District. The URA is a distinct municipal corporation and its budget is separate from the City. At this time, the Council's goal is to sunset the agency in 2025 or 2026.





View job
description
[here](#)

THE CITY ADMINISTRATOR

The City Administrator is responsible for general day to day administration of the City; working with the Mayor and City Council to implement their goals; enforcing the rules and contracts of the city; providing leadership to all City staff and direct supervision of 10 department directors; serves as the purchasing and contracting agent for the City; acts as the City budget officer; and supervises properties and the utilities of the City except those operated by the Canby Utility Board. Additional responsibilities of the Administration department include the office of the City Recorder, and legal counsel to the Mayor and City Council through the office of the City Attorney.

THE IDEAL CANDIDATE

- Is clear about the dynamic and boundaries that should exist between staff and elected officials and able to ensure these lines are followed.
- Maintains and advances the City's partnerships within the community, especially with the fire district, utilities district, and the school district.
- Will live in Canby and commit to a long tenure, actively participate in the community, and be eager to immerse into the social and cultural fabric of the community.
- Is confident and has a self-assured demeanor that will engender trust with council and staff.
- Has integrity and honesty beyond reproach and is transparent on all matters. Confronts and addresses controversy transparently and constructively.
- Embraces diversity and has demonstrated ability and success connecting with diverse groups of people.
- Inspires staff through positive actions. Treats staff respectfully and demonstrates appreciation for good work effort and projects done well.
- Is fiscally responsible and has a broad understanding of all City operations.
- Figures out a way to get to "yes"—is solution oriented and responds to issues and inquiries in a positive way.
- Is committed to empowering employees while holding them accountable.
- Has facilitation skills that support and enable the council to reach consensus, especially on difficult issues.
- Listens and is open to new ideas. Is willing to learn from and listen to other points of view.
- Will regularly and frequently engage the mayor and council members, seek their input, and follow through with their ideas.
- Has the command presence to diplomatically challenge the mayor and council — the ability to disagree without being disagreeable.
- Has demonstrated leadership skills and the ability to make timely, clear, and unambiguous decisions.

OPPORTUNITIES & CHALLENGES

1) **A Changing Population & Culture** - The community is transitioning and is more diverse than 20 years ago. How it adapts to and accommodates a changing culture and population will be important. Residents and businesses need to be engaged and assured that these changes will improve the community and make it stronger and more resilient.

2) **Volunteerism** - The City enjoys strong volunteerism as evidenced by its active advisory commissions, committees, and boards. Their individual and collective effectiveness has the potential to be enhanced and strengthened through the development and implementation of a management system to improve working relationships, the decision-making process, consistency, and predictability.

3) **Vision & Goals** - The Mayor and Council, the community, and City organization are embarking on major updates to the community's comprehensive and transportation plans that will embrace a community vision and set goals for the decades ahead. The City Administrator will need to diligently and methodically address, adhere to, and help achieve these objectives over the next several years.

4) **Strategic Plan** - The development of a 3 to 5-year strategic plan that is updated and amended as projects are completed is crucial. This will enable all key stakeholders and decision-makers to stay abreast of issues, projects, and priorities.

5) **Trust and Relationships** - The organization will benefit from a strong leader who possesses a confident personality; can lead and guide staff; bring the Mayor, Council, and staff together to feel part of the team; and actively engage and build positive working relationships with the City's boards, committees, commissions, and key community organizations and institutions.



EDUCATION & EXPERIENCE

Bachelor's degree from a four-year college or university in public administration, business management, or closely related field; and ten years experience with a minimum five years related experience as a City Manager, Assistant City Manager, or department head.

Or any satisfactory combination of experience and training which demonstrates the knowledge, skills and abilities to successfully perform the job.

DESIRED: Master's degree in a related field and previous Oregon experience in a City Administrator/Manager position.



COMPENSATION & BENEFITS

The City of Canby is offering an annual salary range of \$150,000 to \$185,000 for this position, dependent upon experience and qualifications. Residency within city limits is required.

- Holidays - 11 plus 1 personal
- Paid Vacation
- Paid Sick Leave - 96 hours per year
- Administrative Leave - 55 hours per year
- Oregon PERS/ OPSRP Retirement Plan
 - 6% employee portion paid by City
- Medical, Dental, & Vision Insurance
- Life Insurance and Long-Term Disability
- Deferred Compensation Plan

RESOURCES

[Council Values & Goals](#)

[2023-2024 Annual Budget](#)

[Canby Area Chamber of Commerce](#)

[Explore Canby](#)



TO APPLY

Apply Online: gmphr.com

First Review: **September 24, 2023**

More Info: **Bob Larson, GMP Consultants**
bob@gmphr.com / (425) 894-8097



Welcome to COTTAGE GROVE



Dear Colleague,

GMP Consultants is assisting the **City of Cottage Grove, Oregon** in finding a **City Manager**. Perhaps this is the right time in your career to consider this exciting opportunity. If not, would you please pass this on to others who may be interested?

Thank you for your consideration and assistance.

Greg M. Prothman, GMP Consultants
greg@gmphr.com / 206-714-9499



WHY APPLY?

Cottage Grove is a picturesque community in southern Willamette Valley that serves as the gateway to southern Oregon. Twice named an "All-American City" by the National Civic League, Cottage Grove's traditional small-town values make it an appealing place to live and raise a family. The community also enjoys a great sense of volunteerism and can-do attitude that are reflected in strong community partnerships. In Cottage Grove, economic development and redevelopment opportunities abound. The next City Manager will have the opportunity to further shape the community and support it in achieving its vision.

THE CITY OF COTTAGE GROVE

Situated at the southern end of the picturesque Willamette Valley, Cottage Grove is known for its scenic beauty, historic covered bridges, and small-town charm. In 2021, Cottage Grove was named one of 60 "Charming American Towns" by both House Beautiful Magazine and Oprah Magazine.

Incorporated in 1887, the City of Cottage Grove operates under a Council-Manager form of government with a total budget of \$51 million and a team of 93 FTEs. The City of Cottage Grove has seven elected officials: the Mayor and six City Councilors. The Mayor is elected for a two-year term and the City Councilors are elected for four-year terms.

Mayor Solesbee is serving her first term as Mayor of the City of Cottage Grove after being elected to the position in November 2022. Previously, she served as City Councilor in Ward 3 from 2018 to 2022.

Departments include City Manager's Office, Finance Department, Police Department, Library Services, Public Works, and Development Department and Divisions.



View
full position
profile at
gmphr.com

THE CITY MANAGER

The City Manager is the Chief Administrative Officer of the City. The City Manager works under the general direction of the Mayor and City Council, which establishes policies and ordinances that the City Manager implements and administers. The City Manager directs and supervises all activities of the City departments to the end of obtaining the utmost efficiency in each and implements policy as established by the Mayor and City Council. The City Manager's Office is responsible to the Mayor and City Council for the planning, coordination, and overall performance of City services. The City Recorder serves as the manager's Administrative Assistant.

EDUCATION & EXPERIENCE

The ideal candidate will have a bachelor's degree from an accredited college or university in Business Administration, Public Administration or a closely related field and a minimum of 7 years progressively responsible management experience. An advanced degree in public administration or related field is preferred. However, any combination of education and experience providing the knowledge, skills, and abilities necessary for successful performance is qualifying. The City of Cottage Grove is committed to fostering diversity, equity, and inclusion in its government and community, and encourages applicants from all backgrounds to apply.

**LEARN
MORE**

Visit: gmphr.com

Salary Range: **\$150,000 to \$185,000** annually DOQ

First Review: **November 5, 2023**

More Information: Bob Larson, GMP Consultants
bob@gmphr.com / (503) 894-8097



March 6, 2024

CITY OF SCAPPOOSE CITY MANAGER RECRUITMENT QUOTE

Thank you for the opportunity to submit a quote to conduct the City Manager recruitment for the City of Scappoose. While our quote stays within the requested two-page limit, we can provide a more detailed proposal with sample materials if requested.

Firm Overview: Jensen Strategies, LLC is a Portland-based management consulting firm founded in 2012, specializing in collaborative governance, strategic planning, organizational and policy development, policy analysis, and executive recruitment for public, private and non-profit clients. Our goal is to help our clients achieve clear and tangible outcomes through processes that are inclusionary, fact-based, transparent, and collaborative. Our firm is an Oregon-certified Emerging Small Business (#9880).

Why Jensen Strategies: Jensen Strategies offers a unique combination of knowledge, skills, and experience to conduct the City Manager recruitment:

- We are highly knowledgeable and familiar with issues facing Oregon local governments through our extensive work with cities, counties, specials districts, and the State on other projects.
- We know Oregon public records, meeting, and hiring laws to keep our clients within legal requirements.
- Our firm is well-networked with local governments across the state to be able to identify and vet potential candidates that may be the best fit for our recruitment clients. We also have national connections to help identify potential out-of-state candidates.
- Our process is responsive and sensitive to staff capacity while effectively integrating their expertise in a way that respects and best utilizes their time.
- We treat our candidates with dignity and respect throughout our recruitment processes.

Relevant Experience

We have had the honor to provide City Manager recruitments services for the following cities in Oregon: Cannon Beach (2017), Carlton (2020), Cornelius (2022), Estacada (2022), Fairview (currently recruiting), Hood River (2021), Newport (currently recruiting), North Bend (2020), Sandy (2023), Seaside (2022), Sheridan (2021), Sisters (2023), Stayton (2022), Warrenton (2022), and Yachats (2023)

References Provided on Request

Scope

Our three phase comprehensive recruitment process includes:

Phase 1- Start-up / Candidate Profile Development

Phase 1 focuses on gathering information from stakeholders through interviews, a public input meeting and surveys to develop the position profile for adoption by the Council. The profile describes what the City is looking for in its next City Manager, serves as a foundation for evaluation criteria, and fulfills Oregon public meeting law to hold executive sessions related to the recruitment.

Tasks Include: Start-up meeting, background research on the City, conducting up to 12 virtual Zoom interviews, virtual public input session, two online surveys (one for staff and one for the community), drafting the profile, attending a work session with the Council, and preparing final profile materials for Council adoption.

Phase 2- Position Advertisement

Phase 2 will include the recruitment brochure development and a multi-faceted advertisement approach of the position. We will also directly contact our extensive professional network to inform them of the opening.

Tasks Include: Brochure development, advertisement, and proactive recruitment.

Phase 3- Candidate Screening / Contract Negotiation

Phase 3 will include the screening of the candidates from the application stage through the finalist interview week process.

Tasks Include: Application review; Semi-finalist Zoom interviews for up to 10 candidates; Executive Session meeting to make recommendations for up to four finalists; Reference and background checks; Press release announcing up to 4 finalists; Coordination with the City for finals week events; Two finalist receptions with one each for staff and community, (surveys will be collected for input from attendees); Three interview panels (community leaders, local public administrators, and department heads); City Council interviews; and a facilitated Council executive session to select a preferred candidate. We are available to advise in the contract negotiations (not to exceed 4 hours) and recommend the City Attorney lead the negotiations.

Our Team

Erik Jensen- Principal- Project Manager

Amelia Wallace- Senior Associate- Assistant Project Manager

Emily Rehder- Operations Manager- Logistics

We have a team of former public administrator consultants exclusive to our firm who will serve as application and first-round interview evaluators. They bring a firsthand understanding to the position we are recruiting. Individual resumes available upon request.

Project Cost

Professional Fee: Jensen Strategies' fees includes all staff time, meetings and communication with the City, preparation of documents and advertisements, candidate profile development, application screening, communications with candidates, interviews, reference checks, candidate travel coordination, preparation/facilitation/moderation of stakeholder meetings and interview panels, and other tasks related to the recruitment. Travel time will be billed at half of the team member's fee. Our professional fees for the approach offered is: **\$26,000***

* this budget reflects a \$2,000 previous recruitment client discount

Direct Expenses: Expenses including advertising fees, background checks, travel, and graphic design are the responsibility of the City. Whenever possible, we will wait for your approval before incurring expenses. **Estimated direct expenses: \$5,500.**

Jensen Strategies will submit invoices to the City on a monthly basis for services rendered, with payment due in 30 days.

Guarantee

Jensen Strategies stands by our work. If the selected candidate resigns or is terminated for cause within **one year** of the hire date, we will conduct one replacement recruitment for no additional professional fees. The guarantee is subject to terms which are available upon request.

STATEMENT OF QUALIFICATIONS

ABOUT PROTHMAN

Founded in 2002, Prothman specializes in providing executive recruitment services to cities, counties, districts, and other governmental agencies throughout the United States. Driven by our passion for local government, we do what we do because we love helping organizations thrive! Having served organizations both large and small, near and far, our entire team believes that no job is too big or too small, we are happy and excited to help.

OUR EXPERTISE

Recruitment Knowledge and Experience: The Prothman team has conducted over 850 recruitments and interim placements. We understand politics, Council and Board dynamics, and community passion, and we are experts in facilitating. We have designed our recruitment process so that all stakeholders are included, listened to, and treated with respect. Our company takes pride in and stakes its reputation on finding qualified candidates who are the right “fit” for our clients.

OUTREACH EXPERTS

Our Ability to Connect to Potential Candidates is Unmatched! Our thorough approach to each recruitment ensures that we are casting the widest net possible to find the right candidate that will fit your needs. Our outreach program includes personal contacts and networking, individual direct mail job announcement campaigns, individual email job announcement campaigns, extensive utilization of social media, thorough advertising placements, and other creative strategies specific to the position.

CONTACT INFORMATION

Owner/CEO: Sonja Prothman - sonja@prothman.com, 206.368.0050
Submittal Date: March 7, 2024

RECRUITMENTS IN PROGRESS

Community Development Director – Jefferson County, OR; Finance Director – Jefferson County, OR; City Manager – City of Milton-Freewater, OR; City Manager – City of Chehalis, WA; Wastewater Treatment Plant Operator – City of Clatskanie, OR; Executive Director – Port of Olympia, WA; Executive Director – MACECOM, WA; Chief Executive Officer – Kelso Longview Chamber of Commerce, WA; Executive Director – Port of Moses Lake, WA; Public Works Director – City of Pasco, WA; Harbor Master – Port of Skagit, WA; Fire Chief – Wellington Fire Protection District, CO; Fire Chief – Red, White & Blue Fire District, CO.

PROPOSED SCOPE OF WORK

Project Review

Information Gathering and Research (*Soliciting Input*)

We will travel to Scappoose and spend as much time as it takes to learn everything we can about your organization and the qualifications you desire in your next City Manager.

Position Profile Development (*Identifying the Ideal Candidate*)

Outreach and Advertising Strategy (*Locating Qualified Candidates*)

We have an aggressive recruitment strategy which involves print and internet-based ads, targeted direct mail brochures, focused candidate outreach via emails and personal networking, and posting the position on Prothman’s website, Facebook and LinkedIn pages.

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.

Candidate Presentation *(Choosing the Finalists)*

We will send to you candidate packets and meet with you 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 discuss the planning and design of the final interview process during this meeting.

Final Interview Process *(Selecting the Right Candidate)*

The final interview process includes Background Checks, References, Candidate Travel Coordination, Final Interview Packets, Facilitated Final Interviews with Candidates, Candidate Evaluation Session, and Facilitate Employment Agreement.

FEE & EXPENSES

Professional Fee

The fee for conducting a City Manager recruitment with a one-year guarantee is \$17,500.

Expenses

The City of Scappoose will be responsible for reimbursing expenses Prothman incurs on your behalf for each recruitment. Expenses will not exceed \$6,800 and include:

- Trade journal, LinkedIn, and associated website advertising (approx. \$1,500 - \$1,900)
- Direct mail announcements (\$1,800)
- Consultant travel: Mileage at IRS rate, travel time at \$45 per hour, lodging when needed (approx. \$450 - \$750 per trip, 3 trips total)
- Background checks performed by Sterling (approx. \$170 per candidate)

Other Expenses

Candidate travel: We cannot approximate candidate travel expenses because they vary depending on the number of candidates, how far the candidates travel, length of stay, if spouses are included, etc. If you wish, we will coordinate and forward to your organization the candidates' travel receipts for direct reimbursement to the candidates.

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.

Warranty

If you follow the major elements of our process and a top candidate is not chosen, we will repeat the recruitment with no additional professional fee, the only cost to you would be for the expenses.

Guarantee

Prothman will guarantee with a full recruitment that if the selected finalist is terminated or resigns within one year from the employment date, we will conduct one replacement search with no additional professional fee, the only cost to you would be for the expenses.

March 7, 2024

Isaac Butman, Assistant to the City Manager
Attention: Human Resources
City of Scappoose
33568 E. Columbia Ave.
Scappoose, OR 97056

Subject: Proposal for Executive Search Services

Dear Mr. Butman:

We are pleased to submit this proposal for executive search services for your next City Manager. We have extensive experience with this type of work and would be pleased to work with the City of Scappoose, again. The purpose of this letter is to discuss the potential for this engagement.

Approach

The following provides a detailed description of our work plan for the City Manager recruitment.

Activity 1 – Develop Candidate Profile

We will begin this engagement by developing a clear picture of the ideal candidate for this position. We will first meet individually with each member of the City Council by phone or video call. We will discuss the traits and experiences needed in the next City Manager as well as the recruitment and selection process. We will also meet with key staff in the City, for a total of three meetings with staff.

Based on the information learned from our meetings, we will develop a recruitment plan that includes Oregon and the nation. We will prepare a position profile that is unique to the City of Scappoose. The information will be presented in the form of a recruitment brochure text to the City Council. This document will identify the organization’s needs, the strategic challenges of the position, and the personal and professional characteristics of the ideal candidate. This document drives the recruitment. It focuses our efforts on the most capable candidates, and it helps us to persuade candidates to pursue the position. This will be developed into a recruitment brochure for advertising the position which includes the position information, as well as information on the organization, the City, and the community. We will work with the City to eliminate barriers to underrepresented groups, including years of service, levels of education, and other strict requirements that might eliminate someone who can do the job. Additionally, we will advise on the salary range. We will review the recruitment brochure with the City and finalize the schedule.

All meetings will be virtual, except for the final interviews, which will be in person. An additional fee will be charged for any additional in-person meetings added beyond this scope.

DELIVERABLES:

- Detailed recruitment process documents, including recruitment plan, position profile, recruitment brochure, and first-year goals

Activity 2 – Conduct Outreach and Initial Screening

As part of the recruitment plan, we will identify similar position titles and focus our targeted recruitment in Oregon, Pacific Northwest, and any other identified areas. We will prepare and place advertisements in state and national

publications and websites to attract candidates from throughout the United States. While this will be a national search, we will target our efforts to those key areas identified in the recruitment plan. We understand the importance of having a diverse applicant pool, so our recruitment strategy includes a robust outreach strategy to identify and attract well-qualified individuals from underrepresented groups and encouraging them to apply. In our outreach, we ensure we place job postings in places that target women, minorities, veterans, and other underrepresented groups. We also utilize our networks across the country to find and attract well-qualified candidates from a variety of backgrounds to apply and be considered. In addition, our recruiters have participated in conferences like NFBPA and Engaging Local Government Leaders (ELGL) for networking, a Diversity, Equity, and Inclusion cohort through International City/County Management Association (ICMA), and several leadership academies for women in local government in different states.

We will place job postings and then begin the process of actively and aggressively marketing the position and identifying qualified candidates for assessment. We will also utilize social media (LinkedIn, Twitter, and Facebook) to broaden our reach. We will reach out to the applicants in our extensive database as well as the prospective candidates we have targeted in previous recruitments for similar jurisdictions. We will also develop a list of additional candidates to pursue based on the City's unique needs.

As applications are received, we will acknowledge each one and keep applicants aware of the status of the process. We will screen each applicant against the position profile and priorities. We will conduct interviews via phone or videoconference with those who most closely meet the profile to learn more about their interest, qualifications, and experience for this position. A written summary of these candidates will be prepared and shared with the City. We will then meet with the City to review the most qualified candidates who have the requisite skills, experiences, and traits needed for success in the position. Based on the City's direction, we will finalize a list of candidates to invite for interviews.

Activity 3 – Support Interviews and Selection

Each person you wish to interview will then be contacted again by our recruitment team. We will plan and facilitate a multi-step interview process specific to the position. We will provide materials for the interviews and will facilitate pre- and post-interview briefings with the governing body.

The City will select the top candidate. We will provide references and background checks on the top finalist. We also can assist in negotiating the employment offer. We will provide information about best practices in salary and total compensation, and we will have obtained information on the candidate's salary preferences. We will keep candidates apprised of their status and release them at the appropriate time.

We estimate this recruitment will be between 14 – 16 weeks and we will work with the client to develop the timeline once engaged with a contract.



Heather Gantz

Senior Manager | Lead Recruiter

Heather has over 20 years of leadership experience in recruiting, talent acquisition, and executive search, with the last 15 years focused on local government. Heather has conducted over 75 searches in the public sector. She is located in the Portland metro area and has done extensive recruitments in Oregon, Washington, and other locations in the western US. She has delivered positive search outcomes for dozens of high profile public organizations and is an expert at guiding strategy and tailoring outreach to find even the most niche candidates. Heather has successfully recruited for city and county managers and administrators, deputy and assistant managers, human resources, finance, community and economic development, public safety, parks and recreation, public works, and many more local government professionals.

Fee

The total fixed fee to complete the City Manager recruitment, as outlined in this proposal, is \$34,600. This includes all professional fees and expenses for Raftelis. We estimate the following additional costs to the City, which would be billed at cost.

| | |
|------------------------------------|--|
| Advertising | Approximately \$2,000-\$2,500 |
| Background checks | Estimated at \$175-\$500/finalist |
| Finalists' interview travel | Borne and reimbursed directly to the finalists by the Type |

Advertising and background checks are invoiced as completed. The fixed fee will be invoiced as follows:

| | |
|------------------------------|--|
| Activity 1 – \$10,467 | After delivery of the recruitment documents <ul style="list-style-type: none"> • Recruitment plan • Recruitment brochure • First-year goals |
| Activity 2 – \$13,372 | After the candidate review |
| Activity 3 – \$10,761 | After the interviews are completed |

Within six (6) months of the final interview process, should an additional candidate be hired by the City from the pool of candidates presented by Raftelis for this project, the additional fee shall be \$15,000.

We look forward to the opportunity to serve the City of Scappoose. If you have any questions, please contact Catherine Tuck Parrish, our executive search practice leader, using the following contact information:

Catherine Tuck Parrish, Vice President / Phone: 240.832.1778 / Email: ctuckparrish@raftelis.com

Sincerely,



Julia Novak
Executive Vice President



20 YEARS
Since 2004
WBCP
PROPOSAL

RECRUITMENT SERVICES FOR



SCAPPOOSE
Oregon

CITY MANAGER

FEBRUARY 26, 2024

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I. COVER LETTER.....

February 26, 2024

Isaac Butman
Assistant to the City Manager
33568 E Columbia Ave,
Scappoose, OR 97056



RE: City of Scappoose – City Manager Recruiting Services

It is our pleasure to submit this proposal for recruitment services to secure your ideal candidate to serve as the City Manager of the City of Scappoose. **WBCP has worked on many City Manager recruitments, and we look forward to the opportunity to partner with your organization on this critical position!**

We trust our proposal will showcase our client-focused recruitment process and will act as a testament that we are passionate about what we do to make our clients happy.

It has been proven that great employees are looking for great employers, not just a paycheck. WBCP provides a broader perspective to recruitment services – going beyond securing the ideal candidate – we brand your organization as an employer of choice. We use eye-catching marketing materials, innovative search practices, and responsive and respectful communications with your applicants and stakeholders. **We guarantee we will fill your position, and we guarantee that placement for 24 months.** We provide a fair and equal recruitment process that also focuses on attracting ethnic and gender-diverse applicant pools.

WBCP is talented at working with you to identify the strengths, challenges, and opportunities of this job, the ideal candidate, and your community and organizational culture. WBCP will work with your stakeholders to design a recruitment strategy that will include a customized engagement process. We will have a series of meetings, discussions, stakeholder interviews, and survey(s) to get to know you, the organization, the community, the culture, and the staff whom the future City Manager will lead.

My team and I know the Oregon candidate marketplace and have many clients in your region, such as the **City of Hubbard, City of Independence, City of Garibaldi, City of Astoria, and County of Lane (just to name a few)**. We have exceptional experience successfully recruiting for similar positions, with several of our recent notable recruitments including, but not limited to:

- **City Manager, City of Garibaldi, OR**
- **City Manager, City of Independence, OR**
- **City Manager, City of Gold Hill, OR**
- **City Administrator, City of Hubbard, OR**
- **City Administrator, City of Rogue River, OR**

To see a full list of our clients and successful recruitments, visit: <http://tinyurl.com/39jy87uc>

Either I or one of my experienced executive recruiters will take the lead in managing this recruitment. We have over two decades of experience in public sector executive search services and have provided direct search services through WBCP since 2004. My executive recruiters are all highly personable and have unique backgrounds that make them well-equipped to take on your recruitments, as you can see on pages 8 & 9 of this proposal. WBCP now has offices in Oregon, Arizona, North Carolina, and California, including offices in the South Bay Area and Central California.

I. COVER LETTER.....

WBCP, Inc. staff are experts in the virtual recruitment process. We are providing these services seamlessly and will be able to effectively support a virtual recruitment process or coordinate in-person interviews and/or hybrid virtual and/or in-person interviews.

Recruiting top talent has become the number-one topic among administrators. New and innovative recruitment strategies are critical to identifying and securing candidates with a deep understanding of how to assess and meet community needs and address future challenges. WBCP understands the complexity of community leadership, and we are prepared to provide a thorough, complete, and fair recruitment process to provide a diverse applicant pool. **Upon our 2023 year-end review, we found that over the last three years, 90% of our applicants and 83% of our candidates placed in positions with our clients came from diverse backgrounds.** In fact, because of our ability to reach diverse applicant pools, we were hired by two national Latino organizations to recruit for an Executive Director and other leadership positions: Latino Public Broadcasting and Radio Bilingüe (two of the largest Latino national nonprofit organization in the U.S.).

Clients choose our firm over others because of our ability to work with your support staff and stakeholder group (including boards, appointed/elected officials, and engaged constituents), manage all details of a recruitment process, and secure great candidates. Our dedication and commitment to the client are complemented by our deep understanding and ability to effectively navigate challenging political climates.

Our clients have great things to say about the quality of the service we provide and the amazing candidates we find them, In fact, many of our clients are return customers. Please feel comfortable reaching out to these organizations to get their feedback directly.

Lastly, I love what I do, and I am passionate about finding exceptional candidates who are also passionate about serving others. My staff and I are driven and desire to exceed client expectations. I appreciate your consideration in retaining our services and hope to have an opportunity to work with you in the future.

Best Regards,



Wendi Brown | Founder/President, WBCP, INC.

wendi@wbcpinc.com | 541-664-0376

www.wbcpinc.com

DIVERSITY

83%

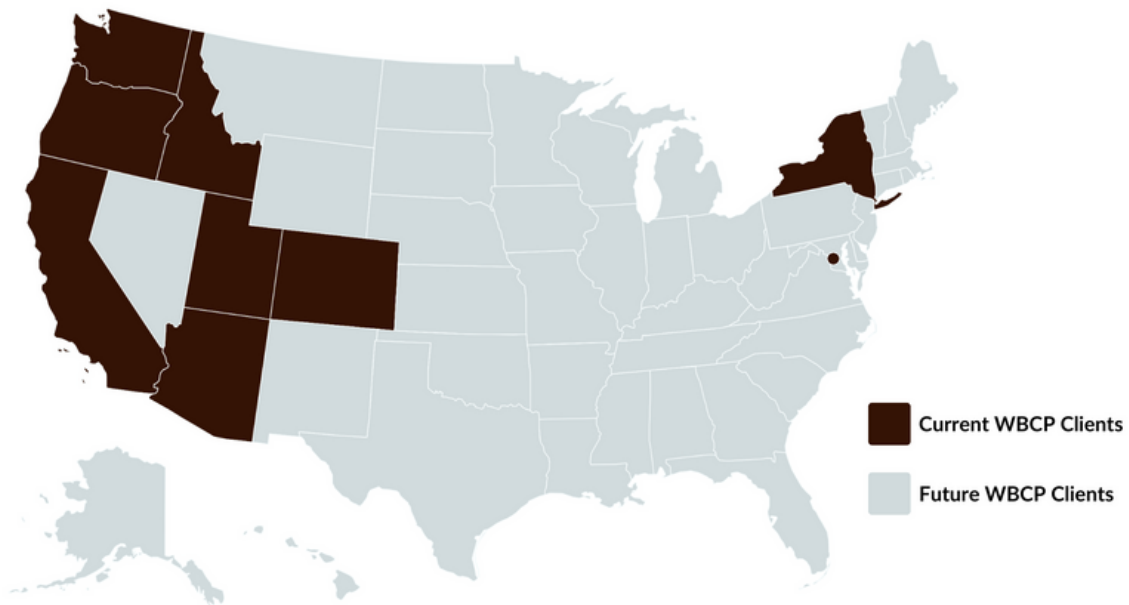
*of WBCP candidates
placed in positions
come from a diverse
background*

II. BACKGROUND & QUALIFICATIONS.....

Principal: Wendi Brown, President
Company Legal Name: WBCP, Inc.
Tax ID: 81-5454037
Website: www.wbcpinc.com
Phone: 866-929-WBCP (9227) / 541-664-0376
Address:

- **Oregon Main Office:** 213 E Main St., Rogue River, OR, 97537
- **California Main Office:** Santa Barbara, CA, 93101
- **North Carolina Main Office:** Jacksonville, NC, 28540
- **Arizona Main Office:** Gilbert, AZ 85233
- **Satellite Offices (3):** San Jose, CA; Gilroy, CA

WBCP is serving clients across the United States!



WOMEN OWNED

WBCP, Inc. is a 100% woman-owned business, an S Corporation, not part of a parent company, and is a registered small business through the U.S. Small Business Administration (SBA). WBCP is registered to do business in California, Oregon, Washington, and Arizona and soon expanding in other states. WBCP files and pays California S Corp and personal income taxes.

BUSINESS HISTORY

WBCP, Inc. has been in business since 2004, and serves nonprofit and public sector organizations. WBCP offers a variety of services, including: partial and full service search services for individual contributor, supervisor, management and executive management positions; human resources consulting; organizational development, training, classification and compensation studies, analysis and assessments, etc.

II. BACKGROUND QUALIFICATIONS.....

WBCP has over 20 years of experience providing search services for public sector and non-profit organizations. We have successfully secured professionals and provided other consulting services in **Arizona, California, Colorado, Idaho, New York, Oregon, Utah, and Washington.**

Cities of: Arcata (CA), Ashland (OR), Astoria (CA), Berkeley (CA), Calistoga (CA), Central Point (OR), Ceres (CA), Chandler (AZ), Colfax (CA), Corte Madera (CA), Culver City (CA), Davis (CA), Dunsmuir (CA), Duvall (WA), Fremont (CA), Fresno (CA), Garibaldi (OR), Grants Pass (OR), Gold Hill (OR), Hemet (CA), Hubbard (OR), Independence (OR), Irvine (CA), Laguna Beach (CA), Larkspur (CA), Lincoln (CA), Livermore (CA), Livingston (CA), Long Beach (CA), Medford (OR), Milpitas (CA), Napa (CA), Novato (CA), Oakland (CA), Oxnard (CA), Palo Alto (CA), Park City (UT), Pasadena (CA), Petaluma (CA), Phoenix (AZ), Phoenix (OR), Port Hueneme (CA), Redding (CA), Riverside (CA), Rochester (NY), Roseville (CA), Rogue River (OR), Sacramento (CA), San Francisco (CA), San Rafael (CA), Santa Maria (CA), Santa Paula (CA), Santa Rosa (CA), Solvang (CA), Sonoma (CA), Sutter Creek (CA), Talent (OR), Truckee (CA), Ventura (CA), Vernon (CA), Victorville (CA), and Windsor (CA).

Counties of: Alameda (CA), Colusa (CA), Contra Costa (CA), El Paso (CO), Fresno (CA), Humboldt (CA), Jackson (OR), King (WA), Lake (CA), Lane (OR), Los Angeles (CA), Marin (CA), Mariposa (CA), Mendocino (CA), Merced (CA), Mono (CA), Napa (CA), Orange (CA), Riverside (CA), Sacramento (CA), San Benito (CA), San Bernardino (CA), San Mateo (CA), San Francisco (CA), San Joaquin (CA), San Luis Obispo (CA), Santa Barbara (CA), Santa Clara (CA), Santa Cruz (CA), Shasta (CA), Solano (CA), Sonoma (CA), Stanislaus (CA), Tuolumne (CA), Yuba (CA), and Yolo (CA).

Local and National Councils, Boards, and Districts: Boulder Creek Protection District, California Prison Industry Authority (CALPIA), Cosumnes Community Services District, Hass Avocado Board (HAB), Jackson County Fire District 5, Los Angeles County Employees Retirement Association (LACERA), Mendocino County Air Quality Management District, Monterey One Water, Nevada Irrigation District, Newark Chamber of Commerce, North American Blueberry Council/U.S. Highbush Blueberry Council (NABC/USHBC), Oakland Housing Authority, Olivehurst Public Utility District, Orange County Employees Retirement System (OCERS), Placer County Transportation Planning Agency (PCTPA), Sacramento Area Flood Control Agency (SAFCA), Sacramento Employment & Training Agency (SETA), Sacramento Public Library Authority, Sacramento Sewer District, Sacramento Suburban Water District, San Benito Council of Governments, San Diego Port Authority, San Joaquin County Employees' Retirement Association (SJCERA), San Rafael Sanitation District (SRSD), Sonoma County Library, Tri-City Mental Health Authority (TCMHA), Truckee-Donner Public Utility District (TDPUD), Tuolumne Utilities District, and Valley Water.

Nonprofit and Joint Powers Authorities (JPAs): Center Point, Central California Legal Services (CCLS), Community Food Bank, Community Works, Dogs for Better Lives/Dogs for the Deaf, Downtown Streets Team, First 5 (Alameda County, California Association, Fresno, Santa Barbara County, San Mateo), Futures Without Violence (Family Violence Protect Fund), Gold Coast Health, Greater Richmond Interfaith Program (GRIP), Los Angeles Unified School District (LAUSD), La Public Media, Latino Public Broadcasting, Northern Valley Catholic Social Service (NVCSS), Options Recovery, Radio Bilingüe, Sacramento Public Library Authority (SPLA), Santa Cruz County Animal Services Authority, Teton County Joint Housing Authority (TCJHA), Transitions-Mental Health Association, Valley Consortium for Medical Education (VCME), Water Forum and West Angeles Church of God in Christ.

Private Organizations: CDS Publications, Central California Truck and Trailer, Morton & Pitalo, NAVA, SWEED, Touchstone Accounting.

Consulting services (classification and compensation services, competency modeling, job description development, job family development, job analysis): City of Fremont, City of Medford, City of Santa Maria, City of Santa Paula, County of Humboldt, County of Mariposa, County of Santa Barbara, and County of San Luis Obispo.

INDUSTRIES

- Organizational Leadership
- Economic Development
- Facilities & Operations
- Financial, Administrative Services, Accounting, Auditing
- Health & Human Services, Housing, Unhoused
- HR, Risk, Labor/Employee Relations
- Information Technology
- Legal, Counsel, Clerk
- Library
- Marketing, Communications, PR
- Parks & Rec, Community Services, Arts
- Planning, Environmental, Community Development, Building, Transit
- Public Safety
- Public Works, Transportation, Engineering

II. BACKGROUND & QUALIFICATIONS.....

BELOW IS A LIST OF SIMILAR RECRUITMENTS WBCP HAS MANAGED:

ORGANIZATIONAL LEADERSHIP

- **City Manager, City of Independence, OR**
- **City Manager, City of Gold Hill, OR**
- **City Manager, City of Phoenix, OR**
- **City Manager, City of Pasadena, CA**
- **City Manager, City of Port Hueneme, CA**
- **City Manager, City of Ceres, CA**
- **City Manager, City of Santa Rosa, CA**
- **City Manager, City of Sonoma, CA**
- **City Manager, City of Petaluma, CA**
- **City Manager, City of Dunsmuir, CA**
- **City Manager, City of Oxnard, CA**
- **City Manager, City of Ventura, CA**
- **City Manager, City of Sutter Creek, CA**
- **Town Manager, Town of Truckee, CA**
- **Town Manager, Town of Windsor, CA**
- **City Administrator, City of Rogue River, OR**
- **City Administrator, City of Hubbard, OR**
- **City Administrator, City of Duvall, WA**
- **County Executive Officer, County of Shasta, CA**
- **Assistant City Manager (Public Safety), City of Sacramento, CA**
- **Assistant City Manager (Municipal Services), City of Sacramento, CA**
- **Deputy City Manager, City of Long Beach, CA**
- **Chief Executive Officer, CalPIA (California Prison Authority), CA**
- **Chief Executive Officer, Newark Chamber of Commerce, CA**
- **Chief Executive Director, Valley Consortium of Medical Education, CA**
- **Executive Director, Water Forum, CA**
- **Executive Director, Teton County Joint Housing Authority, ID**
- **Executive Director, Placer County Transportation Planning Agency, CA**
- **Executive Director, Options Recovery Services, CA**
- **Executive Director, Latino Public Broadcasting, CA**
- **Executive Director, First 5 Association of California, CA**
- **Executive Director, First 5 Santa Barbara County, CA**
- **Executive Director, First 5 Fresno, CA**
- **Executive Director, San Benito Council of Governments, CA**
- **Executive Director, Northern Valley Catholic Social Service, Redding, CA**
- **Executive Director, Community Food Bank, CA**
- **Executive Director, Greater Richmond Interfaith Program, CA**
- **Executive Director, Tri-City Mental Health Authority, CA**
- **Executive Director, Sacramento Employment and Training Agency, CA**
- **Executive Director, Arts Commission, County of Santa Barbara, CA**
- **Executive Vice President, Center Point, CA**
- **Vice President/Business Development Director, WBCP Inc., OR**

II. BACKGROUND & QUALIFICATIONS.....

ORGANIZATIONAL LEADERSHIP (CON'T)

- ACEO – Assistant County Executive Officer, County of Napa, CA
- ACEO – Assistant County Administrative Officer, County of Santa Barbara, CA
- ACAO – Assistant County Administrator, County of San Joaquin, CA
- ACAO/HR Director, County of Mariposa, CA
- Assistant Executive Director, First 5 San Mateo, CA
- Chief Operating Officer, IT and Administrative Services, Valley Water, CA
- Chief Operating Officer, Water Utility Enterprise, Valley Water, CA
- Chief Operating Officer, Futures Without Violence, CA
- Chief Operating Officer/Executive Director, Valley Consortium for Medical Education, CA
- Chief Operating Officer, WBCP Inc., OR
- General Manager, Olivehurst Public Utility District, CA
- General Manager, Tuolumne Utilities District, CA
- General Manager, LA Public Media, CA
- General Manager, Radio Bilingüe, CA
- General Manager, Santa Cruz County Animal Services Authority, CA

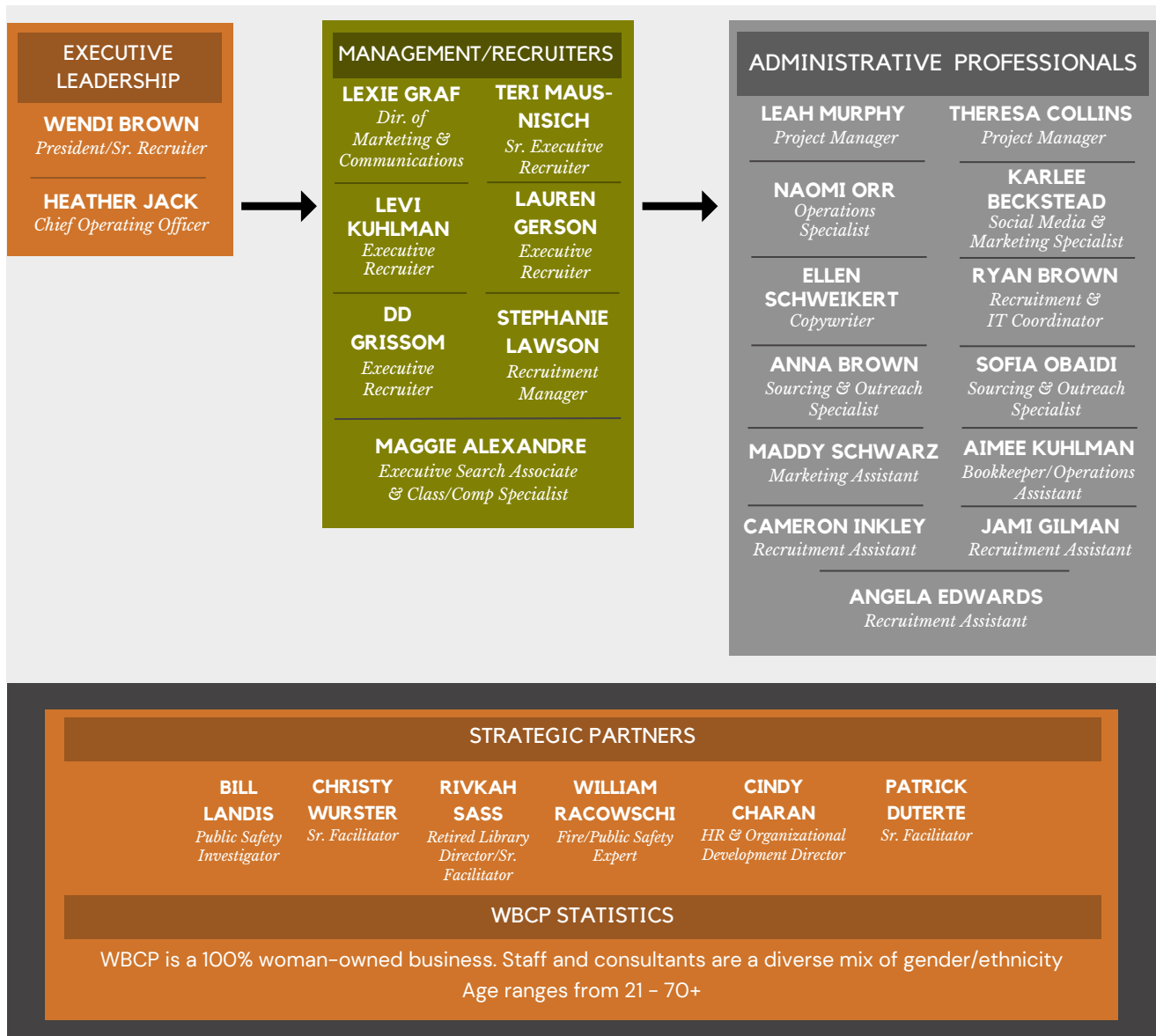
Check out our full list of
recruitments here:

<http://tinyurl.com/39jy87uc>

III. GUARANTEE.....

- (1) We guarantee successful placement and will provide continued consulting services for **one** additional recruitment/replacement (however, client will pay for any additional direct cost expenses).
- (2) The one additional recruitment/replacement is valid in the case of: Unsuccessful Recruitment **OR** Employment Termination **OR** Employment Resignation within the first **24 months** of service (guarantee valid for only one of the three circumstances aforementioned). WBCP will provide the Client with the necessary consulting services required to secure a replacement. Professional consulting services will be provided at no cost to the Client; however, additional expenses will be covered by the Client. The Guarantee is valid for **one** recruitment/replacement only.
- (3) **Work Performed Out Of Scope:** To provide the best results for our clients, we strongly recommend a steadfast commitment to agreed-upon dates/times for critical recruitment milestones (shortlist meeting and interview dates). Any timeline changes to agreed upon dates after a recruitment has been opened may result in additional charges at our hourly rate.

IV. ORGANIZATIONAL CHART.....



V. WBCP KEY STAFF.....

LEVI KUHLMAN
Executive Recruiter



Levi serves as one of WBCP's Associate Recruiter/Project Managers and plays an integral role in managing our recruitments and clients. Some of his primary duties include meeting with clients, screening candidates, preparing for interviews, leading headhunting efforts, and overseeing candidate coordination. Levi's strong interpersonal skills coupled with his eagerness to work with others helps him create lasting relationships with clients and candidates. Prior to his time with WBCP, Levi was the President of a real estate company where he oversaw a residential real estate team in the Willamette Valley, Oregon. In addition to the great work he does for WBCP, our clients, and our candidates, Levi also operates a small catering company on the side. Currently, Levi is dually enrolled at Oregon State University and Western Governors University pursuing his MBA/MPA.

WENDI BROWN
*Lead Consultant/
Sr. Executive
Recruiter*



I am the President of WBCP, with over 20 years of experience in marketing and advertising and combine this with my background in recruiting to successfully place hard-to-fill, management, and executive positions. My team and I are passionate about helping organizations improve their recruitment services, place great talent, conduct department assessments, redesign antiquated processes, revise job descriptions, conduct salary and benchmark studies, and more. I have I have worked in various industries – advertising and public relations, national real estate franchisor, global manufacturing – and I have worked with nonprofit and public sector organizations since 1999. Formerly, I was an internal Human Resources Consultant for the County of Orange, California, providing countywide communications, human resources, executive search, and recruiter training services to the Assistant Chief Executive Office/Human Resources Director and, at that time, 25 decentralized departments, with 17,000 employees, serving a community of 300,000. I have a Bachelor's of Science in Business Administration with an emphasis in Marketing from Colorado Technical University; have earned several certificates in Project Management, Global Business, Marketing, and Human Resources; and working toward a Master's in Management at Southern Oregon University

TERRI MAUS-NISICH
Sr. Executive Recruiter



Terri Maus-Nisich holds a pivotal role as one of our Senior Executive Recruiters, leveraging her extensive background as a distinguished leader in local government. With a local government career spanning over 40 years, Terri's journey includes transformative roles within the County of Santa Barbara, where she ascended from Parks Director to Assistant County Executive Officer, overseeing vital municipal and health/human service departments. Her remarkable impact encompasses leadership in Homeless Services, Communications, and Emergency Management, driving community engagement, disaster recovery, and support for vulnerable populations. Before her tenure in Santa Barbara, Terri spent 15 years with the City of Santa Clarita in roles ranging from analyst to Deputy City Manager. Throughout her remarkable career, Terri prioritized strategic planning, organizational development, and innovative problem-solving, garnering numerous awards. She holds a Bachelor's Degree from UC Santa Barbara, a Masters of Public Administration from Cal State Northridge, and a graduate certificate from Harvard University's JFK School of Government.



V. WBCP KEY STAFF.....

LAUREN GERSON

Executive Recruiter



Lauren serves as an Executive Recruiter at WBCP, where she excels in managing the entire recruitment process. Beginning her career in operations and events for renowned breweries and restaurants, she later transitioned to business operations and career services. Prior to joining WBCP, she assisted jobseekers overcoming employment barriers through a career coaching company. Lauren's diverse background encompasses project management, client relations, resume writing, HR operations, and risk management. She holds a Bachelor's degree in Philosophy with a minor in English Literature from Whittier College, showcasing her analytical and communication skills. Her multi-faceted expertise and dedication make her an asset to WBCP's executive recruitment endeavors.

LEXIE GRAF

*Director of Marketing & Communications/
Recruiter*



Lexie Graf is WBCP's Director of Marketing & Communications. As a marketing professional, she has been primarily focusing on copywriting, content creation, and brand strategy in her career. Lexie has a knack for understanding each clients' unique needs, allowing her to adapt her writing voice and branding as needed. Along with developing and overseeing the creation of social media, marketing materials, and advertising plans for WBCP, Lexie collaborates with the recruitment team in meeting clients' needs and deadlines. Before working at WBCP, Lexie wrote for Indeed and the University of Wisconsin Colleges, helping her develop a deep understanding of career development, recruitment, and public sector careers. Throughout her marketing career, Lexie has produced a wide variety of campaigns and deliverables, such as blogs, digital and print ads, website content, brochures, social media posts, eBooks, and magazines. Notable projects throughout her career include developing content for two websites and collaborating on an email marketing campaign that won an American Advertising Award in multiple categories. Lexie has a Bachelor's in Communications with certificates in Digital Studies and Environmental Studies from the University of Wisconsin – Madison.

HEATHER JACK

Chief Operating Officer



Heather Jack is WBCP's Chief Operating Officer and lead Project Manager. Since starting at WBCP in 2015, she has grown into an integral part of the business. Heather uses her strong organizational skills and attention to detail to support all recruitments from start to finish, coordinate timelines, oversee the team's productivity. Meeting clients' deadlines and major milestones is one of Heather's top priorities, making her our go-to person for all things calendar and project management-related. Heather also assists with projects in human resources with several municipalities in Oregon and California. Other aspects of her role include supporting employee engagement, salary and benchmark studies, and business operations. During her time at WBCP, Heather has modernized processes and scaled technology systems for the company. Prior to working with WBCP, Heather worked at Hannon Library, developing organizational, research, and interpersonal skills. Heather has a Bachelor of Science degree in Anthropology and a double minor in Environmental Studies and French from Southern Oregon University.

V. WBCP KEY STAFF.....

**STEPHANIE
LAWSON**
*Recruitment
Manager*

Stephanie started working for WBCP in 2019. She acts as support for all facets of the recruitment process, as well as any other tasks to assist the WBCP team. Some of her core responsibilities include candidate and panel coordination, candidate review, calendar and timeline management, and interview material preparation. Prior to working for WBCP, Stephanie had several roles in hospitality where she further developed her client relations, communications, and clerical skills. Stephanie has a Bachelor’s of Science degree in Business Administration with a focus in Hospitality from Southern Oregon University.

**MAGGIE
ALEXANDRE**
*Executive Search
Assoc. &
Class/Comp
Specialist*

Maggie Alexandre is a Human Resources professional with over 30 years of experience, and is WBCP’s key Executive Search Associate and Classification and Compensation Specialist for WBCP since 2018. Prior to working at WBCP, Maggie was a Human Resources Director in the San Francisco Financial District and led an 80 person team of human resource professionals. She began her career in HR at Robertson, Stephens & Company, a boutique investment bank, and continued in the HR Director role at other investment banks and private equity firms until 2016. Maggie studied Anthropology at California State University, Long Beach and received her Human Resources Management Certificate from California State University, San Francisco.

REVIEW OTHER EMPLOYEES & CONSULTANT
PARTNERS ON OUR WEBSITE:
WWW.WBCPINC.COM/WBCP-TEAM



VI. RECRUITMENT STRATEGY / PHASES.....

WBCP knows how to customize your search strategy to meet your unique recruitment needs. We customize your recruitment based on the specific needs, target audience, and challenges for each recruitment; however, below is a baseline approach for most recruitments.

CLIENT & STAKEHOLDER MEETINGS

We require the Client and/or Search Committee, and other stakeholders identified by the Client, be involved in the initial and final phases of this recruitment. These are critical phases to ensure we obtain a clear sense of the priorities and the successful hire of the right candidate. WBCP will meet with various stakeholders as warranted by the Client and the level of the position in the organization. These meetings will allow us an opportunity to gather information and gain knowledge about the organization, community, and unique aspects of the recruitment to design the ideal candidate professional profile, advertising materials, and strategic approach



FEEDBACK OUTCOME / TIMELINE DEVELOPMENT

Following the Client/stakeholder meetings, we will develop a detailed timeline for the recruitment along with a proposed advertising plan for approval.

CREATIVE DEVELOPMENT

Immediately following the client feedback activities, we will draft the competencies for the recruitment and advertising material/recruitment brochure for the Client’s review. This information will summarize what was learned from Client-related interviews and will be used to advertise the opening.

MARKETING STRATEGY & IMPLEMENTATION

WBCP will execute a customized marketing/ad plan once the job announcement is created. An ad plan could include the following (based on assumptions), and will be customized based on information gathered in Phase I:

DIGITAL ADVERTISING WITH DIVERSITY IN MIND

WBCP utilizes digital advertising to obtain diverse applicant pools, leveraging local and national job boards, associations, and social media. In partnership with a diversity platform, our postings reach up to 600 local employment and diversity websites, connecting across 15,000+ community organizations and niche sites, tapping into a job bank of 2 million resumes. Our 2023 review indicates that 83% of candidates placed with WBCP clients have diverse backgrounds — a 21% increase from last year’s review.



EMAIL & DIRECT MAIL ADVERTISING

In addition to tapping into WBCP’s existing pool of potential applicants, we have the capability to access various professional lists. We actively seek out additional lists through associations, contacts, and other strategic channels.

SOURCING/HEADHUNTING

WBCP employs a proactive approach by reaching out to targeted individuals and cultivating new connections through referrals from reputable sources. As a LinkedIn recruiter, we harness the power of over 350 million profiles to identify and engage with ideal candidates. Additionally, WBCP utilizes cutting-edge AI tools for precise Boolean searches, enabling us to uncover niche candidates effectively.

COMMUNICATION WITH CLIENT

We will provide weekly updates on the progress of this search unless the client prefers more or less frequent communications. We tailor our communications in accordance with our Client’s needs.

VI. RECRUITMENT STRATEGY / PHASES.....

RESUME ASSESSMENT

WBCP will review resumes as they are received and/or at the close of the recruitment. Those candidates determined to be the most highly qualified will be selected for a screening interview.

SCREENING INTERVIEWS / REPORT TO CLIENT

WBCP does not restrict the number of applicants or candidates to be screened. Rather, we interview candidates who meet our ideal candidate criteria; frequently this group amounts to 20 candidates, or on average 20% of the applicant pool. Following the completion of the phone screen interviews, we will develop a report/recommended shortlist of candidates, which includes: resumes, cover letters, and a one-page profile summary of candidates' professional history, including a brief overview of WBCP's assessment and the results of their phone screen. We will meet with the selection committee/Client to review this report and select candidates for interviews. In this meeting, we will review the recruitment plan and discuss the final stages of the selection process.



COMMUNICATION WITH CANDIDATES

WBCP will take responsibility for communicating with the applicants/candidates during each phase of the search process and Client should refer any inquiries from potential or existing applicants directly to WBCP.

SELECTION PROCESS

WBCP will design and administer an appropriate final selection process based on the needs of the Client (tailored to the need and recruitment). WBCP will facilitate the invitation and coordination of these meetings/interviews and provide additional assessment tools/recommendations such as interview questions, writing and presentation exercises, problem solving scenarios, etc.

COMMUNICATION WITH CLIENT

Following the interviews and the Client's top candidate(s) selection, we will assist the Client with facilitating a thorough background and reference check. A typical approach includes a review of federal, state, and local criminal background checks and academic verification by a licensed background agency. Reference checks are conducted over the phone by a senior consultant and a final report is provided to the Client. References are completed on candidate(s) being considered after initial/panel interviews.



NEGOTIATIONS

Once the client reviews and is comfortable with the findings in the background and reference report, we are available to assist with negotiations on compensation, benefits, start date, and other transition details.

VII. SCOPE OF WORK.....

- Facilitate initial kick-off meeting with Client and other meetings that may include Executive Leadership, staff, community, and other stakeholders to assist with identifying the ideal candidate profile.
- Assist Client hiring authority/stakeholders in modifying the job description (as needed), and develop a recruitment announcement, marketing materials, and advertising plan for the recruitment.
- Attend all other meetings and engagements as needed or identified by the Client.
- Implement advertising plan including: publication, headhunting, direct mail, and other online and email marketing efforts.
- Provide timely updates and progress reports to the client regarding search services; every two weeks or as Client identifies is needed.
- Preliminary internet searches will be conducted on recommended candidates.
- Coordinate interview panel(s) as needed, or coordinate this process with Client.
- Receive and review applicants and screen those applicants to identify top candidates. Top screened paper applicants will be video/phone screened by recruiter to identify the key competencies (technical and interpersonal) to assist in identifying the top group of candidates who will be recommended at the Client/WBCP shortlist meeting.
- Facilitate shortlist meeting with Client – review and select candidates who will be invited to interview.
- Coordinate invitations to candidates.
- Develop interview questions and other selection details to meet specific needs and identify key competencies of candidates.
- Facilitate interviews with panel(s).
- Background and reference checks will be conducted with candidates who are identified as final candidates after initial Client interviews have been conducted. Background checks will typically include the following: criminal (local, state, and federal), education, credit, social security. References will be conducted based on a 360-degree perspective and will include staff, peers, and superiors. Onsite background services are available at an additional fee (see fees for details)
- Facilitate offer and negotiations with selected candidate; as directed by Client.

VIII. RECRUITMENT TIMELINE.....

*BELOW IS A SAMPLE OF AN EXECUTIVE SEARCH TIMELINE THAT
WBCP WILL CUSTOMIZE FOR THIS RECRUITMENT*

Week 1:

- Secure services with search firm, WBCP, Inc.
 - WBCP can schedule a Kickoff meeting as soon as we are selected.
- WBCP: review search parameters and recruiting processes with Client
 - Interview with hiring authority and other stakeholders for competencies
 - Identification of advertising venues and ideal candidate prospects
 - Calls, meetings, or coordination with other stakeholders for information gathering

Weeks 1 + 2:

- Develop and approvals: recruitment process, deadlines, ad plan and strategy, recruitment timeline and brochure
- Print coordination (if applicable)

Weeks 2 + 3:

- **OPEN RECRUITMENT AND AD PLAN:** Implement marketing plan and direct mail (if applicable)
- Secure panel member calendars
- Timeline may be extended if direct mail piece is included (i.e., print/postage)
- Finalize panel members and interview logistics and invitations to panel members

Weeks 4, 5, + 6:

- Receive applications –Collect and source applicants will continue until recruitment closes

Weeks 7 + 8:

- **CLOSE RECRUITMENT AND ADVERTISING**
- Conduct initial phone screen to identify shortlist of candidates
- Preliminary check on shortlist candidates (Google search)
- Candidate profiles developed and short list recommendations to client

Weeks 9 + 10:

- **MEETING – Client confirms selection of candidates to be advanced to panel interviews**
- Finalize questions, presentation, in-basket (as determined)
- Coordinates invitations with selected top candidates (shortlist)
- Produce panel candidate interview packets

Weeks 10 + 11:

- WBCP facilitates interview process – Interview process will be customized based on client and community needs:
 - **Day 1: Panel Interviews Conducted; Day 2: 2nd Interviews with executive leaders;**
 - 3rd interviews may be scheduled as needed with Boards/Commissions, etc.;
 - As needed schedule staff and/or community discussions/meetings

Week 12:

- WBCP conducts background and reference checks (backgrounds may be conducted by Client if current contract exists)
- WBCP conducts full reference checks for candidate(s) selected for Board/Commission interviews; or when Client is interested in making an offer

NEGOTIATIONS / HIRE:

- Hire date to accommodate possible candidate relocation
- Client (WBCP available to assist in process) conducts offer and facilitates salary negotiations with preferred candidate

IX. REFERENCES.....

1-City of Independence, Oregon

Positions Filled:

- City Manager

Contact Information:

- John McArdle , Mayor - mcardle.john@ci.independence.or.us | 503-838-1212

2-City of Hubbard, Oregon

Positions Filled:

- City Administrator

Contact Information:

- Vickie Nogle, Director of Administration/City Recorder - vnogle@cityofhubbard.org | 503-981-9633

3-City of Rogue River, Oregon

Positions Filled:

- City Administrator

Contact Information:

- Ryan Nolan, City Administrator - rnolan@cityofrogueoiver.org | 541-582-4401, Ext. 106

X. MARKETING MATERIAL EXAMPLES.....

*Click below to see our marketing samples for similar positions. To see all of our brochures, visit: wbcpinc.com/closed-jobs-private/ and use the password: #wbcp202212**

- [City Manager, City of Independence, OR](#)
- [City Administrator, City of Hubbard, OR](#)
- [City Administrator, City of Rogue River, OR](#)
- [City Manager, City of Garibaldi, OR](#)
- [City Manager, City of Gold Hill, OR](#)
- [City Manager, City of Talent, OR](#)

XI. COST PROPOSAL.....

WBCP will not limit the number of hours we work on a recruitment, rather we charge a flat rate and will spend the time necessary to ensure we are successful. Consulting fees will be billed in thirds at the beginning (open for applications and advertising campaign launched), middle (shortlist selection), and end of the recruitment process (selection made and background/ references concluded).

SERVICE COST PER RECRUITMENT CITY MANAGER

| Description of Services/Deliverables: | Inclusive Rate per Recruitment: |
|---|--|
| <p>Consulting Services: Phases I-IV in the proposal's scope of work</p> | <p>\$28,900 (flat rate)</p> |
| <p>Expenses Include: Travel to client location (up to 2 trips); document shipping fees/delivery charges to facilitate virtual meetings, panel packet content; fees for background and reference checks; may include fee for one additional consultant to travel (and related expenses) and facilitate an additional panel for one day (\$700/day); brochure/graphic design (\$950); marketing and advertising which may include: print and postage (if applicable); online job boards; social media; sourcing; and may include flat fee pricing for: LinkedIn \$395, InMails \$300, Circa Diversity Job Boards \$295, Zoom Info \$299. These expenses will be billed based on what is expended and based on the needs of the client/recruitment.</p> | <p>\$5,500 - \$7,900 (direct expenses not-to-exceed)</p> |

Force Majeure: Client agrees that WBCP, Inc. is not responsible for any events or circumstances beyond its control (e.g., including but not limited to war, riots, embargoes, strikes, and/or Acts of God) that prevent WBCP, Inc. from meeting its obligations under this Agreement.

Work Performed Out Of Scope: To provide the best results for our clients, we strongly recommend a steadfast commitment to agreed-upon dates/times for critical recruitment milestones (shortlist meeting and interview dates). Any timeline changes to agreed upon dates after a recruitment has been opened may result in additional charges at our hourly rate.

XII. OTHER.....

INSURANCE

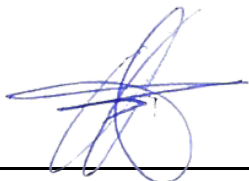
WBCP and its sub-consultants have reviewed the contractual agreement and the Insurance Requirements. If selected, WBCP will execute said agreement and will provide the required insurance documents. WBCP will submit certificates of insurance as evidence of the required coverage limits. Insurance policies include: liability, errors and omissions, workers compensation, and vehicle insurance.

CONFIDENTIALITY SAFEGUARDS

Confidentiality is paramount in the work we do. We ensure that the client and candidate information we receive, and conversations with our client (and certainly discussions in closed session) are kept confidential. There are several physical safeguards we have in place including: locked and alarmed office space, password, and encryption protected information on our computers and servers, multiple backup systems. As information is shared with our client, we discuss the importance of confidentiality and why it is important to the candidates they are considering but also brands the organization appropriately. We also ask candidates who are interviewed to keep candidate information confidential, as they may see or meet a candidate during the process. We emphasize that confidentiality is not just until the recruitment is completed, and a candidate is hired, confidentiality is in perpetuity. Leaked information is not a reputation that a client wants to receive, as this could deter future applicants from applying.

ORGANIZATIONAL DIVERSITY STATEMENT

WBCP embraces cross-cultural diversity and we are committed to equitable treatment and elimination of discrimination in all its forms at all organizational levels and throughout all consulting practices, including search services. We strive to reach diverse groups of people to inform them of leadership opportunities. **Upon our 2023 year-end review, we found that over the last three years, 90% of our applicants and 83% of our candidates placed in positions with our clients came from diverse backgrounds.** We will make extensive efforts to attract a qualified applicant pool that represents a broad range of gender and ethnically diverse individuals.



Wendi Brown, President

FEBRUARY 26, 2024

Date

Client, Title

Date

WBCP RECRUITMENT SERVICES

OPTION 1

PARTIAL RECRUITMENT

ADVERTISING & HEADHUNTING

**Consulting Services:
\$5,900**

CONSULTING SERVICES INCLUDE:

- Hiring authority and stakeholder meetings (up to 2 hours for community/employee engagement)
- Develop ideal candidate profile & recruitment timeline
- Produce recruitment announcement
- Produce and implement advertising campaign
- Headhunt (LinkedIn, past lists, databases, associations, etc.)
- Implement direct mail campaign (as needed)

Plus expenses: Between **\$3,000 - \$4,500** for the advertising plan and creative brochure

Does not include:

- Travel to client location
- Interview panel coordination
- Background or reference checks
- 12-24 month guarantee

OPTION 2

PARTIAL RECRUITMENT

UP TO INTERVIEWS

**Consulting Services:
\$18,900**

CONSULTING SERVICES INCLUDE:

Everything in Option 1, plus...

- Hiring authority and stakeholder meetings (up to 8 hours for community/employee engagement)
- Application screening
- Shortlist recommendations
- Produce recommended selection assessment tools
- Coordinate candidate scheduling and invitations to interview

Plus expenses: Between **\$3,000 - \$4,900** for the advertising plan and creative brochure

Does not include:

- Travel to client location
- Interview panel coordination
- Background or reference checks
- 12-24 month guarantee

OPTION 3

FULL SEARCH SERVICES

**Consulting Services:
\$24,900 - \$28,900***

*Depending on position

CONSULTING SERVICES INCLUDE:

Everything in Option 2, plus...

- Hiring authority and stakeholder meetings (up to 2 days of community/employee engagement)
- Panel coordination & interview facilitation
- Background and reference checks
- Virtual and/or in-person interviews (travel up to 2 trips) to client location
- 12-24 month guarantee

Plus expenses: Between **\$5,500 - \$7,900** for the advertising plan and creative brochure; travel expenses; shipping; multiple panel facilitation, etc.



WBCP

www.wbcpsc.com

Wendi Brown, President/Owner

wendi@wbcpsc.com | 541-664-0376 / 866-929-WBCP

HOURLY RECRUITMENT SERVICES

SENIOR RECRUITMENT
CONSULTING SERVICES

\$250/hour