



**SPECIAL CITY COUNCIL MEETING
TUESDAY, DECEMBER 16, 2025**

COUNCIL CHAMBERS
280 MADISON AVENUE NORTH
BAINBRIDGE ISLAND, WA

AND

REMOTE MEETING ON ZOOM
[HTTPS://BAINBRIDGEWA.ZOOM.US/J/92947338351](https://bainbridgewa.zoom.us/j/92947338351)
OR TELEPHONE: US: +1 253 215 8782
WEBINAR ID: 929 4733 8351

AGENDA

1. CALL TO ORDER / ROLL CALL / PLEDGE OF ALLEGIANCE - 6:00 PM

2. APPROVAL OF AGENDA / CONFLICT OF INTEREST DISCLOSURE - 6:05 PM

3. PUBLIC COMMENT - 6:10 PM

In person public comment is accepted at this time on any topic of public interest. Each commenter will have three minutes, or such amount as the meeting chair determines, to speak. Public comment is not taken on individual agenda items during the meeting. For items scheduled for a public hearing, comment is accepted from an individual only one time, either during public comment or during the hearing. Public comment is simply received by the Council, with no response, and Council cannot deliberate on items that are not on the agenda. The lack of comment is not an endorsement or a denial of the comment. Please refer to guidelines and instructions for public comment, including orderly behavior and civility in remarks, attached below. Remote public comment is allowed with advance notice by noon on the date of the meeting to the City Clerk, provided that all remote commenters shall be required to display their true name and to keep their camera turned on to show their true uncovered face while delivering their comments.

3.A [Guidelines and Instructions for Public Comment](#), 10 Minutes
[Guidelines and Instructions for Providing Public Comment.pdf](#)

4. REGULAR BUSINESS

4.A (6:20 PM) [Consider Selection of an Executive Search Firm - Executive](#), 10 Minutes
[RFQ - City Manager Executive Search 2025.pdf](#)
[Prothman Bainbridge Island City Manager Recruitment Proposal.pdf](#)
[Ralph Anderson Proposal - Bainbridge Island City Manager.pdf](#)
[Bob Murray & Associates.pdf](#)
[GMP Proposal - Bainbridge Is. City Manager.pdf](#)
[Raftelis_Proposal.pdf](#)

5. ADJOURNMENT - 6:30 PM

GUIDING PRINCIPLES

Guiding Principle #1 - Preserve the special character of the Island, which includes downtown Winslow's small town atmosphere and function, historic buildings, extensive forested areas, meadows, farms, marine views and access, and scenic and winding roads supporting all forms of transportation.

Guiding Principle #2 - Manage the water resources of the Island to protect, restore and maintain their ecological and hydrological functions and to ensure clean and sufficient groundwater for future generations.

Guiding Principle #3 - Foster diversity with a holistic approach to meeting the needs of the Island and the human needs of its residents consistent with the stewardship of our finite environmental resources.

Guiding Principle #4 - Consider the costs and benefits to Island residents and property owners in making land use decisions.

Guiding Principle #5 - The use of land on the Island should be based on the principle that the Island's environmental resources are finite and must be maintained at a sustainable level.

Guiding Principle #6 - Nurture Bainbridge Island as a sustainable community by meeting the needs of the present without compromising the ability of future generations to meet their own needs.

Guiding Principle #7 - Reduce greenhouse gas emissions and increase the Island's climate resilience.

Guiding Principle #8 - Support the Island's Guiding Principles and Policies through the City's organizational and operating budget decisions.



City Council meetings are wheelchair accessible. Assisted listening devices are available in Council Chambers. If you require additional ADA accommodations, please contact the City Clerk's Office at 206-780-8604 or cityclerk@bainbridgewa.gov by noon on the day preceding the meeting.



CITY OF
BAINBRIDGE ISLAND

Special City Council Meeting Agenda Bill

MEETING DATE: December 16, 2025 **ESTIMATED TIME:** 10 Minutes

AGENDA ITEM: Guidelines and Instructions for Public Comment,

SUMMARY:

AGENDA CATEGORY: Presentation

PROPOSED BY: City Council

RECOMMENDED MOTION:

Information only.

COMMUNITY ENGAGEMENT AND OUTREACH:

FISCAL IMPACT:

Amount:	
Ongoing Cost:	
One-Time Cost:	
Included in Current Budget?	

ATTACHMENTS:

[Guidelines and Instructions for Providing Public Comment.pdf](#)



CITY OF
BAINBRIDGE ISLAND

CITY CLERK'S OFFICE

Members of the public are encouraged to submit written public comment to the City Council at any time by emailing Council at council@bainbridgewa.gov. Members of the public who wish to provide public comment in-person at a City Council business meeting should sign up to speak on the sign-in sheet by the Chamber doors. The Mayor will call the people signed up on the sign-in sheet, and speakers will have three minutes to speak from the podium. Please speak directly into the microphone, which is adjustable. A timer on the screen will indicate when 3 minutes (or such other time set by the Mayor) has elapsed. The Deputy Mayor will also hold a sign indicating when 30 seconds of the allotted time remains.

Guidelines for public comment are below. Remote public comment is allowed with advance notice to the City Clerk by noon on the date of the meeting at cityclerk@bainbridgewa.gov, provided that all remote commenters shall be required to display their true name and to keep their camera turned on to show their true uncovered face while delivering their comments.

Excerpts from the Governance Manual regarding public comment:

5.6 Respect and Decorum

It is the duty of the Presiding Officer and Councilmembers to maintain dignity and respect for their offices, City staff, and the public. While the Council is in session, the Councilmembers shall preserve civility, order and decorum. No member of the public shall, by conversation or otherwise, delay, disrupt, or interrupt the proceedings of the Council, nor engage in any of the prohibited behavior described below. Councilmembers and the public shall obey the proper orders of the Presiding Officer of the meeting.

5.6.1 Orderly Behavior and Civility in Remarks

Any person disrupting the business of the Council, either while addressing the Council or attending the proceedings, shall be asked to leave, or be removed from the meeting. Continued disruptions may result in a point of order by the Presiding Officer or a Councilmember pursuant to the Council's parliamentary rules, or a recess, forced removal, or adjournment as described elsewhere in this manual. Disruptive behavior includes, but is not limited to, the following:

- (a) Speaking without being recognized by the Presiding Officer.
- (b) Continuing to speak after the allotted time has expired.
- (c) Speaking on an item at a time not designated for discussion by the public of that item, such as speaking on a quasi-judicial item at a time other than during a public hearing or closed record proceeding on the matter.
- (d) Throwing objects.

- (e) Speaking on an issue that is not a public topic, in violation of Section 9.12.2.
- (f) Speaking in favor of or in opposition to a ballot proposition or a candidate for public office, provided, that public comment is allowed when the City Council is considering taking a collective position in favor of or in opposition to a ballot proposition as authorized in RCW 42.17A.555.
- (g) Impersonating a City Councilmember or a member of the City staff.
- (h) Shouting or otherwise engaging in loud or boisterous behavior.
- (i) Continuing to make repetitive remarks after being requested not to do so by the Presiding Officer or a majority of the City Council.
- (j) Attempting to engage the audience rather than the Council, e.g., asking audience members to stand, clap, boo or otherwise express collective support or opposition to any matter.
- (k) Booing, hissing, or otherwise disrupting the comments of another speaker.
- (l) Using racial slurs or other slurs directed at the color, creed, religion, ancestry, gender, sexual orientation, gender expression or identity, national origin, citizenship or immigration status, or mental, physical, or sensory disability of any individual or group, under circumstances where such words constitute “fighting words” under constitutional law.
- (m) Refusing to modify conduct after being advised by the Presiding Officer that the conduct is disrupting the meeting or disobeying any other lawful order of the Presiding Officer or a majority of the City Council.

5.6.2 Permission Required to Address the Council

Persons other than Councilmembers and Administration shall be permitted to address the Council only upon recognition and introduction by the Presiding Officer of the meeting.

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9.12.2 Subjects – Whether or Not on the Current Agenda

Public comments received during the public comment period may be on any public topic, whether or not on the agenda, but a comment on the subject that is covered by a public hearing at that meeting must be made during the period of the public hearing. All public comment shall be made consistent with Section 5.6.

9.12.3 Use of Microphones

Comments shall be made directly into the microphone, as it is necessary for the public record and for the audience to hear all proceedings. No comments shall be made from any other location.



Special City Council Meeting Agenda Bill

MEETING DATE: December 16, 2025 **ESTIMATED TIME:** 10 Minutes

AGENDA ITEM: (6:20 PM) Consider Selection of an Executive Search Firm - Executive,

SUMMARY: On November 18, the City Council authorized a request for qualifications (RFQ) to identify an executive search firm to assist the City Council in the recruitment and selection of a city manager and an interim city manager. The request for qualifications is attached. The full City Council designated a subcommittee consisting of Councilmembers Moriwaki, Schneider, and Hytopoulos to review responses and provide a recommendation to the City Council.

In response to the city's RFQ, eight firms provided their qualifications. The subcommittee reviewed the submitted qualifications of all the firms and invited five firms to virtual interviews. At the conclusion of the interviews and deliberation, the subcommittee recommends the full City Council direct the city manager to enter into an agreement with Prothman Company. Prothman proposes a professional fee of \$18,500 plus expenses for publications, travel, and background checks. Prothman is available to begin the engagement immediately.

AGENDA CATEGORY: Discussion

PROPOSED BY: Executive

RECOMMENDED MOTION:

I move to authorize the City Manager to execute an agreement with Prothman Company as the executive search firm to assist with the identification of the City's next City Manager and Interim City Manager (base fee \$18,500 plus expenses).

COMMUNITY ENGAGEMENT AND OUTREACH:

FISCAL IMPACT:

Amount:	\$18,500 plus expenses
Ongoing Cost:	
One-Time Cost:	\$18,500 plus expenses
Included in Current Budget?	false

BACKGROUND: City purchasing policy requires solicitation for certain professional services. With the announced retirement of current City Manager Blair King on January 30, the City Council authorized the issuance of a request for qualifications for an executive search firm. The Council designated a subcommittee of Councilmembers Moriwaki, Schneider, and Hytopoulos to consider the responses and provide a recommendation. A total of eight firms responded. The subcommittee invited five firms to virtual interviews. The short-listed firms' proposals are attached:

Prothman Company
Ralph Andersen & Associates
Bob Murray & Associates
GMP Consultants
Raftelis

The subcommittee recommends the full Council consider the firm of Prothman. The panel was impressed with the qualifications of the project lead. Prothman is a Washington based company and has extensive experience in the recruitment of city managers in the Pacific Northwest. The panel is recommending Prothman based upon experience, responsiveness, and adaptability. Prothman will also assist with the identification of an Interim City Manager who can serve until the new City Manager assumes their responsibilities.

The various firms provided a range of costs from \$38,700 all-inclusive to \$18,500 plus expenses.

Prothman is available upon execution of a contract. Prothman has provided a three-month schedule and workplan.

ATTACHMENTS:

[RFQ - City Manager Executive Search 2025.pdf](#)
[Prothman Bainbridge Island City Manager Recruitment Proposal.pdf](#)
[Ralph Anderson Proposal - Bainbridge Island City Manager.pdf](#)
[Bob Murray & Associates.pdf](#)
[GMP Proposal - Bainbridge Is. City Manager.pdf](#)
[Raftelis_Proposal.pdf](#)

Request for Qualifications – Executive Search Services City Manager Recruitment

Publication date: November 19, 2025

The City of Bainbridge Island, Washington (City) respectfully invites you to provide your qualifications to assist the City Council in its selection of its next city manager. The City is seeking a firm to assist with the identification of qualified city manager candidates, development of an applicant pool, screening and vetting of qualified candidates, logistics for interviews, and employment background checks. Additionally, the city would like assistance to secure the services of a qualified experienced Interim City Manager within a relatively short period of time. The City's needs are detailed in this Request for Qualifications ("RFQ").

Background

The City of Bainbridge Island is in Kitsap County, Washington, and the entire island is incorporated as one city. Bainbridge Island has an area of 28 square miles, with 52 miles of shoreline, dense forests, mostly suburban development patterns, and an estimated population of 25,000.

The City operates under the laws of the State of Washington applicable to a non-charter code city with a Council-Manager form of government. It has operated as a Council/Manager city since 2009. The well-regarded incumbent city manager has announced his retirement effective February 2026.

The seven part-time City Council members are elected to four-year, staggered terms from the island's three wards plus one at-large position. The mayor is rotated and selected from the Council that serves a population of approximately 25,000. The City provides the following major types of services: general executive and administrative services, police, emergency preparedness, judicial, water supply/treatment/distribution, sewer collection and treatment, storm water (drainage) collection, street maintenance and construction, planning and zoning, permits and inspections, some parks, and boat docks. Other local governments provide public education, fire suppression, library, and most parks services. The city staff is comprised of 142 full-time equivalent employees (FTE).

Submittals

Firms responding to this RFQ will provide a concise description of provider capabilities to satisfy the requirements of the request. Each submittal must include the following components:

- History of the firm and experience providing assistance with executive search to cities.
- Identification of the specific individual assigned to this engagement, their specific experience with executive recruitment and their knowledge of municipal organizations and the role of city managers. The city must be comfortable that the key members of the team will be available

during the full term of the engagement and provide the level of attention and care this important recruitment requires.

- Discuss the approach, tasks, and steps.
 - How will the firm identify potential candidates?
 - How will the firm interact with the Council, community, and staff?
 - How will the firm evaluate candidates?
 - How will the firm present recommended candidates to the City Council?
 - What role with the firm play during interviews?
 - What services do you offer to verify qualifications and background?
- Proposed schedule of work.
- Proposed fee.
- Details of any guarantees the firm provides.

In addition to providing services related to the recruitment of a new city manager, the City is also interested in assistance with identifying an interim city manager. This individual will be an experienced manager who can provide leadership and value during the recruitment of the city manager, available to begin work in February 2026.

Submittals must be received by **8:00 AM PST on Friday, December 5, 2025**. Submittals are limited to 15 pages, not counting the cover pages. Responses should be sent via email under the subject “City Manager Services” to Blair King, City Manager, City of Bainbridge Island (bking@bainbridgewa.gov). Submittals received after the deadline will not be considered.

Email is the preferred method, but responses may also be mailed or dropped off at City Hall (Monday – Friday, from 8:00 AM to 4:00 PM). Print copies should be double-sided, with no cover or binding.

City Hall
280 Madison Ave N
Bainbridge Island, WA 98110
Attention: Blair King

Anticipated Compensation

Firms responding to this RFQ will include their proposed compensation plan with their submittal.

Review and Selection Process

It is assumed the City Council as a whole, or via a subcommittee, will seek to interview firms prior to making a selection. Firms should be prepared for interviews at relatively short notice.

Terms and Conditions

Selected applicants will be required to execute a City of Bainbridge Island Professional Services Agreement, obtain a City of Bainbridge Island Business License, and demonstrate compliance with the City’s insurance requirements (briefly explained below).

The City reserves the right not to select any of the applicants, and the right to select an individual or firm not from this application process. The City further reserves the right to waive irregularities and informalities in this process. This RFQ does not obligate the City to pay any cost incurred by applicants in responding to this RFQ. All such costs shall be borne solely by each applicant. Furthermore, this RFQ does not obligate the City to enter into a contract with any applicant responding to this RFQ.

Assurances of Nondiscrimination

Title VI

The City of Bainbridge Island, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252, 42 U.S.C. §§ 2000d to 2000d-4) and the Regulations, hereby notifies all bidders that it will affirmatively ensure that in any contract entered into pursuant to this advertisement, disadvantaged business enterprises will be afforded full and fair opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.

Americans with Disabilities Act (ADA) Information/Pledge

The City of Bainbridge Island in accordance with Section 504 of the Rehabilitation Act (Section 504) and the Americans with Disabilities Act (ADA) commits to nondiscrimination on the basis of disability in all its programs and activities.

We pledge to make our bid process accessible and user-friendly for everyone. If you are having difficulty viewing or navigating the content of this document, or note any content, feature, or functionality that you believe is not fully accessible to people with disabilities, please contact us at cityadmin@bainbridgewa.gov or 206-842-2545 for assistance.

Please note the nature of your accessibility concern, the preferred format in which to receive the online material (hard copies are available), the Web page address of the requested material, and the best way to contact you.

Nondiscrimination Statement

The City of Bainbridge Island hereby notifies all bidders that all bidders and contractors will be selected, compensated and, if necessary, terminated without regard to sex/gender, race, national origin, religion, creed, color, marital status, veteran status, age, national origin, pregnancy, sexual orientation, gender identity, disability, genetic information or any other basis prohibited by law.

In alignment with the City of Bainbridge Island's equity and inclusion goals, we encourage organizations led by those who identify as women or members of traditionally marginalized communities, or who are or could be certified as Minority Business Enterprise/Women Business Enterprise (MBE/WBE), Disadvantaged Business Enterprise (DBE), or equivalent to respond.

Proposal
for
City Manager
Recruitment Services



Leadership is Key to the Sustainability of Any Organization

Great leaders invest in their teams, build trust, and create an environment where employees don't just work - they contribute and grow.

Finding great leaders is what we do!



Executive Recruitment
Interim Staffing. Application Software. Job Board.

Cover Letter / Qualifications

Thank you for the opportunity to submit the enclosed City Manager recruitment proposal. A trusted leader in public sector executive recruitment since 2002, Prothman Company has been providing recruitment services and sourcing and outreach services to the City of Bainbridge Island for almost 20 years, successfully completing nine full recruitments, as well as most recently completing the Climate & Sustainability Manager and Treatment Plant Supervisor sourcing and outreach recruitments. We take pride in the exceptional customer service and quality candidate pools we have provided the City of Bainbridge Island over the years.

What makes Prothman stand out?

A Proven Track Record

With over 23 years of success and more than 1,100 completed recruitments, Prothman Company has continually evolved by listening, learning, and refining a recruitment process that truly works. We take pride in the trust we've built with a wide range of clients – from small organizations with a single employee to large agencies with over 14,000 employees. No matter the size or complexity of your recruitment challenge, Prothman has the experience and solutions to help you succeed.

Quality Candidate Pools

We lead the industry in placement and retention by doing more than filling roles - we find the right leaders who excel and stay. Our tailored interview questions, combined with proven assessment techniques honed over years of experience, uncover not only technical competencies but also the values and interpersonal strengths that drive long-term success. This comprehensive approach ensures every hire is a lasting fit.

Exceptional Customer Service

For the past 18 years, Prothman has maintained the same dedicated in-house team, providing an unmatched level of expertise and process flow. Led by Sonja Prothman, our tight-knit group brings deep industry knowledge and experience, ensuring consistent, high-quality service for every client we serve. Our entire team believes in our mission to serve local government organizations and their communities with integrity and commitment. Driven by our passion for local government, we are always on call and do what we do because we love helping organizations find great leaders.

Strategic Outreach Methods

Every recruitment strategy is customized because every client and recruitment is unique. Our strategy is to cast the widest net possible to ensure a qualified and diverse applicant pool, combining proven recruitment outreach tactics with innovative strategies to find top talent. In addition, our consultants are active and trusted in the public sector profession. Their network and personal outreach typically bring in several qualified candidates who may not be actively seeking a new job.

Sonja Prothman

Prothman Company

206.368.0050; sonja@prothman.com

Submittal Date: December 5, 2025

STATEMENT OF QUALIFICATIONS - PROJECT TEAM

Cliff Moore – Senior Consultant, Project Lead

Cliff Moore joined Prothman after a 30-year career in public service in Washington State. He served as City Manager in Yakima, as County Manager in Thurston County and he was the long-time Director of the Thurston County Community and Economic Development Department. Prior to city and county government roles, Cliff was a faculty member at Washington State University in Pullman, and he held executive leadership positions at the university's extension offices in both Jefferson and Thurston Counties. As an extension educator, Cliff was a Certified Master Facilitator, and he developed curricula for leadership, ethics and communication training programs. In 2021, he was co-author of an 8-week Diversity, Equity & Inclusion seminar for staff and faculty, entitled Facing Racism. Before his years of public service in Washington, Cliff worked abroad as a Peace Corps volunteer in Togo, West Africa; he was Assistant Country Director for the CARE mission in Honduras; and he was the Director of the US Refugee Resettlement Office in Khartoum, Sudan. Cliff has a graduate degree in Multi-Cultural Education and an undergraduate degree in World History. Cliff lives in Port Townsend with his wife Mea and their dog Addie.

Since joining Prothman, Cliff has successfully managed over 65 executive recruitment processes, demonstrating the experience and facilitation skills essential for successful outcomes. With more than 30 years in local government management, Cliff brings not only deep sector knowledge but also an unparalleled network enabling him to effectively reach both active and passive candidates in a way few consultants or recruitment firms can match.

Cliff Moore Current Recruitments & Projects

City Manager – City of Tacoma, WA

Executive Director – Housing Authority of Skagit County, WA

Human Resources Director – City of Tacoma, WA

Human Resources Director – City of Bremerton, WA

Public Works Director – City of Tacoma, WA

Finance Department Review – Pierce County, WA

Cliff Moore Completed City Manager / Executive Director Recruitments

City of Pullman, WA - City Administrator

City of Liberty Lake, WA - City Administrator

City of Ephrata, WA - City Administrator

City of Battle Ground, WA - City Manager

City of Maupin, OR - City Manager

City of Milton-Freewater, OR - City Manager

City of Tacoma, WA - Deputy City Manager

Jefferson County, WA - County Administrator

Port of Olympia, WA - Executive Director

Port of Orcas, WA - Executive Director

Fidalgo Pool & Fitness Center, WA - Executive Director

Kelso Longview Chamber of Commerce, WA - CEO

Port of Poulsbo, WA - Port Manager

Birch Bay Village Community Club, WA - Assistant General Manager

Sudden Valley Community Association, WA - General Manager

STATEMENT OF QUALIFICATIONS - PROJECT TEAM

Elizabeth Pauli – Senior Consultant, Project Co-Lead

Elizabeth Pauli joins Prothman upon her retirement from the City of Tacoma. Ms. Pauli was the first female City Manager for the City of Tacoma, the third largest city in the state of Washington. As City Manager, she was the Chief Executive Officer for the City of Tacoma, overseeing 12 operational departments and offices, and was responsible for assisting the City Council with its policy development. Elizabeth joined the City of Tacoma in May 1998, as Chief Assistant City Attorney. She was appointed City Attorney in 2005. She stepped into the Interim City Manager role in 2017 before being appointed City Manager. She retired from the City in July of 2025. Prior to joining the City of Tacoma, she was a partner at McGavick Graves, P.S., a well-established law firm in Tacoma. She is a graduate of the University of Wisconsin-Madison Law School and has Bachelor of Science degrees in education and social work from the University of Wisconsin-Madison. Elizabeth lives in Tacoma with her husband, Dave, and is a proud mother and grandmother. She enjoys running the trails near her mountain cabin. She is an active volunteer with her church and in her community.

Sonja Prothman – Project Support

As owner and CEO, Sonja directs the day-to-day operations of the Prothman Company and has over 18 years of experience in local government recruiting, interim placements, and organizational assessments. Sonja is a former councilmember for the City of Normandy Park, Washington, and brings to Prothman the “elected official” side of government – a vital perspective for understanding our clients’ needs. Sonja also brings private sector expertise, having worked with the Boeing Company where she was on the start-up team as lead negotiator for schedules and deliverables for the first 777 composite empennage. A Seattle native, Sonja earned a bachelor’s degree in Communications from the University of Washington.

Jared Eckhardt – Project Support

Jared is part of the Prothman administrative team responsible for profile development and candidate outreach. Jared works one-on-one with the client for position profile development and works with the lead consultant on each client’s outreach strategies. Jared also functions as recruitment support as a secondary lead consultant on recruitments and special projects. Jared graduated from the University of Washington, earning his BA in Communications.

Barry Gaskins – Project Support

Barry is part of the Prothman administrative team responsible for client and candidate management and administrative support to Sonja. His attention to detail and understanding of timeliness to the customer and candidates is remarkable. Barry works with the lead consultant with scheduling interviews, arranging candidate travel, managing candidate application packets, and assembly of candidate information to give to the client. Barry earned his bachelor’s degree from California State University in Los Angeles.

Madison Lindquist – Project Support

Madison is part of the Prothman administrative team responsible for Prothman’s social media outreach, direct mail outreach, website development and Online Application Service support. Madison works one-on-one with the client to ensure optimal outreach in all available social networking resources and works with clients who choose to use the Online Application Service. Madison also functions as recruitment support. Madison graduated from the University of Washington, earning her BA in Communications.

STATEMENT OF QUALIFICATIONS - EXPERIENCE

Prothman Team Current Recruitments

City Manager – City of Tacoma, WA
City Manager – City of King City, OR
City Administrator – City of Dundee, OR
City Manager – City of Gresham, OR
County Administrator – Lincoln County, OR
Executive Director – Housing Authority of Skagit County, WA
Executive Director – Thurston Regional Planning Council, WA
President / Executive Director – Columbia River Economic Development Council, WA
Executive Director – Urban Flood Safety and Water Quality District, OR
Chief Executive Officer – Greater Valley Health Center, MT
Human Resources Director – City of Edmonds, WA
Human Resources Director – City of Tacoma, WA
Human Resources Director – City of Bremerton, WA
Fire Chief – Fort Lupton Fire Protection District, CO
Police Chief – City of Forest Grove, OR
Chief Financial Officer – Missoula County, MT
Public Works Director – City of Bremerton, WA
Airport Manager – City of Kenai, AK

2025 - 2023 Prothman Team Executive Management Recruitments

City Administrator – City of Pullman, WA
Assistant City Manager – City of Forest Grove, OR
City Manager – City of Chehalis, WA
City Manager – City of Centralia, WA
Executive Director – Washington State Transit Insurance Pool
Executive Director – Synchronous Risk Management, WA
City Manager – City of Maupin, OR
Executive Director – Vashon Park District, WA
Port Manager – Port of Poulsbo, WA
Executive Director – Fidalgo Pool & Fitness Center, WA
Assistant County Administrator – Kitsap County, WA
City Manager – City of Milton-Freewater, OR
Executive Director – Economic Development Council of Mason County, WA
City Manager – City of Battle Ground, WA
General Manager – Sudden Valley Community Association, WA
Executive Director – Port of Olympia, WA
Executive Director – MACECOM 911, WA
City Manager – City of Vineyard, UT
Chief Executive Officer – Ben Franklin Transit, WA
District Manager – Moses Lake Irrigation & Rehabilitation District, WA
Chief Executive Director – Kelso Longview Chamber of Commerce, WA
Chief Executive Officer – Link Transit, WA
General Manager – Skagit Transit, WA
Executive Director – Port of Pasco, WA
Executive Director – Port of Orcas, WA
Executive Director – Spokane Arts, WA
Executive Director – Port of Moses Lake, WA
Administrative Services Director – City of Shoreline, WA

STATEMENT OF QUALIFICATIONS - REFERENCES / RECRUITMENTS

References

City of Bremerton, WA – HR Director (Cliff as lead, in progress), Public Works Director, Fire Chief, Director of Financial Services, Police Chief, Parks & Recreation Director, Building Official, Engineering Project Manager

Contact: Charlotte Nelson, HR Manager

charlotte.nelson@ci.bremerton.wa.us

360.473.5926

Bainbridge Island Fire Department, WA – HR Manager, Deputy Fire Chief

Contact: Jared Moravec, Fire Chief

jmoravec@bifd.org

206.842.7686

Housing Authority of Skagit County, WA – Executive Director (Cliff as lead, in progress)

Contact: Tina Tate, Board Chair

t.tate@skagithabitat.com

360.708.2144

City of Tacoma, WA – City Manager (Cliff as lead, in progress), HR Director (Cliff as lead, in progress), Public Works Dir. (Cliff as lead, in progress), Deputy City Manager (Cliff as co-lead)

Contact: Keith Gulley, Talent Acquisition Manager

kgulley@tacoma.gov

253.290.2530

Kitsap County, WA – Assistant County Administrator (Cliff as lead)

Contact: Denise Greer, HR Director

dgreer@kitsap.gov

360.337.4824

Jefferson County, WA – Community Development Director (Cliff as lead), County Administrator (Cliff as lead), Central Services Director, Deputy Prosecuting Attorney, County Administrator 2021 & 2012, Wastewater Project Manager

Contact: Sarah Melancon, HR Director

semelancon@co.jefferson.wa.us

360.385.9133

Port of Olympia, WA – Executive Director Recruitment (Cliff as lead), Finance Director, Marine Terminal Sr. Manager, Airport Sr. Manager, Director of Strategic Projects, Capital Assets Program Manager (Sourcing & Outreach Recruitments)

Contact: Ben McDonald, HR & Administrative Director

benm@portolympia.com

360.528.8003

City of Ocean Shores – Deputy Police Chief (Cliff as lead)

Contact: Kristin Jones, HR Director

kmjones@osgov.com

360.940.7579

AVAILABILITY, COMMUNICATION & PROPOSED SCHEDULE

We are ready to start when you are!

One of our first tasks will be to coordinate and commit to a schedule.

We will provide you with our cell phone numbers and emails so that you have direct access to your lead consultant and support staff, and we will communicate and update you as often as you desire.

We understand that each recruitment is unique, and we are flexible to adjust the recruitment schedule to fit your needs.

Draft Schedule

Blue highlighted / bolded events represent meetings with the client.

Date	Topic
Weeks of January 5 & 12, 2026	Gather information for position profile. Travel to Bainbridge Island for stakeholder interviews. Send profile for review and edits. Get profile approval.
January 19, 2026	Post profile on Prothman website
January 27, 2026	Send direct mail brochures and first round of emails
February 22, 2026	Application closing date
Weeks of February 23 & March 2, 2026	Prothman screens applications & interviews top 6 - 12 candidates
Week of March 9 - 13, 2026	Work Session to review semifinalists and pick finalists, and design final interviews
Week of March 23 or 30, 2026	Travel to Bainbridge Island for Final Interview Process which includes an evening reception and next day interviews

RECRUITMENT WORK PLAN

Prothman Company has been in the business of finding highly qualified candidates for placement in local government organizations of various sizes with varying political ideologies for 23+ years. 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.

We truly enjoy helping local government thrive and look forward to performing all the services represented in this proposal.

SCOPE OF SERVICES

1. Develop a Tailored Recruitment Strategy

Project Review

The first step will be to:

- ◆ Send introductory recruitment “kick-off” email
- ◆ Review the scope of work with the recruitment committee
- ◆ Review the project schedule with the recruitment committee

Information Gathering and Research (*Soliciting Input*)

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

- ◆ Meet with City Council
- ◆ Meet with Retiring City Manager
- ◆ Meet with Leadership Team
- ◆ Meet with Staff, as directed
- ◆ Meet with Partner Agencies & Other Stakeholders, as directed
- ◆ Review all documents related to the position

Position Profile Development (*Identifying the Ideal Candidate*)

We will work with you and develop a compelling profile of your ideal candidate. Once the Position Profile is approved by you, it will serve as the foundation for our determination of a candidate’s “fit” within the organization and community. Profiles include the following:

- ◆ **A description of the ideal candidate’s qualifications**
 - Years of related experience
 - Ideal personality traits
- ◆ **Organization-specific information**
 - Description of the organization, position and key responsibilities
 - Priorities and challenges facing the organization
- ◆ **Community-specific information**
- ◆ **Compensation package details**
- ◆ **Information on how to apply**

2. Identify, Target, and Recruit Viable Candidates

Outreach and Advertising Strategy (*Locating Qualified Candidates*)

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

- ◆ **Print and Internet-based Ads** placed regionally and nationally in professional publications, journals, and related websites.
- ◆ **Targeted Direct Mail Brochures** sent directly to hundreds of city, county and executive management professionals who are not actively seeking a new position.
- ◆ **Focused Candidate Outreach** via personal contacts and thousands of personal emails sent directly to city, county and executive management professionals.
- ◆ **Posting the Position Profile on Prothman's Facebook and LinkedIn pages, and on the Prothman website**, which receives over seven thousand visits per week from potential candidates.

3. Conduct Preliminary Screening

Candidate Screening (*Narrowing the Field*)

Once the application deadline has passed, we will conduct an extensive candidate review designed to gather detailed information on the leading candidates. The screening process has 3 key steps:

- 1) **Application Review:** We will screen the candidates for qualifications based on the resumes, applications, and supplemental question responses. After the initial screening, we take the yes's and maybe's and complete a second screening where we take a much deeper look into the training, work history and qualifications of each candidate.
- 2) **Internet Publication Background Search:** We conduct an internet publication search on all semifinalist candidates prior to their interviews. If we find anything out of the ordinary, we discuss this during the initial interview and bring this information to you.
- 3) **Personal Interviews:** We will conduct in-depth videoconference or in-person interviews with the top 6 to 12 candidates. During the interviews, we ask technical questions to gauge their competency, and just as importantly, we design our interviews to measure the candidate's fit within your organization.

Candidate Presentation (*Choosing the Finalists*)

We will prepare and send to you candidate packets which include each candidate's application materials and the results of the personal interviews and publication search.

We will travel to Bainbridge Island and advise you of the candidates meeting the qualifications, our knowledge of them, and their strengths and weaknesses relative to fit within your organization. We will give you our recommendations and then work with you to identify the top 2 to 5 candidates to invite to the final interviews.

We will discuss the planning and design of the final interview process during this meeting.

4. Prepare Materials and Process for Final Interviews

Final Interview Process (*Selecting the Right Candidate*)

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

- ♦ **Elements of the design process include:**
 - **Deciding on the Structure of the Interviews**
 - **Deciding on an Evening Reception**
 - **Deciding on Candidate Travel Expenses**
- ♦ **Background Checks**

Background checks include the following:

 - **References** from 8 – 12 current and past employers and colleagues
 - **Education Verification, Criminal History, Driving Record and Sex Offender Check**
- ♦ **Candidate Travel Coordination**

After you have identified the travel expenses you wish to cover, we work with the candidates to organize the most cost-effective travel arrangements.
- ♦ **Final Interview Packets**

The Final Interview Packets include sample interview questions and the candidates' application materials and are the tool that keeps the final interview process organized.
- ♦ **Final Interviews with Candidates**

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

After the interviews are complete, we will facilitate the evaluation process, help the decision makers come to consensus, discuss the next steps, and organize any additional candidate referencing or interview sessions if needed.
- ♦ **Facilitate Employment Agreement**

Once the top candidate has been selected, we offer any assistance needed in developing a letter of offer and negotiating the terms of the employment agreement.

5. Warranty

Repeat the Recruitment

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.

6. Guarantee

Replacement Recruitment

Prothman will guarantee that if the selected finalist is terminated for cause 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.

FEE, EXPENSES & GUARANTEE

Professional Fee

The fee for conducting a City Manager full recruitment with a one-year guarantee is \$18,500. The professional fee covers all Prothman staff time required to conduct the recruitment. This includes all meetings and correspondence with the client, writing and placing the recruitment ads, development of the candidate profile, creating and processing direct mail letters, creating and coordinating the email campaign, reviewing resumes, coordinating and conducting semifinalist interviews, coordinating and attending finalist interviews, coordinating candidate travel, conducting background checks and professional references on the finalist candidates and all other search related tasks required to successfully complete the recruitment.

The professional fee is billed in three equal installments throughout the recruitment, one at the beginning, at the halfway point, and upon completion of the final interviews.

Expenses

Expenses vary depending on the design and geographical scope of the recruitment. We do not mark up expenses and work diligently to keep expenses at a minimum and keep records of all expenditures. The City of Bainbridge Island will be responsible for reimbursing expenses Prothman incurs on your behalf. Expenses for each recruitment include:

- Trade journal, LinkedIn, and associated website advertising (approx. \$1,500 - \$2,200)
- Direct mail announcements (\$1,900)
- Consultant travel: No Charge (Cliff lives in Port Townsend, Elizabeth lives in Tacoma)
- Final Interview Packets and Shipping, if requested: (approx. \$75 - \$150)
- Background checks performed by Sterling (approx. \$190 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.

Equal Opportunity

We can assure you that we recognize the importance and wisdom of a diverse rich candidate pool and for every recruitment we conduct, we have made it our mission to reach out to and attract the most qualified and diverse candidate pool as possible for our clients. If we are chosen to be your executive recruiting partner, we will do so with the common goal of finding the agency a diverse and qualified pool of candidates.

Guarantee

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

DIVERSITY, EQUITY, AND INCLUSION

Prothman Company's philosophy and commitment to diversity in executive search:

We can assure you that we recognize the importance and wisdom of a diverse rich candidate pool and for every recruitment we conduct, we have made it our mission to reach out to and attract the most qualified and diverse candidate pool as possible for our clients. If we are chosen to be your executive recruiting partner, we will do so with the common goal of finding the agency a diverse and qualified pool of candidates.

Our commitment to diversity is broad and responsive. We've supported clients across the full spectrum of diversity initiatives, from anonymizing candidate names to ensure unbiased evaluations based solely on qualifications, to fulfilling requests that focus specifically on presenting racially diverse talent. Our success lies in our ability to adapt and support each client's unique approach to building a more inclusive and representative workforce.

Long before diversity, equity, and inclusion (DEI) became a cultural touchstone, our philosophy and strategies had already embraced the principles these concepts represent. Through targeted outreach and thoughtful review processes, we have consistently supported our clients' efforts to broaden access and expand opportunities in public sector employment, particularly for individuals historically underrepresented in the field.

Workplace diversity is a proven driver of organizational success, and Prothman Company is proud to support this value through our sponsorship of the Northwest Women's Leadership Academy (NWWLA). NWWLA provides impactful training and mentorship programs specifically designed to empower women aspiring to leadership roles in local government. Through our partnership, we help foster career growth opportunities and support the development of future leaders who will shape strong, diverse communities.

Every recruitment strategy we develop is customized to reflect the unique needs and values of each client. We are increasingly designing position-specific promotional materials that highlight an organization's commitment to diversity and openness to candidates from nontraditional backgrounds. Our outreach goal is to cast the widest possible net by combining proven recruitment tactics with innovative strategies to ensure a highly qualified and diverse applicant pool.

Prothman also values diversity in professional experience. Increasingly, we are partnering with clients who are open to expanding their evaluation criteria to include candidates from non-traditional career paths. For example, in response to recent federal policy shifts, we are now seeing highly qualified applicants from agencies such as the Department of State, USAID, and the federal judiciary. These individuals offer a wealth of transferable skills, even if they have not come from traditional municipal government backgrounds.

EXAMPLE OF INVITE LETTER



CITY OF
BAINBRIDGE ISLAND
Washington

CLIMATE AND SUSTAINABILITY MANAGER

\$109,745 - \$137,616

Plus Excellent Benefits.

Applications Accepted Through:

November 3, 2024

(First Review, Open Until Filled.)

www.prothman.com

Dear Colleague,

Prothman is currently recruiting for the **Climate and Sustainability Manager** position for the **City of Bainbridge Island, Washington**. We invite you to review the position details on the back page. If you find that this position is not right for you, we kindly ask you please pass this on to other professionals you know who may be ready for this next step in their career.

Thank you for your consideration and help!

PROTHMAN



THE COMMUNITY



The City of Bainbridge Island is located 35 minutes by ferry from Seattle on ancestral territory of the suq'wabš "People of Clear Salt Water" (Suquamish People). Bainbridge Island has an area of 26 square miles, with 52 miles of shoreline, dense forests, mostly suburban development patterns, and an estimated population of 25,000. The City Council recently identified implementation of the City's 2020 Climate Action Plan and 2022 Sustainable Transportation Plan as among their highest priorities. The emphasis on climate and sustainability also came through in a community values survey that revealed that residents' commitment to preserving the sense of community and green spaces - agricultural land, forests, parks, and trails. Almost 60 percent of residents hold professional or management positions, resulting in significantly higher median household incomes than the national average. Employment on the island comes from a mixture of retail shops, service and homebased businesses, manufacturing, government, education, and healthcare.

THE CITY

The City of Bainbridge Island has comprised the entire island since 1991 when the City of Winslow—then the urban center—annexed the rest of the island to better manage growth from an island-wide perspective. The City Manager reports to and is appointed by the City Council. The City Council's seven members are elected in non-partisan elections for four-year staggered terms. As a non-charter code city, the municipal corporation provides services in the areas of Public Safety, Planning, Public Works, and Municipal Court. Fire and Parks are separate taxing districts. The City operates with 141 FTEs on an annual operating budget of \$36.9 million, and continues to hold a financially stable position.



THE POSITION

Working under the direction of the Deputy City Manager, the Climate and Sustainability Manager leads the development and implementation of climate change and environmental sustainability programs for the City of Bainbridge Island. The Climate and Sustainability Manager develops and maintains strategic partnerships to meet the overall goals of the Bainbridge Island Climate Action Plan – and the supporting Sustainable Transportation Plan– and advance sustainability initiatives in the city. The Climate and Sustainability Manager establishes internal and external coalitions to further key climate and sustainability goals, including efforts focused on fleet electrification, energy efficiency, renewable energy, solid waste management, green building, reducing vehicle miles traveled, preparing for climate change, and equitable community climate action.

Funding over the past five years has totaled \$1.5 million for climate-related projects and programs, and Bainbridge Islanders have reduced 142 metric tons of climate pollution by completing simple actions in the Climate Smart Challenge.

To review the full position profile and benefits package, and to learn more about Prothman, please visit: www.prothman.com.



5800 Stanford Ranch Road
Suite 410
Rocklin, California 95765
916.630.4900

December 5, 2025

Mayor Ashley Mathews and
Members of the City Council
City of Bainbridge Island
280 Madison Ave N
Bainbridge Island, Washington 98110

Via Email to: Blair King, City Manager - bking@bainbridgewa.gov

RE: City Manager Services

Dear Mayor Mathews and Members of the City Council:

We are pleased to submit this Proposal to recruit for the position of City Manager for the City of Bainbridge Island. We will facilitate this recruitment and selection process and add value throughout. If selected to conduct this search, I will personally lead the recruitment. We are prepared to start the project within ten days of contract award or receipt of official notice to proceed.

The firm has a history of conducting city manager searches nationwide. Although we have not undertaken a city manager search in the State of Washington in recent years, we would be excited to assist the City Council on this important decision. We have, however, been engaged in other in-state recruitments for various municipalities. For example, Ralph Andersen & Associates is currently providing recruitment services to the City of SeaTac for a variety of key positions (City Attorney, Public Works Director, Human Resources Director, and Communications Manager) under the direction of the City Manager. A reference from this current engagement will be provided to support a working knowledge of the region. Additionally, King County has also been a prior client, as have been other local municipalities in the State of Washington.

Our proposal outlines the firm's experience in conducting city manager recruitments, the methodology/work plan and timeline to accomplish the search tasks, and the cost to conduct a comprehensive search. We have also provided three references as requested.

Additionally, we may have the ability to assist in securing an Interim City Manager to begin work in February 2026 while the search is being conducted.

Should you need any clarification, please feel free to call me directly at (916) 630-4900 (office) or (916) 804-2885 (cell).

Thank you very much for considering this proposal.

Respectfully Submitted,

Heather Renschler
President/CEO



Ralph Andersen & Associates
A Tradition of Excellence Since 1972

5800 Stanford Ranch Road
Suite 410
Rocklin, California 95765
916.630.4900

Qualifications of the Firm

Executive Summary

Attracting top talent has never been more complex and Ralph Andersen & Associates is highly qualified to assist City of Bainbridge Island with recruiting its new City Manager. *We have conducted more successful executive recruitments than any other recruitment firm since 1972.* From helping the City Council create a competency-based interview framework for the new City Manager, including assessing candidates and attracting top human capital, our search professionals offer an unparalleled depth of experience, national reach, and knowledge.

The City has requested our proposal to assist in the identification and recruitment of a highly qualified group of candidates for the new City Manager. In particular, the City is seeking a firm with a strong national presence and the professional experience to clearly assess the City's needs and formulate a strategy to **deliver results**.

At Ralph Andersen & Associates, we believe that gaining a complete understanding of our client's specific objectives and priorities is essential prior to launching any search assignment. This process includes the identification and incorporation of a variety of vital details such as the candidate's desired skills and experience as well as the critical "soft skills" related to temperament, personality, management philosophy, and other factors that will ultimately determine the candidate's "fit" with the organization.

We begin each search by working closely with the City's leadership, stakeholders, staff, and, if desired, the community to ensure a complete picture of the desired candidate pool is developed. Our team-oriented approach, matched with this 360-degree perspective, means we ensure that a complete understanding of the organization's mission and culture translates into those specific traits and characteristics necessary to ensure the selected candidate is successful in the position.

We understand that the City expects aggressive, personalized outreach to identify a diverse and highly qualified applicant pool and a selection process that includes comprehensive candidate reports based on thorough reference and background checks. We will begin with the desired characteristics and build a recruitment strategy that is tailored to meet the City's specific needs. The resulting outreach and advertising campaign will incorporate the extensive use of personal outreach to recruit a highly qualified group of candidates.

Ms. Heather Renschler is President/CEO, and majority shareholder in the firm and legally able to bind the firm for all consulting engagements.

The primary contact for this recruitment will be:

Ms. Heather Renschler, President / CEO
Ralph Andersen & Associates
Office: (916) 630-4900
Cell: (916) 804-2885
Email: heather@ralphandersen.com

Why Choose Ralph Andersen & Associates?

Ralph Andersen & Associates, a California Corporation, has been providing executive search and management consulting services since 1972. As such, the executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 53 years.

With Ralph Andersen & Associates, there is an entire team behind every recruitment. Our firm takes a multi-disciplined, team approach to executive search. Successful outreach relies heavily on person-to-person contact to identify outstanding potential candidates and, in the evaluation phase, to gain a complete understanding of the background, experience, and management style of the top candidates. By drawing on the combined expertise of our associates and our network of professional contacts, we address outreach from a wide variety of perspectives and find unique ways to identify and recruit the best and brightest.

Summary of Our Search Process

The successful search process relies heavily on person-to-person contact to identify outstanding potential candidates and, in the evaluation phase, to gain a complete understanding of the background, experience, and management style of the top candidates. The executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 53 years.

- Developing a comprehensive position profile based upon information obtained in various meetings with the City Council, Human Resources staff, and other designated City staff and stakeholders.
- Reviewing current compensation and recommending changes based upon market and competitive conditions, if desired by the City.
- Extensive **personal outreach**, via telephone and through internet technology, to qualified candidates primarily focused in Washington, although other areas, such as a region search involving the Western Region, could be included (at no additional fee), and selectively beyond on a national basis, if desired.
- A marketing strategy that uses selected advertising to supplement the extensive candidate identification process, uses the Internet and social media, and also uses our already established professional contacts throughout the region.
- A screening process that narrows the field of candidates to those that most closely match the needs of the City and is based on screening interviews with the top candidates. Candidates' education, experience, and credentials are matched to the criteria established in the position profile.
- Delivering a product in the form of a search report that recommends a top group of candidates and provides the City with detailed information about their backgrounds and experience.
- Conduct final background and verifications, including references, on the top candidate.
- Assist in negotiations of offer of employment.
- Close out the search and notify all candidates not selected.

Ralph Andersen & Associates has an outstanding reputation for being thorough and professional in the approach it takes in recruitment. Each candidate's match with the position is based on the individual's own set of professional experiences, management style, education and credentials, and overall fit with the organization and executive leadership.

Project Timing

We anticipate a timeframe of approximately 90 - 120 days (or less) from the execution of the agreement between the City and Ralph Andersen & Associates to when the finalists are presented for an interview. Negotiation with the top candidate will take an additional week after finalist interviews.

A brief overview of the recruitment schedule is presented below (schedule does not include transition time by Selected Candidate to join the City).

Task	Estimated Week of Completion
Task 1 – Review Project Management Approach	Week One
Task 2 – Develop Position Profile and Recruitment Brochure	Week One – Week Two
Task 3 – Outreach and Recruiting	Week Two – Seven
Task 4 – Candidate Evaluation	Ongoing Throughout Process (typically more focused during Week Six and Week Seven)
Task 5 – Search Report	Week Eight – Week Nine
Task 6 – Selection	Week Nine - Week Ten
Task 7 – Negotiation	Week Ten – Week Eleven
Task 8 – Close Out	Week Twelve

Project Staffing

The reputation of the search firm and personal commitment of the recruiters define the difference between the success and failure of any given recruitment. Ralph Andersen & Associates' search professionals are acknowledged leaders in the field and possess a broad range of skills and experience in the areas of local government management, executive search, and related disciplines. Only senior members of Ralph Andersen & Associates are assigned to lead search assignments, ensuring that their broad experience and knowledge of the industry is brought to bear on our clients' behalf.

The City of Bainbridge Island will have Ms. Heather Renschler, President/CEO of Ralph Andersen & Associates. Ms. Renschler will have all the resources and full support of our firm fully dedicated to ensuring the highest quality outcome during this important recruitment process.

Ms. Heather Renschler, Project Director



Ms. Renschler has been with Ralph Andersen & Associates since 1983 and is the firm's President/CEO. Ms. Renschler has overseen the recruitment practice of Ralph Andersen & Associates for the last 28 years and, as a result, is often involved with recruitments on a national scale and those of a highly sensitive and critical nature. She is experienced at working with boards, city councils, staff members, and selection committees in the recruitment and selection process.

Ms. Renschler has extensive experience conducting public sector recruitments and, as a result, has developed a network of contacts and potential candidates nationally. Ms. Renschler has had significant involvement in city manager-related searches over an extended period of time and, as a result, has an extensive network from which to attract potential candidates.

Before joining Ralph Andersen & Associates, Ms. Renschler had extensive private sector experience in construction management, health care, and public accounting. Ms. Renschler attended the University of Toledo and majored in Accounting and Journalism and obtained a Bachelor's degree in Public Administration from the University of San Francisco.

Ms. Renschler may be reached at (916) 630-4900 or directly on her cell at (916) 804-2885 or via email at heather@ralphandersen.com.

Paraprofessional and Support Staff

Paraprofessionals, graphics, and support staff will provide administrative support to the consultant team on recruitment assignments. These may include Ms. Diana Haussmann, Ms. Christen Sanchez, Ms. Hannah Jones, and Ms. Karen AllGood.



Experience

Recent Related Search Engagements

Ralph Andersen & Associates conducts a wide array of searches in the public sector. Our experience spans populations of all sizes, from the largest in the country to small and mid-size municipalities. While we have a strong focus in California, we also conduct recruitments on a national scale.

Expansive network of City Manager Searches – We have one of the strongest track records of conducting City Manager searches. The following listing represents contracts that were awarded to Ralph Andersen & Associates and staffed by a member of our firm.

- Alexandria, VA – Deputy City Manager (2022 & 2024)
- Artesia, CA – City Manager (2022) and (2024)
- Avondale, AZ – City Manager (2022)
- Barstow, CA – City Administrator (2021)
- Burleson, TX – Deputy City Manager (2021)
- Calabasas, CA – City Manager (2021)
- California City, CA – City Manager (2022)
- Calistoga, CA – Assistant City Manager (2024)
- Cave Creek, AZ – Town Manager (2024)
- Colma, CA – City Manager (2023)
- Carpinteria – City Manager (2023)
- Cerritos, CA – City Manager (2023)
- Charlotte, NC – Assistant City Manager (2022)
- Commerce, CA – City Manager (Partial Search) (2024)
- Compton, CA – City Manager (2022 & 2024)
- Coronado, CA
 - Assistant City Manager (2022)
 - City Manager (2021)
 - Deputy City Manager (2025)
- Costa Mesa, CA – Assistant City Manager (2023)
- Cypress, CA – City Manager (Current Search)
- Eastvale, CA – City Manager (2022)
- El Segundo, CA – City Manager (2022)
- Emeryville, CA – City Manager (2022)
- Encinitas, CA – City Manager (2020)

- Fairfax, CA – Town Manager (2021)
- Foster City, CA – City Manager (2022)
- Gilroy, CA – City Administrator (Current Search)
- Goleta, CA
 - Assistant City Manager (2024)
 - City Manager (2022)
- Goodyear, AZ – Deputy City Manager (2022)
- Grand Terrace, CA – City Manager (2021)
- Gustine, CA – City Manager (2022)
- Highland, CA – City Manager (2024)
- Lewisville, TX – City Manager (2021)
- La Palma, CA – City Manager (2020 & 2025)
- La Verne, CA – City Manager (2022)
- Laguna Beach, CA – City Manager (2024)
- Loma Linda, CA – Assistant City Manager (2025)
- Los Altos, CA – City Manager (2021)
- Los Banos, CA – City Manager (2025)
- Marin County, CA – Assistant County Administrator (2022)
- Miami Beach, FL – City Manager (2021)
- Mill Valley, CA – City Manager (2020 & 2022)
- Modesto, CA – Deputy City Manager (2022 & 2023)
- Montebello, CA – City Manager (2023)
- Naples, FL – City Manager (2022)
- Nevada City, CA – City Manager (2022)
- Norco, CA – City Manager (2022)
- Oakland, CA – City Administrator (2020 & 2023)
- Ojai, CA – City Manager (2024)
- Oro Valley, AZ – Town Manager (2023)
- Palm Desert, CA – City Manager (2021)
- Palm Springs, CA – Assistant City Manager (2021)
- Palos Verdes Estates, CA – City Manager (2023)
- Pismo Beach, CA – City Manager (2023)
- Powell, OH – City Manager (2020)
- Queen Creek, AZ – Assistant Town Manager (2023)
- Riverside, CA – City Manager (2022)

- Rossmoor, CA (Golden Rain Foundation)
 - General Manager (2022)
- San Bernardino, CA – City Manager (2025)
- Santa Monica, CA – City Manager (2021)
- Scottsdale, AZ – Assistant City Manager (2024)
- Sierra Madre, CA – City Manager (2021)
- Solvang, CA – City Manager (2023)
- South Pasadena, CA – City Manager (2025)
- Stockton, CA – Deputy City Manager II (Two Placements) (2020)
- Sun City West, AZ – General Manager (2019 & 2024)
- Upland, CA – City Manager (2021)
- Vancouver, WA
 - Deputy City Manager – Community and Economic Development (2021)
 - Deputy City Manager for Enterprise Services (2021)
- Watsonville, CA – City Manager (2024)
- West Hollywood, CA – City Manager (2025)
- Whittier, CA – City Manager (2025)
- Yorba Linda, CA – City Manager (2025)

Project Cost

The recruitment effort for a new City Manager for the City of Bainbridge Island will be a comprehensive search process with a focus in Washington, the Western Region, and nationally. The review of resumes and qualifications will be conducted on all candidates who submit, giving the City the ability to select from a broad field of qualified candidates. The professional services fee to perform this search will be a **fixed fee of \$38,500** for recruitment services and all related expenses.

***Note** – Expenses included in this fixed fee include such items as advertising, consultant interaction (anticipated to be done primarily through videoconferencing except for finalist interviews), clerical, graphic design, research, and long-distance telephone charges. On top candidates, Internet and Lexis/Nexis searches will be conducted. Additionally, verifications will be done as appropriate within the State of Washington, including detailed reference checks on the selected candidates.

Invoicing for Services – Ralph Andersen & Associates will bill the fixed fee to the City in four installments as follows:

- Following kick-off and finalization of recruitment brochure - \$11,500
- After the closing date - \$11,500
- After finalist interviews - \$11,500
- Upon placement - \$4,000

Progress payments will be due upon receipt.

Brochure – A full-color electronic brochure will be developed for the recruitment of the city manager. All pictures will be the responsibility of the City. The City will also be responsible for ensuring that there are no copyright restrictions on the photographs supplied to Ralph Andersen & Associates and that the City will agree to pay any and all related charges or fines if a copyright violation is incurred either during the search itself or subsequently.

Exception – Any candidate travel is the full responsibility of the City.

Guarantee

Ralph Andersen & Associates offers the industry-standard guarantee on our full search services. If the City Manager resigns or is dismissed for cause within a one-year period after appointment, we will conduct another search free of all professional services charges. The City of Bainbridge Island would be expected to reimburse all expenses incurred.

If a placement is not made in the first outreach effort, the Consultant will conduct a second outreach effort with no charge for Professional Services. The City of Bainbridge Island would be expected to pay for all incurred expenses.

Appendix A

Search Work Plan

This section describes the usual steps in the search for a new City Manager for the City of Bainbridge Island. This recruitment will be under the direction of Ms. Heather Renschler, Project Director.

Task 1 – Review Project Management Approach

The Project Director will begin work on this project within 10 days (or sooner) after the City provides a contract or, alternatively, an official notice to proceed. The first task will include established individual and/or group meetings with the City Council, Human Resources, or key City staff, as appropriate, to finalize the recruiting and selection process (preference to be done using Zoom Video Technologies application). This will include discussion of the project management for this search, review of the work plan, confirmation of timing, and communication methods. Working collaboratively with the City Council, Human Resources, and key City staff, this task will result in a more definitive timetable.

As part of our overall approach to this project, the Project Director will deliver regular updates (typically done orally) throughout each stage of the search. In addition, Ms. Renschler will be highly accessible and responsive to client requests and inquiries.

Task 2 – Develop Position Profile

The position profile for the City Manager is the guide for the entire search process. The development of the profile includes the collection of technical information and recruitment criteria.

Technical Information

Ms. Renschler will conduct video meetings with the City Council, Human Resources, key staff members, and others as directed by the City to gain an understanding of the experience and professional background requirements desired in the City Manager. These meetings will also help the Project Director gain an understanding of the work environment and the issues facing the City of Bainbridge Island. In-person meetings can be arranged with sufficient advance notice (travel cost may be supplemental).

Recruitment Criteria

The recruitment criteria are those personal and professional characteristics and experiences desired in the City Manager. The criteria should reflect the goals and priorities of the City of Bainbridge Island.

Subsequent to the development and adoption of the candidate profile, the technical information and recruitment criteria will be documented in an information brochure prepared by Ralph Andersen & Associates. The brochure will be reviewed by the City in draft format, revised as appropriate, and published for use throughout the search.

Task 3 – Outreach and Recruiting

This task is among the most important of the entire search. It is the focus of the activities of the Project Director and includes specific outreach and recruiting activities briefly described below.

Outreach

An accelerated outreach and advertising campaign will be developed. It will include the placement of ads in publications such as the *Association of Washington Cities*, *League of*

*Oregon Cities, Western City Magazine, International City/County Management Association (ICMA), and other professional publications. Specific Internet sites related to government (i.e. *Careers in Government*) will be used as a method of extending the specific outreach in a short period of time.*

Additionally, the advertisement and the full text of the position profile (the recruitment brochure) will be placed on Ralph Andersen & Associates' website, which is accessed by a large number of qualified candidates. This method of outreach to potential applicants provides a confidential source that is monitored by many key-level executives on an ongoing basis.

Candidate Identification

Ralph Andersen & Associates will use their extensive contacts to focus the recruiting effort. In making these contacts, the Project Director will target those individuals who meet the criteria set by the City. Each of the candidates identified through the recruiting efforts will be sent an information brochure. Candidates will also be contacted directly to discuss the position and to solicit their interest in being considered.

Both the outreach and recruiting activities will result in applications and resumes from interested candidates. As they are received, resumes will be acknowledged, and candidates will be advised of the general timing of the search process. The following tasks involve the actual selection process, once all resumes have been received.

Task 4 – Candidate Evaluation

This task will be conducted following the application closing date. It includes the following specific activities:

Screening

All of the applications will be carefully reviewed. Those that meet the recruitment criteria and minimum qualifications will be identified and subject to a more detailed evaluation. This evaluation will include consideration of such factors as professional experience, and size and complexity of the candidate's current organization as compared to the candidate profile.

Preliminary Research and Internet Review

The research staff of Ralph Andersen & Associates, under the direction of the Project Director, will conduct preliminary research and internet review for those candidates identified as the most qualified as a result of the screening process. This level of research will be done on a limited number of candidates to learn more about each candidate's public profile and related information that is available on the internet.

Preliminary Interviews via Video Technology

The Project Director will conduct preliminary interviews with the top group of candidates identified through the screening and preliminary research and Internet review processes. The interviews are extensive and designed to gain additional information about the candidates' experience, management style, and "fit" with the recruitment criteria. Interviews will be conducted using video technology.

The screening portion of the candidate evaluation process typically reduces a field of applicants to approximately four (4) to six (6) individuals. Those individuals will be reviewed with the City prior to proceeding with the individual interviews.

Task 5 – Search Report

After completing Task 4, all documentation will be supplied to the City electronically. No hard copies will be supplied to the City for any phase of this search engagement. Ms. Renschler will prepare detailed information for review including resumes uploaded to a file sharing system (i.e., OneDrive

or ShareFile). Ms. Renschler, Project Director, will conduct a video conference call or in-person meeting with the City Council or other designated representatives to review the search report on the top candidates. The report divides all of the candidates into four groups including 1) the top group of candidates that are recommended to be interviewed via video by the City Council; 2) a backup group to the first group; 3) no further consideration group; and 4) lacks minimum qualifications. The search report will include candidate resumes and cover letters. The results of preliminary media research will be included. This meeting will result in a confirmed group of top candidates for the City to further consider.

Important to note, we typically do not conduct references on all of the finalist candidates. The more standard process is to do a partial background on the top 2-3 candidates with various verifications, internet search, and limited references (outside of current employer). References for current employers are often not released by candidates until the final stage of the search process when they are assured of being the candidate of choice. Verifications such as credit check, DMV Report, and civil/criminal are typically conducted once a contingent offer is made to the selected candidate unless the finalist candidate(s) gives explicit approval and sign a release to proceed. Education checks are conducted before the slate of candidates interviews with the City Council.

The results of the Search Report will be a confirmed group of finalist candidates that the City Council will interview.

Task 6 – Selection

The final selection process will vary depending upon the desires of the City Council. The typical services provided by Ralph Andersen & Associates in the selection process are described briefly below:

- The Project Director will coordinate the selection process for the finalist group of candidates. This includes handling logistical matters with candidates and with the City.
- Ralph Andersen & Associates will prepare an electronic interview booklet (uploaded to a file sharing program such as OneDrive or ShareFile) that includes the resume, cover letter, and preliminary media research for each candidate. In addition, this electronic information will contain suggested questions and areas for discussion based upon the recruitment criteria. Electronic copies of the interview booklet will be provided in advance of the candidate interviews. No hard copies of material will be provided. Should the City desire hard copies, it will be the responsibility of the City to produce and distribute all hard copy materials needed.
- The Project Director will facilitate the Interviews to assist the City through the selection process. This assistance will include an initial orientation, candidate introductions, and facilitation of candidate discussions after all interviews have been completed.
- Additionally, verifications will be made on the top candidates (consistent with the standards in the State of Washington). The results of these verifications and internet/article searches will be confidentially discussed with the City at the appropriate time.
- Reference checks will be conducted on the top candidate(s). The results of these reference checks will be discussed with the City Council at the appropriate time during an executive session.
- As needed, the Project Director will be available to assist the City Council in the final selection, as may be desired. This assistance may include providing or obtaining any additional information needed to support the final selection decision.

Task 7 – Negotiation

The Project Director will be available to assist the City Council in negotiating a compensation package with the selected candidate. This includes recommendations on setting compensation levels.

Additionally, if the City Council so desires, Ralph Andersen & Associates will coordinate with the City Attorney to prepare a draft employment agreement and work with the City Council to finalize this document. The new City Manager's employment contract will be approved at a future public meeting.

Task 8 – Close Out

After the City reaches an agreement with the selected individual for the position, the Project Director will close out the search. These activities will include advising all finalist candidates on their status in this search process.



**BOB MURRAY
& ASSOCIATES**

Experts In Executive Search

A Proposal to Conduct an Executive Recruitment

for the Position of

CITY MANAGER

on behalf of the



**CITY OF
BAINBRIDGE ISLAND**

1544 Eureka Road, Suite 180
Roseville, CA 95661
(916) 784-9080
(916) 784-1985 fax

November 21, 2025

Mayor Ashley Mathews and Members of the City Council
City of Bainbridge Island
280 Madison Avenue North
Bainbridge Island, WA 98110

Submitted via email to: BKing@Bainbridgewa.gov

Dear Mayor Mathews and Council Members:

Bob Murray & Associates is pleased to submit a proposal to conduct the City Manager recruitment for the City of Bainbridge Island. The following details our unique qualifications and describes our systematic–yet flexible–method of identifying, recruiting, and screening outstanding candidates on your behalf. Bob Murray & Associates is proud to offer straightforward, ***all-in pricing***, eliminating surprises and making the experience simple and stress-free. This proposal includes information on our proven process, a timeline, and a guarantee.

As the premier public sector executive search firm specializing in positions that report directly to elected boards/councils, we understand the unique dynamics, high expectations, and political acumen required of leaders in these critical roles. We don't just fill positions—we ensure the candidates we present to City of Bainbridge Island are well-aligned with your organization's goals, values, and culture. Our team is composed of experienced executive recruiters and former public-sector executives—professionals who are passionate about public service and attuned to current trends in government leadership. With over 34 years of experience and a network of more than 40,000 professionals and organizations, we've built a strong reputation for delivering exceptional candidates and achieving repeat success with our clients.

Bob Murray & Associates recognizes that we work at the pleasure of the City Council and our job is to facilitate the Council in finding the City's next City Manager. Our best practice is to establish a strong partnership with the Council, to ensure the placement of a City Manager who is ideally suited to its needs. In developing this collaborative approach, we will seek the opportunity to meet with the council members individually to discuss their expectations for the City's new City Manager. The feedback received from the council members will be essential in providing guidance when recruiting and screening candidates for the position.

Current and recent recruitments we have completed similar in scope to your upcoming search include the following:

2025

Pacifica, CA (City Manager) - *current*
Santa Rosa, CA (City Manager) - *current*
Monterey, CA (City Manager) - *current*
Eugene, OR (City Manager) - *current*
Hanford, CA (City Manager) - *current*
Cathedral City, CA (City Manager) - *current*
Apple Valley, CA (Town Manager)
Hayward, CA (City Manager)
Davis, CA (City Manager)
Live Oak, CA (City Manager)
Oakdale, CA (City Manager)
Fowler, CA (City Manager)
Louisville, CO (City Manager)

2024

Vernon, CA (City Administrator)
Folsom, CA (City Manager)
Murrieta, CA (City Manager)
Aliso Viejo, CA (City Manager)
Manhattan Beach, CA (City Manager)
Emeryville, CA (City Manager)
Reno, NV (City Manager)
Clovis, CA (City Manager)
Clayton, CA (City Manager)
Vancouver, WA (City Manager)
Orinda, CA (City Manager)
Pinole, CA (City Manager)
Novato, CA (City Manager)
Saratoga, CA (City Manager)
Sparks, NV (City Manager)
Salinas, CA (City Manager)
Pacific Grove, CA (City Manager)
Marin County, CA (County Administrator)

2023

Auburn, CA (City Manager)
Desert Hot Springs, CA (City Manager)
Downey, CA (City Manager)
Merced, CA (City Manager)
Moraga, CA (Town Manager)
Pacific Grove, CA (Interim City Manager)
Piedmont, CA (City Administrator)
Rio Vista, CA (City Manager)

San Bruno, CA (City Manager)
San Marino, CA (City Manager)
San Rafael, CA (City Manager)
San Ramon, CA (City Manager)
Santa Clara, CA (City Manager)
South Gate, CA (City Manager)
Ventura, CA (City Manager)
Winters, CA (City Manager)
Yountville, CA (Town Manager)

We are also very familiar with the Pacific Northwest as we have recently completed the following recruitments in the region:

2025

Eugene, OR (City Manager) - *current*
Tacoma, WA (Police Chief) - *current*
Port of Tacoma, WA (Chief Human Resources Officer)
Vancouver, WA (Deputy City Manager)
Eugene, OR (Police Auditor)

2024

Spokane Valley Fire Department, WA (Finance Director)
Eugene, OR (Public Works Director)
Vancouver, WA (City Manager)

We work as a team on every search at Bob Murray & Associates. Your Project Lead would be Jeff Mori, Yasmin Beers, or Adele Fresé, who would not only direct and supervise the project team from beginning to end but also serve as the Recruiter for the project as well.

To learn first-hand about the quality of our services and why the majority of our engagements come from repeat and referred clients, we invite you to contact the references listed on page 15 of the attached proposal.

We look forward to your favorable consideration of our qualifications. Please do not hesitate to contact us at (916) 784-9080 with any questions.

Sincerely,



Valerie Gaeta Phillips
President, Bob Murray & Associates

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THE RECRUITMENT PROCESS

Bob Murray & Associates' recruiters are specialists in finding positive placements and providing security and fairness to candidates and clients while ensuring the integrity of the search process. Outlined below are the steps in our proven recruitment process, refined through our 34+ years of experience in executive recruiting.

STEP 1 DEVELOP THE CANDIDATE PROFILE

Our understanding of the City of Bainbridge Island's needs will be key to a successful search. Jeff Mori, Yasmin Beers, or Adele Fresé will meet virtually with the City Council and key stakeholders to learn as much as possible about the ideal candidate for the City Manager position. Key stakeholders often include:

- Council/Board Members - up to five virtual one-on-one meetings with the Recruiter
- Internal Stakeholders (e.g. Department Heads) - up to two virtual group meetings with the Recruiter
- External Stakeholders (e.g. Chamber of Commerce, Community Groups) - one virtual one-on-one or group meeting with the Recruiter

Internal and External Stakeholders

We find that many of our clients value a recruitment process that opens the opportunity for employees, community members, business leaders, and organization representatives to provide input regarding the ideal candidate. Our recruiters are skilled in virtually facilitating group staff meetings, forums for the business community, and/or town hall meetings that provide for equitable involvement from a variety of constituencies.

If the City of Bainbridge Island desires, we will work with the City Council to create a customized virtual community and/or staff input process. *Please note: Virtual facilitation of stakeholder meetings is included in the professional fee. On-site Recruiter facilitation is available for an additional fee - please refer to "Costs and Guarantee" on page 7 for pricing information.*

Online Stakeholder Surveys

Sometimes clients are seeking input from a wider range of stakeholders—such as community members, business leaders, and organization representatives—online surveys are ideal to solicit input regarding qualities of the ideal candidate. Our experienced recruiters excel at crafting targeted, thoughtful, open-ended questions and can design a customized survey, providing a link for easy sharing on your website. After closing, your dedicated Recruitment Coordinator will send you the survey

response data for your review and analysis. This proposal includes one Online Survey. Additional Online Surveys are available under Optional Services (please refer to page 8).

We want to become familiar with the values and culture of the organization, as well as to understand the current and future issues, challenges, and opportunities in the City of Bainbridge Island.

Mr. Mori, Ms. Beers, or Ms. Fresé will review and help define the City's wish-list regarding the ideal candidate's personality, management style, knowledge, skills, and abilities and will work with the City to identify expectations regarding education and experience. The City Council and Mr. Mori, Ms. Beers, or Ms. Fresé will discuss compensation, benefits, and other key information necessary to ensure that outstanding candidates are attracted to this opportunity. The profile we develop together at this stage will drive subsequent recruitment efforts.

STEP 2 DESIGN/DISTRIBUTE BROCHURE AND ADVERTISEMENTS

Mr. Mori, Ms. Beers, or Ms. Fresé and your dedicated Recruitment Coordinator will use the candidate profile developed with the City of Bainbridge Island to create a professional recruitment brochure, with the assistance of our professional graphic designer. The four-page, full-color brochure will describe the community, organization, position, ideal candidate, and compensation and will include pictures provided by the City of Bainbridge Island that you feel best represent your organization and your community.

Upon your approval, Mr. Mori, Ms. Beers, or Ms. Fresé will send the brochure by email (and postal mail if desired) to a targeted audience, personally inviting potential candidates to apply for the City Manager position. We will also place the recruitment brochure on our [website](#), which attracts over 11,000 unique hits weekly and is a trusted resource for candidates seeking executive and professional positions. Two sample brochures are included in this proposal package for your reference.

Mr. Mori, Ms. Beers, or Ms. Fresé will also design an effective advertising campaign appropriate for the City Manager recruitment. Our broadest outreach comes through our active social media involvement on LinkedIn as well as our monthly newsletter where upcoming and current positions are featured. Sources such as *Western City Magazine*, PublicCEO, and the Careers in Government website will be used to reach an extensive local government audience, while position-specific postings will be chosen to attract candidates who have built their careers in and are committed to the City Manager field.

Suggested City Manager-specific advertising sources for the City of Bainbridge Island's search include:

- Association of Washington Cities
- National League of Cities
- International City County Management Association
- National Forum for Black Public Administrators
- League of Women in Government
- MMANC/MMASC

Bob Murray & Associates does not typically place ads with job aggregators or general job posting sites such as CareerBuilder, Monster, or Indeed, as we have found that the broad reach of these sites does not necessarily lead to quality candidates for executive and professional positions.

Reaching Diverse Candidates

Bob Murray & Associates, a woman- and minority-owned business, is **proud of its commitment to attracting and placing diverse candidates**. Nearly 50% of our last 100 placements were women; Hispanic placements 25%; African American placements 13%; Asian placements 21%; and Native American placements at 1%. Not only do we place advertisements with websites designed to attract minority and female candidates, but our President, Valerie Phillips, is a member herself of many diversity-focused organizations including the Local Government Hispanic Network, the League of Women in Government, the Professional Women's Network, Mexican Professionals, and Women Leading Government. She networks frequently with fellow members to gain insight into which potential candidates are leaders in their field.

Mr. Mori, Ms. Beers, or Ms. Fresé will seek to reach candidates in communities and organizations with demographic profiles and populations served like that of the City of Bainbridge Island, to maximize the potential for individuals from a wide variety of backgrounds, cultures, and life experiences to be considered for the City Manager position.

STEP 3 RECRUIT CANDIDATES

The strongest candidates are often those who are successful and content in their current positions and need to be sold on a new opportunity. Our extensive network of contacts, developed through **over 2,100 successful placements**, is a primary source for identifying and obtaining referrals for these candidates. Our in-house database of 40,000 current and former executive and professional candidates is a valuable resource that can only be built over time—time that we have invested into perfecting our process for finding the right candidates for our clients. Our aggressive outreach efforts are focused on phone calls to personally invite potential applicants, answer questions, and allay any reservations, and these efforts are essential to the success of the City Manager recruitment.

STEP 4 SCREEN CANDIDATES

Following the closing date for the recruitment, Mr. Mori, Ms. Beers, or Ms. Fresé will screen all resumes we have received, using the criteria established in the candidate profile as a basis upon which to narrow the field of candidates. Internal candidates receive sensitive consideration, and Mr. Mori, Ms. Beers, or Ms. Fresé will discuss with the City Council how the City of Bainbridge Island wishes to proceed with these candidates.

STEP 5 CONDUCT PRELIMINARY INTERVIEWS

Mr. Mori, Ms. Beers, or Ms. Fresé will personally interview the top 10 to 15 candidates from the resume screening, with the goal of determining which candidates have the greatest potential to succeed in your organization. To reduce travel-related expenses to our clients and increase efficiency in the search process, these interviews are typically conducted via Zoom, Teams, or other convenient videoconferencing applications.

STEP 6 SEARCH PUBLIC RECORDS

Under the direction of Mr. Mori, Ms. Beers, or Ms. Fresé, your dedicated Recruitment Coordinator will conduct a review of published print and online articles for each recommended candidate. Sources include Lexis-Nexis™, Google, social media, and our contacts in the field. This will alert Mr. Mori, Ms. Beers, or Ms. Fresé to any further detailed inquiries we may need to make before our recommendations are finalized.

STEP 7 MAKE RECOMMENDATIONS

Based on our findings during the preliminary interview process, Mr. Mori, Ms. Beers, or Ms. Fresé will meet with the City Council virtually or on site to share the complete applicant list and recommend a limited number of candidates for your further consideration. Mr. Mori, Ms. Beers, or Ms. Fresé will make specific recommendations and will help facilitate discussions regarding the candidate pool, but the final determination of interviewees will be up to you.

We typically recommend 6-8 candidates that we feel best match your expectations and prepare a detailed report on each candidate. This virtual "Recommended Finalist" eBook is provided to each member of the decision-making body and includes:

- Candidate list with Recommended Finalists identified in *Group 1* and *Group 2* (primary and secondary recommendations), as well as *Internal* candidates
- Summary of experience and education for each Recommended Finalist candidate
- Complete cover letter and resume for each Recommended Finalist candidate

- ✦ List of *Other Applicants* (those who did not meet minimum qualifications or were otherwise unsuitable, based on our screening process)

Bob Murray & Associates maintains all search records for a period of seven (7) years following each recruitment, and we are happy to forward cover letters and resumes for each applicant by postal mail or email as soon as the recruitment closes to new applications.

STEP 8 FACILITATE PANEL INTERVIEWS

Our years of experience will be invaluable as we help you develop an interview process that objectively assesses the qualifications of each candidate. We will work with the City of Bainbridge Island to craft and implement an interview approach that fits your needs. This may include panel and/or individual interviews by the City Council; key stakeholders, community/employee interview panels; writing and presentation samples; meet-and-greets; or other specialized process elements Mr. Mori, Ms. Beers, or Ms. Fresé helps the City of Bainbridge Island to design.

Mr. Mori, Ms. Beers, or Ms. Fresé will be present on-site during the panel interviews to facilitate as necessary during the process and to guide discussion to consensus regarding final candidates. Bound interview books will be provided for each interview panel member containing:

- ✦ Recruitment brochure with candidate profile
- ✦ Interview schedule
- ✦ Suggested interview questions
- ✦ Experience summary, cover letter, resume, and rating form for each candidate
- ✦ Ranking forms for use during the panel interview process

We will work closely with your staff to coordinate and schedule interviews. Our goal is to ensure that each candidate has a positive experience, as the way the entire process is conducted will influence the final candidates' perception of your organization.

STEP 9 CONDUCT BACKGROUND AND REFERENCE CHECKS

Mr. Mori, Ms. Beers, or Ms. Fresé and your Recruitment Coordinator will conduct detailed reference checks for up to two (2) final candidates. To gain an accurate and honest appraisal of the candidates' strengths and weaknesses, we will talk candidly with people who have direct knowledge of their work and management style. In addition to gaining a 360-degree view of candidates from the perspective of their supervisors, subordinates and peers for the past several years, we will make a point of speaking confidentially to individuals who may have further insight into a candidate's abilities but who may not be on their preferred list of contacts.

Your Recruitment Coordinator will work with the two (2) final candidates and our professional backgrounding firm, HireRight, to conduct credit, civil litigation, and motor vehicle record checks and verify candidates' degrees.

STEP 10 ASSIST IN NEGOTIATIONS

We recognize the critical importance of successful negotiations and can serve as your representative during this process. Mr. Mori, Ms. Beers, and Ms. Fresé know what other organizations have done to put deals together with great candidates and what the current market is like for City Manager positions in organizations like the City of Bainbridge Island's. Mr. Mori, Ms. Beers, or Ms. Fresé will be available to advise you regarding current approaches to difficult issues, such as housing and relocation. We will represent your interests and advise the chosen candidate and you regarding salary, benefits, and employment agreements, with the goal of putting together a deal that results in the appointment of your chosen candidate. With our proven experience and vested interest in a positive outcome, we can turn a very difficult aspect of the recruitment into one that is straightforward and agreeable for all parties involved.

COMPLETE ADMINISTRATIVE ASSISTANCE

We receive many unsolicited testimonials each year from clients and candidates alike noting our prompt, considerate, accurate, and professional service during the search process. Throughout the recruitment, in time intervals that suit the City of Bainbridge Island, we will provide you with updates on the status of the search and attend to all administrative details on your behalf.

Candidates receive immediate acknowledgement of their applications, as well as personal phone calls and/or emails (as appropriate) advising them of their status at each critical point in the recruitment. Candidates who receive preliminary or final interviews and are not chosen to move forward in the interview process will receive personal calls from Mr. Mori, Ms. Beers, or Ms. Fresé on behalf of the City of Bainbridge Island.

It is our internal company standard that all inquiries from clients and candidates receive a response within the same business day whenever possible, and certainly within 24 hours if the inquiry is received during the work week. Mr. Mori, Ms. Beers, or Ms. Fresé will be available to the City of Bainbridge Island by office phone, cell phone, and email at any time to ensure a smooth and stress-free recruitment process.

COSTS AND GUARANTEE

PROFESSIONAL FEE AND EXPENSES

The **all-inclusive professional services fee** for conducting the City Manager recruitment on behalf of the City of Bainbridge Island is **\$29,000**. Services provided for in this fee consist of all steps outlined in this proposal, including design and distribution of the recruitment brochure, advertising, marketing and promotion, administrative support, public records research, comprehensive background reporting on the final candidates, postage, technology, and two days of on-site meetings. This proposal is valid for 60 days from the date of the proposal.

*Optional Services are listed below and are in addition to the professional services fee. Expense reimbursement for **Consultant travel** related to additional on-site meeting days is billed at the actual rate (airfare/mileage, lodging) and is the responsibility of the City of Bainbridge Island.*

The professional fee does not limit the amount of time invested by Bob Murray & Associates in promoting a successful outcome for this project. In fact, our mission for this project is to ensure we assist in identifying the right candidate for the City of Bainbridge Island. Therefore, Mr. Mori, Ms. Beers, or Ms. Fresé will contact the City at the first anniversary of the placement to confirm an effective transition has occurred.

Optional Services

- ✦ **Additional virtual stakeholder meetings:** \$250/meeting
- ✦ **Additional on-site meeting days:** \$1,500/day/Consultant, plus travel expenses
- ✦ **Online Surveys:** \$500/each (includes preparing recommended questions, preparing and sharing the survey link, closing the survey, and sending the survey response data for your review and analysis)
- ✦ **Additional background checks:** \$300/candidate
- ✦ **Additional reference checks:** \$500/candidate
- ✦ **Additional hires:** \$9,000/candidate

GUARANTEE

In the event a candidate recommended by our firm resigns or is terminated within the first 12 months of employment, Bob Murray & Associates will provide the City of Bainbridge Island with professional services to secure a replacement. Services will be provided at no cost, aside from the following *reimbursable* expenses incurred on the City of Bainbridge Island's behalf during the new search:

- ✦ Brochure design and distribution (\$695 reprint only, \$1,275 edit/reflow/reprint)(*if needed*)
- ✦ Advertising actual costs (estimated at \$2,975)
- ✦ Public records search for all new candidates (\$500)
- ✦ Background Checks (\$300/candidate)
- ✦ Reference Checks (\$500/candidate)
- ✦ Consultant travel reimbursement (if travel is needed)
- ✦ *Plus any applicable Optional Services, if desired*

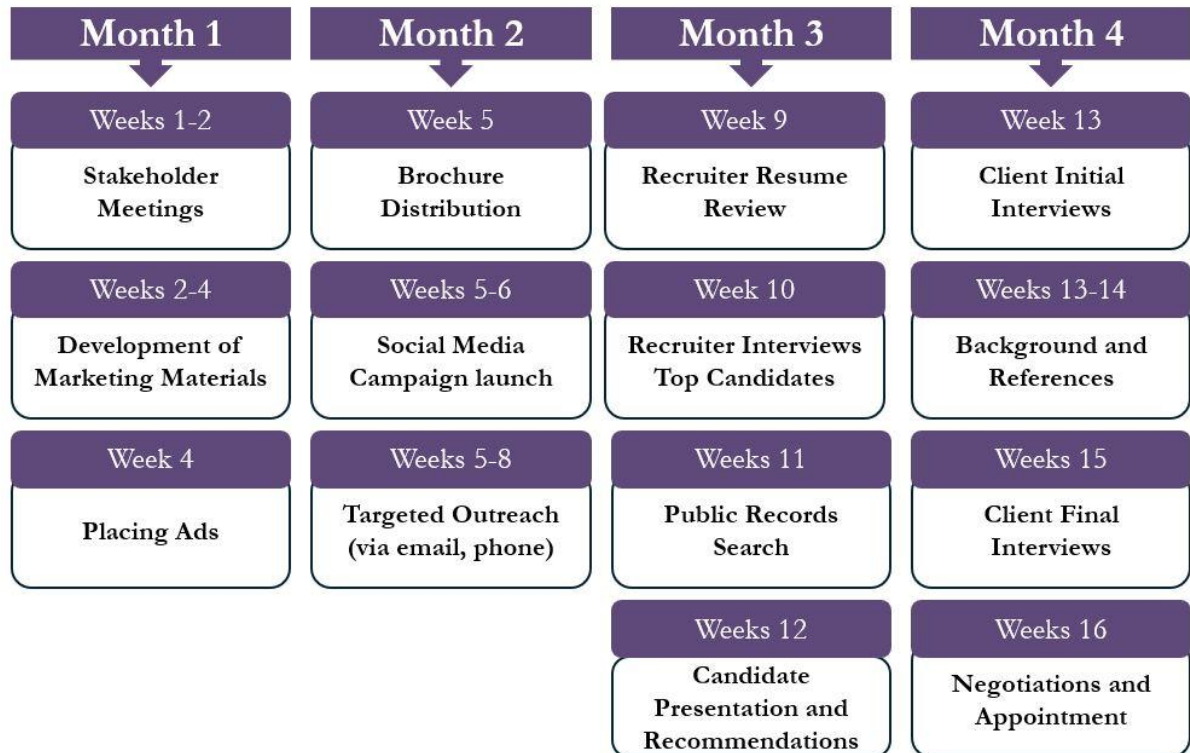
In the event that a placement is not made from the initial recruitment, Bob Murray & Associates will provide professional services to conduct one additional recruitment. Services will be provided at no cost. However, the City of Bainbridge Island will be responsible for the *reimbursable* expenses as noted above.

We are confident in our ability to recruit outstanding candidates and do not expect the City to find it necessary to exercise this provision of our proposal.

RECRUITMENT SCHEDULE

We are prepared to start work on this assignment upon receipt of a signed professional services agreement or other written, authorized notification. A full search can be completed in 13-16 weeks from the date of initial meetings with our client.

The final recruitment schedule will be determined in collaboration with City of Bainbridge Island. A typical timeline of tasks and events is included here for reference.



FIRM PROFILE

OUR STAFF

Bob Murray & Associates is a small firm focusing exclusively on executive search services. We have a team of seventeen (17):

- Bob Murray, *Founder*
- Valerie Gaeta Phillips, *President*
- Gary Phillips, *Executive Vice President*
- Joel Bryden, *Vice President*
- Yasmin Beers, *Senior Executive Recruiter*
- Adele Fresé, *Senior Executive Recruiter*
- Stacy Stevenson, *Senior Executive Recruiter*
- Jon Lewis, *Executive Recruiter*
- Stephanie Dietz, *Executive Recruiter*
- Melanie Richardson, *Executive Recruiter*
- Jeff Mori, *Executive Recruiter*
- Michael Ishii, *Executive Recruiter*
- Ian Schmutzler, *Executive Recruiter*
- Alexandria Kopack, *Recruitment and Operations Manager*
- Kathy Lolas, *Senior Recruitment Coordinator*
- Grace Marshall, *Senior Recruitment Coordinator*
- Steph Souza, *Recruitment Coordinator*

Please see your lead recruiter's biography below:

YASMIN BEERS, SENIOR EXECUTIVE RECRUITER



Yasmin Beers brings over 33 years of municipal government experience to Bob Murray and Associates. Yasmin retired as the City Manager for Glendale with a population of over 200,000. She served as Chief Executive Officer overseeing close to 2,000 employees serving in Police, Fire, Public Works, Parks, Community Development, Library Arts & Culture, Innovation Performance & Audit, and Water & Power to name a few.

Yasmin's three decades of experience in public service brings extensive background in public sector finance, human resources management, contract negotiations, strategic planning & organizational leadership, policy development, emergency response & planning, team building and performance improvement. Throughout her career, Yasmin has had a great deal of experience in recruiting, selecting and hiring employees for executive and management level positions with a focus on the organizational needs and culture.

Yasmin currently serves on the Glendale Memorial Hospital Community Board of Directors and the Advisory Board for Village Christian School. Yasmin is a past member of Soroptimist International of Glendale where she served as President in 1999/2000. She is a past board member of Glendale Healthy Kids, Salvation Army and the American Red Cross. In 2011 the Glendale Chamber of Commerce recognized Yasmin as Woman of the Year; in 2013 she was the recipient of The Armenian American Woman of Excellence Award; in 2014 Yasmin was recognized by the Glendale Educational Foundation for her distinguished service and philanthropic efforts; in 2015, YWCA awarded Yasmin with the Heart & Excellence Award; in 2017, she was recognized by Business Life Magazine as a Women Achiever; and in 2018 the California State Senate recognized Yasmin as one of the Woman of the Year, each a tribute to her core values that represent her civic responsibilities, volunteerism and community service.

Yasmin has a Bachelor of Arts degree in Political Science from California State University, Northridge and a Master's degree in Organizational Leadership from Woodbury University.

ADELE FRESÉ, SENIOR EXECUTIVE RECRUITER



Adele Fresé brings 27 years of local government experience to Bob Murray & Associates, having retired as Chief of Police in Salinas, CA prior to joining the firm in 2021. Adele began her public service career in 1985 as an active-duty member of the United States Marine Corps before serving the City of Corpus Christi for 20 years.

Adele has extensive experience in hiring and promotional processes, as well as interviewing candidates for advancement in all aspects of local government.

During her 7 years as a Chief of Police, Adele exercised strong leadership and implemented monumental changes leading to the diversification of her agency's sworn staff. Adele's commitment to collaboration with the public and law enforcement agencies earned her the Partner of the Year Award from Homeland Security Investigations, and her Department the Community Policing Award from the Community Policing Institute of California.

Adele received her Bachelor of Science degree in Criminal Justice Administration from California State University at Hayward, and a minor degree in Sociology. She earned a Master of Science in Public Safety, completed the Senior Executives in State and Local Government program at the Harvard Kennedy School, and PERF's Senior Management Institute for Police. She is a Texas Certified Public Manager.

JEFF MORI, EXECUTIVE RECRUITER



Jeff Mori has 31 years of local government experience he brings to Bob Murray and Associates, having retired as the Vancouver, WA Chief of Police in October 2024.

Jeff started his career at the Washington County Sheriff's Office in Hillsboro, OR, finishing his tenure as the Undersheriff. He joined the Vancouver Police Department in 2019.

He has significant experience working and collaborating with a variety of government and public stakeholders. Jeff develops strong relationships and assists others in reaching their full potential and goals.

Whether working as a government executive, volunteer sports coach, or professional instructor, Jeff quickly recognizes talent. He understands the importance of providing meaningful feedback and helping people navigate complex processes.

Jeff is a graduate of the FBI National Academy, Harvard Kennedy School's Senior State and Local Executives program, and PERF's Senior Management Institute for Police. He obtained his Bachelor of Science Degree from Oregon State University. He and his wife reside in southwest Washington State, and have three adult children.

CORPORATION

Bob Murray & Associates was founded in May 2000 and operated under the corporation name MBN Services, Inc. until June 2014; our new corporation name is GVP Ventures, Inc., incorporated in California in 2014. Contact information for the corporation and the firm is as follows:

GVP Ventures, Inc. OR Bob Murray & Associates
1544 Eureka Road, Ste. 180
Roseville, CA 95661
(916) 784-9080
apply@bobmurrayassoc.com

Our corporation and firm are financially sound (and have been so since 2000), with documentation from our accountant available to your organization prior to final execution of a professional service agreement. We have never been involved in any litigation, aside from our personnel serving as expert witnesses when called to do so.

PROFESSIONAL ASSOCIATIONS

Our firm, represented by either our President or our Executive Vice President, are involved in the following organizations to remain engaged with current and future issues relevant to the work we conduct on behalf of clients like City of Bainbridge Island:

- California Special Districts Association
- California City Management Foundation (CCMF)
- Engaging Local Government Leaders (ELGL)
- International City/County Management Association (ICMA)
- International Network of Asian Public Administrators (I-NAPA)
- League of California Cities
- League of Women in Government
- Municipal Management Association of Northern California (MMANC)
- Municipal Management Association of Southern California (MMASC)
- National Forum for Black Public Administrators (NFBPA)

Members of our leadership team not only attend events sponsored by these associations but are also frequently called upon to serve as panel members and to provide specialized lectures regarding industry-specific issues. Recent and upcoming speaking engagements and trainings provided by our staff include:

- "Role of the Chief" class, annually presented by Jon Lewis on behalf of the California Police Chiefs Association;
- MMANC and MMASC annual mock interviews;
- Annual League of California Cities Booth; and
- Annual League of California Cities City Manager's Conference (City Manager hosted event).

REFERENCES

Clients and candidates are the best testament to our ability to conduct quality searches. Clients for whom Bob Murray & Associates has recently conducted similar searches are listed below:

CLIENT: City of Vancouver, WA
POSITION: City Manager
POSITION: Deputy City Manager
REFERENCE: Mr. Lon Pluckhahn, City Manager
(319) 329-2413

CLIENT: City of Davis, CA
POSITION: City Manager
REFERENCE: Mr. Christopher Bensch, Human Resources Director
(530) 757-5634

CLIENT: City of Louisville, CO
POSITION: City Manager
REFERENCE: Mayor Chris Leh
(303) 668-3916

We appreciate the City of Bainbridge Island's consideration of our proposal and look forward to working with you.





Eugene

CITY
MANAGER



**BOB MURRAY
& ASSOCIATES**
EXPERTS IN EXECUTIVE SEARCH

THE COMMUNITY

Home to over 175,000 people, the city of Eugene sits in the southern portion of the beautiful Willamette Valley and is known for its majestic trees, fantastic parks and a multitude of arts and recreational activities. Situated in Lane County, 110 miles south of Portland, Eugene is within an hour of the Cascade Range to the east and Oregon's breathtaking coast to the west. Living in Eugene provides opportunities to find activities that speak to you. Some activities include floating the Willamette River, walking, bicycling, using miles of interconnected trails, dining and tastings at top notch local craft breweries and wineries, attending the resident symphony, ballet company performances, or traveling acts at the Hult Center for Performing Arts.

The city is also home to the University of Oregon, founded in 1876, bringing the benefits of a major educational and research institution and highly competitive college athletics programs. Affectionately known as Track Town USA, the City regularly hosts national and international track and field events at the University's Hayward Field.

Eugene has a mild, typical Pacific Northwest climate with wet winters and dry summers. Known for its picturesque landscapes, rivers, and outdoor recreational opportunities, along with cultural attractions, it's no wonder Eugene attracts many residents and visitors alike to live, work, and play.

CITY GOVERNMENT

The City of Eugene has a council-manager style form of government. The Mayor serves as the City's political head and chair of the eight-member Council, and the City Manager oversees City personnel and operations. The City Manager is also responsible for the budget and implements the City Council's goals and



Community members at Eugene Cultural Festival

priorities. The City's Executive Team, which includes all department directors, runs the business of the City through policy making, providing direction on organizational initiatives, identifying opportunities for cross-departmental collaboration, and planning for the future of the organization.

The City has 1,595 full-time employees across six departments:

- Central Services
- Fire and Emergency Medical Services
- Library, Recreation and Cultural Services
- Planning and Development
- Police
- Public Works

THE POSITION

The City Manager serves as the Chief Executive Officer of the City of Eugene, playing a pivotal role in shaping and realizing the City's vision for the future. Reporting to the City Council, the City Manager ensures efficient and effective delivery of public services while upholding the principles of accountability and transparency. The City Manager fosters an environment that embraces integrity, service, inclusion, and collaboration while building and maintaining positive working relationships with co-workers, other City employees and the public. The City Manager:

- Develops, plans, and implements, with Council participation, goals and objectives for the City; recommends and administers policies and procedures necessary to provide municipal services; approves new or modified programs, systems, administrative and personnel policies and procedures; and implements City Council policies and goals.
- Provides highly responsible administrative staff assistance to the City Council; directs specific and comprehensive analyses of a wide range of municipal policies; prepares and submits to City Council annual reports of financial and administrative activities.
- Directs, oversees, and participates in the development of the City Manager's Office work plan; assigns work activities, projects, and programs; monitors work flow; reviews and evaluates work products, methods, and procedures.
- Directs the development, presentation, and administration of the City budget; prepares and oversees the financial forecast of funding needed for staffing, equipment, materials, and supplies; monitors revenues and expenditures; implements midyear adjustments.
- Assists with hiring, appointing, training, motivating, evaluating and disciplining City employees in the administrative service either directly or



Downtown Riverwalk path

through delegation; establishes performance objectives; and prepares and presents employee performance reviews.

- Directs and confers with executive staff concerning administrative and operational problems; makes appropriate decisions or recommendations for City Council adoption.
- Oversees the enforcement of all City ordinances; monitors all contractual agreements with franchises and contractors.
- Represents the City in the community and at professional meetings; participates on a variety of boards and commissions; attends all City Council meetings.
- Negotiates contracts and solutions on a variety of administrative, fiscal, and special projects; participates in the preparation of program or special project budgets; analyzes and prepares recommendations on budget requests; monitors appropriate budget accounts.
- Administers specific program activities by planning, organizing, and supervising activities; establishes and implements, with approval, operating policies and procedures.
- Confers with residents, businesses, and other individuals, groups, and outside agencies having an interest or potential interest in affairs of City concern; interprets, analyzes, and explains policies, procedures, and programs.
- Coordinates City activities with other governmental agencies and outside organizations; appoints administrative committees for coordination of services and activities.
- Responds to and resolves difficult and sensitive citizen inquiries and complaints.
- Models respectful working relationships and creates a workplace that supports all employees; leads City efforts in successfully responding to the changing needs of a diverse organization and the commitment to equity, diversity, inclusion and belonging (DEIB). Facilitates staff development on such issues as diversity and creating a respectful working environment.
- Performs all duties as may be prescribed by City Council action.



THE IDEAL CANDIDATE

The City of Eugene seeks a dynamic, creative, and forward-thinking City Manager who embodies the principles of equity, inclusion, and transparency. The ideal candidate will be an approachable team player who values collaboration and consensus-building as key elements of effective leadership. They must also be highly adaptable and approachable with the ability to facilitate dynamic situations. With a proven track record of establishing strong working relationships and maintaining open lines of communication across all organizational levels, this individual will work closely with the City Council and Executive Team to align city initiatives with community values and goals.

As an authentic, results-driven, and engaged leader, the City Manager will understand the importance of mentorship and will serve as a model for integrity, responsiveness, and loyalty. A strong foundation in municipal administration is essential, including knowledge of public financing, budgeting, and legislative processes at both local and state levels. Experience with the challenges faced by homelessness is required for success. The ideal candidate will be a supportive and politically astute professional who brings experience working with diverse communities and navigating complex social, economic, and political landscapes. This individual will possess the ability to assess municipal operations critically, think creatively in problem-solving, and project the impact of various decisions. They will approach challenges with a solution-oriented mindset and will bring an understanding



of the relationships with many of the surrounding agencies.

This public facing role requires a candidate who is comfortable with heavy public engagement. The incoming City Manager will be a proven executive with public safety, finance, and labor unions who can navigate complex intergovernmental relations and energize external partnerships while sustaining the collaborative, authentic culture within the City. They will also have the ability to set direction and implement action, leading with empathy and accountability. With a balance of decisiveness and approachability, the City Manager will foster a cohesive, forward-thinking organization that is well-positioned to serve the City of Eugene today and into the future.

QUALIFICATIONS, COMPENSATION & BENEFITS

Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:

Experience: Nine (9) years of increasingly responsible administrative and managerial experience in a municipal government or public agency involving responsibility for planning, organization, implementation, and supervision of varied work programs.

Training/Education: Equivalent to a Bachelor's Degree from an accredited college or university with major coursework in business administration, public administration, or a related field. A Master's Degree in public administration is highly desirable.

The salary range for the City Manager is \$238,076.80 to \$319,217.60 annually. Placement within this range is dependent on experience and qualifications.

The City also offers an excellent benefits package including:

- Health, Dental, and Vision Insurance
- Retirement
- Holidays
- Vacation and Sick Leave

For more information about benefits visit:

Benefits-at-a-Glance-Guide (eugene-or.gov)

OREGON EQUAL PAY ACT - CITY OF EUGENE PAY ANALYSIS

The City of Eugene determines starting pay within the range based on relevant education and experience as provided by the applicant in their application materials. This process is consistent with the Oregon Equal Pay Act (OEPA).

You can learn more about the process on the **City's How to Apply** page.

TO APPLY

If you are interested in this outstanding opportunity, please apply online at:

www.bobmurrayassoc.com

Filing Deadline:
November 3, 2025

First Round Interviews –
Closed Executive Session via
Zoom: week of 12/8/25

Second Round Interviews –
Panel Interviews in person:
week of 1/12/26

Following the closing date, resumes will be screened according to the qualifications outlined above. The most qualified candidates will be invited to personal interviews with Bob Murray & Associates. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval. Finalist interviews will be held with the City of Eugene. Candidates will be advised of the status of the recruitment following selection of the City Manager.

If you have any questions, please do not hesitate to call Ms. Valerie Phillips or Mr. Jeff Mori at:

(916) 784-9080





CITY OF
Vancouver
WASHINGTON



**CITY
MANAGER**





Click on the image below to learn about
what Vancouver has to offer...



The Community

Vancouver is situated on the north bank of the Columbia River directly across from Portland, Oregon. The Pacific Coast is less than 90 miles to the west and the Cascade Mountain Range rises on the east. Mount St. Helens National Volcanic Monument and Mt. Hood are less than two hours away while the spectacular Columbia River Gorge National Scenic Area lies 30 minutes to the east. Home to indigenous tribes for millennia prior to European settlement, Vancouver is one of the oldest cities in the northwest with a rich history that precedes Washington statehood. Its heritage includes Hudson's Bay Company, US military history, the Kaiser Shipyards of WWII, and significant growth since the late 20th century - all major contributions to the cultural and economic fabric of the city of today. The Fort Vancouver National Historic Reserve, a national park, is adjacent to downtown and honors the rich history and heritage of the city. The Columbia River is a central feature of the region as it connects and sustains the community. Vancouver combines the excitement of a major metropolitan area with a welcoming atmosphere and abundant recreational opportunities.

A vibrant, growing city, Vancouver has an incorporated population of 200,000, a direct service population of nearly 300,000 (utilities and fire/EMS), and an urban growth area population of nearly 400,000. The city is in a sustained period of significant growth and urbanization, adding more than 30,000 new residents in the last 10 years. This growth has brought within it a vibrant diversity that is quickly evolving the community's tapestry of cultures and identity. A language other than English is spoken at home in 20% of households – predominantly Spanish - and there are 100 languages spoken by students in the Vancouver School District and in communities throughout the city. New community-based organizations, cultural events and partnerships are continuously emerging and evolving to reflect Vancouver's evolution.

There are multiple urban center developments planned or underway across the city, such as the Fourth Plain Corridor, where the city has committed significant ARPA and transportation funds; The Waterfront Vancouver; the city-led Heights District redevelopment project; the Vancouver Innovation Center; and the Riverview Gateway District, which includes the HQ redevelopment and Columbia Palisades mixed use centers. Additional significant district development and redevelopment is occurring or planned to occur throughout the city.

The current pipeline of development projects could add as many as 30,000 more residents and more than 10,000 new jobs in the next 6-10 years. This growth is expected to continue to cement Vancouver's emerging identity as a leading community in the greater metropolitan area. Other economic drivers in the community include industries such as healthcare and education (with Washington State University – Vancouver and Clark College campuses) as well as headquarters and traded sector businesses such as Banfield Pet Hospital headquarters, HP Inc., ZoomInfo, Papa Murphy's Pizza, and significant silicon-based technology and biotech industry clusters that include Shin Etsu Handotai America and AbSci.

Click to learn about:

[Vancouver's Awards and Recognition](#)



The Organization

The City of Vancouver operates as a first-class charter city under a Council-Manager form of government. The City Council is comprised of seven members including the Mayor, all of whom are elected at large. Under the city Charter, the Mayor serves as the presiding officer of the Council and the ceremonial head of the city and members of Council serve as policy makers with no regular administrative duties. The City Council adopts a vision for the community, appoints the City Manager, sets policy direction and adopts a biennial budget. The City Manager advises Council on vision and policy, develops a recommended biennial budget and leads the city organization to carry out policy direction in support of achieving the community vision and policies of the Council.

Vancouver is a full-service city, providing high quality direct services to incorporated (full service) and unincorporated (sewer, water, fire & EMS) areas. Services are provided by more than 1,300 full time employees and hundreds of seasonal employees who are committed to providing services aligned with the city's values. The city has a 2023-24 general fund of \$566 million and a total biennial budget of \$2 billion, including a \$362 million capital budget. The city is fiscally sound with a AA credit rating, carries a very low debt burden, and maintains reasonable budget reserves. Vancouver is a leader in innovation and results oriented services in the region and has become known for transformative approaches to affordable housing, transportation planning, urban redevelopment, addressing homelessness, and evolving community expectations related to policing and public safety.

After 17 years of service with the city – 14 as City Manager - the current City Manager is retiring from public employment. The organization is remarkably stable due to the departing City Manager's long tenure of leadership, and has an organizational structure that includes a leadership core of two Deputy City Managers and 14 department directors that collaborate on organizational direction and strategy in alignment with policy direction from the Council. Most department directors were appointed to their roles within the last 3 years, suggesting a prospective period of stability in these key senior leadership positions.

All members of the city organization are committed and aligned to build a city of the future along the Columbia River through a shared commitment to equity, stewardship, resilience, and community safety. In doing so, all employees embrace the practice of the city's organization values of being **collaborative, innovative, compassionate, empowered, and inclusive**.



The Position

The City Manager is appointed by City Council and is the head of the administrative branch of the city government, responsible for the proper administration of all affairs of the city and for leading and managing the city organization in support of achieving community vision and Council goals. Pursuant to city Charter, the City Manager has the power and is required to:

- » prepare and submit to the City Council a recommended biennial budget, and be responsible for its administration upon adoption;
- » prepare and submit to the City Council as of the end of the fiscal year a complete report on the finances and administrative activities of the city for the preceding year;
- » keep the City Council advised on the financial condition and future needs of the city and make such recommendations as may to the manager seem desirable;
- » appoint or remove the City Attorney, subject to the approval of the City Council;
- » appoint and, when necessary, remove all officers and employees of the city except as otherwise provided by the charter, or state laws;
- » perform such other duties as may be prescribed by this Charter or required by the City Council, not inconsistent with the Charter.

(continued)



The Position

The City Council has established three universal policy themes that guide all work of the city: **climate action, equity and inclusion**, and **community safety**. Aligned with these universal themes, the city adopted a strategic plan in 2023 that includes eight focus areas for the next six years:

- **Transportation and Mobility**
- **Economic Opportunity**
- **Housing and Human Needs**
- **Vibrant and Distinct Neighborhoods**
- **Culture and Heritage**
- **Safe and Prepared Community**
- **Climate and Natural Systems**
- **High Performing Government**

The City Council is seeking a dynamic and accomplished executive leader to advance all aspects of the strategic plan. Immediate priorities include:

- » **Housing and homelessness:** the city is experiencing a housing crisis rooted in a lack of sufficient housing supply. Related to this, the city is also in a declared emergency relative to homelessness. In 2023, voters renewed an affordable housing levy that will raise \$10 million annually over the next decade that the next City Manager will need to leverage to implement both a housing action plan and emergency response plan to address this critical issue.
- » **Climate Action:** the city has adopted bold climate action goals in a Climate Action Framework that targets carbon neutrality by 2040. The next City Manager will need to be able to lead and support the organization's transformation of municipal operations as well as catalyze community change through policies and programs to achieve this ambitious goal.
- » **Community Safety:** safety is a paramount duty of the city. In 2021, voters approved a fire levy that includes new and additional staffing as well as replacement and retrofit of several fire stations. In addition, the city is currently engaged in a community conversation about police resourcing. The next City Manager will be expected to lead and deliver major investments in each of these areas.
- » **Transportation and Mobility:** the city is committed to transforming its street system into a mobility system that is safe and effective for all users regardless of how they move. In 2023 the Council adopted a forward leaning Transportation System plan that will be a guide for this work, and the next City Manager will need to be a champion of this transformation.
- » **Comprehensive plan:** the city is in the early stages of a major update to its 20-year comprehensive growth management plan. State law mandates planning for an additional 75,000 new residents within the current city limits by 2045. The city is embracing this opportunity to embed a clear vision for the future of Vancouver as a thriving urban community, and the next City Manager will play a critical role in supporting and delivering this work.
- » **Interstate Bridge replacement:** While not led by the city, planning for a replacement of the I-5 interstate bridge connecting Portland and Vancouver across the Columbia River is well underway with the city as a key stakeholder and regional partner. This \$6+ billion project will occur immediately adjacent to Vancouver's downtown, will enhance safety, regional connectivity and freight mobility as well as connect Vancouver to the Portland region's light rail system. Construction is currently forecasted to begin in 2026, and last for up to 10 years. The next City Manager will play a critical leadership role in assuring the project delivers the full potential of value add to Vancouver.

The Ideal Candidate

The City Council is seeking a candidate that can reinforce and accelerate the current trajectory of the city and support a seamless transition of leadership. Vancouver's next City Manager will be a seasoned municipal leader with demonstrated skill and experience in the full range of core leadership and management competencies. They will be actively engaged with all facets of the city organization and be skilled at cultivating relationships and partnerships external to the organization.

As a **proven strategic leader** with high interpersonal competence and emotional intelligence, the next City Manager will be capable of defining and communicating a unified vision and purpose, leveraging all resources and tools to achieve it. They will be masterful at championing the organization's mission and vision with staff and others, and will foster a safe place for employees to take risks and initiative. The new City Manager will serve as an example to others by applying lessons learned to future initiatives in support of achieving the vision. The next manager will be capable of examining the full scope of factors that influence an issue, determining calculated risks, and developing and using relationships and interpersonal skills to build consensus. Further, the successful candidate will have a track record of creating new and innovative strategies to deal with rapid change and instilling a culture of continuous improvement.

The successful candidate will be an **exceptional communicator** and have a proven record of ensuring and managing community involvement in local government to support good decision making. The City Manager will be capable of building relationships among local, state, and federal elected and appointed officials to advocate for the community. In doing so, they will play a critical role in ensuring robust public outreach in the policy-making process, promoting civility in public discourse, and advocating for diverse viewpoints to be considered. They will learn, respect and be a steward of Vancouver's history with various political, social, and economic issues, and be skilled at identifying a range of engagement, positive communication, and conflict resolution methods appropriate to the issue at hand.

Equity and inclusion is a foundational policy and operational value for the City of Vancouver, and the successful candidate will be experienced and skilled at creating an environment of involvement, respect, and connection of diverse ideas, backgrounds, and talent throughout the organization and the community. The new City Manager will be able to authentically bring everyone, including historically excluded individuals and groups, into processes, activities, and decision making, and will take a proactive approach to service delivery and decision making that accounts for underlying inequities to equitably improve the quality of life for all.

The next City Manager will also offer a demonstrated record of success in **discerning community needs and providing responsive, equitable strategies** using data, technology, and contemporary communications channels. The successful candidate will be skilled at convening, encouraging, and ensuring that all facets of the community are represented and have the opportunity to engage in community discussions and issues, celebrating that engagement and building a culture of transparency throughout the organization. While the city is financially strong and stable, the next manager will be capable and experienced in developing strategic funding recommendations and building consensus for those recommendations when needed.

Qualified candidates possess a bachelor's degree in public administration, Planning, Business Administration, or a closely related field as well as fifteen (15) years of increasingly responsible municipal experience, including a minimum of five (5) years as a City Manager or Deputy City Manager of a comparatively large, complex, full-service organization. A master's degree is preferred. The City Council may consider any relevant combination of skills, education and experience as qualifying for this position.

The Compensation

The City Manager is an at-will position. While an employment agreement is expected, Washington state law prohibits fixed term contracts for city managers. The retiring manager has an executive compensation package that includes a base salary of \$344,000 plus fringe benefits, and the successful candidate will be competitively compensated based on the knowledge, skills, abilities and experience they bring to the role.

Residency inside the city limits is required by city Charter. Vancouver also offers an excellent benefits package, including the following:

Retirement Plan – The city participates in the Washington Public Employees' Retirement System (PERS) as well as 457(b) and 401(a) plans.

Health Insurance – The city offers multiple plan choices and pays a majority of the premium for the level of coverage the employee has selected.

The city pays the full amount of premiums for dental and vision plans.

Holidays – 11 paid holidays per year.

Paid leave – The city provides Paid Time Off (PTO) accrued at a minimum of 180 hours per year that may be used for vacation and/or sick leave. In addition, the city provides 40 hours of exempt leave per year (prorated) to be used in the year granted.

Life Insurance – city provides term life insurance in the amount of up to double the salary not to exceed \$300,000.

Vehicle Allowance



To Apply

If you are interested in this opportunity, please
apply online at:

www.bobmurrayassoc.com

Filing Deadline: May 26, 2024

Following the closing date, resumes will be screened according to the qualifications outlined above. The most qualified candidates will be invited to personal interviews with Bob Murray & Associates. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval. Finalist interviews will be held with the City of Vancouver. Candidates will be advised of the status of the recruitment following selection of the City Manager.



**BOB MURRAY
& ASSOCIATES**

Experts In Executive Search

If you have any questions, please do not hesitate to call

Ms. Valerie Phillips at:

(916) 784-9080





DECEMBER 2025

City Manager Recruitment Proposal

FOR THE CITY OF BAINBRIDGE ISLAND, WA

PRESENTED BY

Greg M. Prothman

President, GMP Consultants

GMP CONSULTANTS

Greg@gmphr.com

(206) 714-9499

www.gmphr.com





December 3, 2025

Ms. Denise Michel
Director of Human Resources
City of Bainbridge Island
280 Madison Avenue North
Bainbridge Island, WA 98110, WA

Dear Ms. Michel,

Thank you for the opportunity to provide our proposal to assist the City of Bainbridge Island with the recruitment of its next City Manager. What sets GMP apart from other search firms? We are well positioned to assist the City with this important search as we have recently completed or have in progress 15 city administrator/manager recruitments for:

- City of Chelan, WA - City Administrator (*in process*)
- City of College Place, WA – City Administrator (*just completed*)
- City of Wilsonville, OR – City Manager (*in progress*)
- City of Kalispell, MT – City Manager (*in progress*)
- Gunnison County, CO – Assistant County Manager (*in progress*)
- City of Silverthorne, CO – Town Manager (*in progress*)
- City of Medina, WA – City Manager (*just completed*)
- City of Lakewood, WA – City Manager (*recently completed*)
- City of Centerville, MN – City Administrator (*recently completed*)
- City of Moses Lake, WA – City Manager (*recently completed*)
- City of Kenmore, WA - City Manager (*recently completed*)
- City of Pasco, WA – City Manager (*recently completed*)
- City of North Bend, WA – City Administrator (*completed in the last six months*)
- Franklin County, WA – County Administrator (*completed in the last six months*)
- City of SeaTac, WA – City Manager (*completed in the last six months*)

GMP's management & recruitment knowledge brings a competitive advantage in recruiting top-notch talent. As the leader in public sector executive search, we stand by our work by offering an **18-month guarantee** on your selection!

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

ABOUT GMP CONSULTANTS

GMP Consultants is a public sector executive search firm with a collective 360 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 800 executives searches and over 100 public sector consulting projects. All our senior search consultants are active in both national and local state level associations or in their respective professional disciplines.

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 subject matter experts 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.
- **Our Guarantee** – GMP is confident in its time tested and proven process. If your selected candidate leaves employment of the organization within the first 18 months of appointment, we will conduct an additional recruitment with no professional fee!

GMP Consultants Mission: *To provide exceptional executive search, interim placements, and organizational consulting services partnering with our clients to provide the highest quality services to their residents.*

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 driving force at Prothman Company as its President. 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 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.

Debbie Tarry – Lead Consultant *(lead consultant for the cities of SeaTac, Kenmore, Medina, Lakewood, Chelan & Franklin County Administrator city/county manager recruitments)*

Debbie served in local government for over 38 years, serving in senior management positions and as City Manager for ten years at the City of Shoreline, WA. Prior to her time as a City Manager, Debbie served as an Assistant City Manager and the Finance/Administrative Services Director for LINK Transit (Chelan-Douglas County, WA), City of Mill Creek (WA) and the City of Shoreline (WA). Debbie a past president of the Washington Finance Officers Association (WFOA), served on the Board of Directors for the Sound Cities Association (SCA), facilitated multiple meetings of the King County City Manager and Administrator Association and served as the President for the Shoreline Rotary Club. Debbie was selected by her peers as the King County City Manager of the year 2022. Prior to her retirement from the City of Shoreline she, along with four neighboring cities, was responsible for creating a five-city consortium to operate a new Regional Crisis Response Agency (RCR) which will provide ten Mental Health Professional Community Responders along with a Crisis Triage Facility. Throughout her career Debbie was highly regarded by elected officials, staff, colleagues and her peers. Debbie holds a Bachelor of Public Administration with an Accounting emphasis from Pacific Lutheran University. Debbie enjoys spending time with her family, gardening, reading and is an avid walker.

Greg Young – Co Lead Consultant

Greg brings an impressive 34 years of experience in municipal management and public finance. Including twenty years as a Town & City Administrator in Washington State, serving Burlington, Ferndale, and La Conner. Greg is an ICMA Credentialed City Manager and highly regarded in municipal government for his expertise in leadership, management, and finance. He holds a Bachelor of Science in Business Administration, and a Master's of International Management—concentration in Finance. He is also conversational in Mandarin.

Kate Hansen – Operations Manager

Kate brings 20 years of project management and administration experience spanning private business, nonprofit, and government. She is a certified Project Management Professional (PMP) and holds a B.A. in Theatre from Chapman University, with an emphasis in stage management. Kate brings a distinguishing blend of attention to detail, creativity, and critical thinking. Having served as a fire district administrator, political campaign manager and elected official, Kate possesses multi-faceted experience in local government. She has also served on the Board of Directors for multiple non-profits.

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 books honored by the National Council for the Social Studies.

Brenda Gabbitas – Project 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.

WORK PLAN & APPROACH

GMP Consultants have conducted hundreds of successful executive searches and numerous organizational reviews refining our process along the way. We provide the workplan, but you are in charge, we customize every recruitment to meet your needs. We partner with you with the goal of finding a highly qualified candidate who is the perfect "fit" for your organization.

INFORMATION GATHERING & RECRUITMENT PROFILE DEVELOPMENT

Review and Finalize Search Process and Schedule

We meet with the City to:

- Review the project scope of work and process
- Establish a project schedule
- Identify the geographic scope of the recruitment
- Review the compensation package
- Identify key stakeholders
- Review and discuss any additional issues as needed

Profile Research and Stakeholder Meetings

Our goal is to thoroughly understand your City, its current challenges, preferred qualifications as well as the timeline for this recruitment. We would like to come in person to tour the City and ask to meet with:

- City Council
- Leadership Team
- Leading Citizens in the Community
- City's Government Partners
- Others as Directed
- Review All Relevant Documents

Develop, Review, and Approve a Detailed Recruitment Profile

We are happy to work with the City's team to create a tailored *City Manager 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?
- Quality of Life Opportunities
- The City of Bainbridge Island
- The Position
- The Ideal Candidate Traits
- Challenges & Opportunities
- Compensation & Benefits
- Your social media

STRATEGIC MARKETING

Our goal is to not only reach candidates who are actively looking for a new job but those who are happy in their current assignment but who could be intrigued and interested in your opening. We research and develop a personalized national advertising strategy designed to reach all potential qualified candidates.

The Advertising Strategy is comprised of four components:

- Targeted National Advertisement
- Mailed "Invitation to Apply" Flyers
- Email Outreach
- Personal Calls by Lead Consultants

Targeted Advertisement - We develop a custom national advertisement plan highlighting the City and the City Manager opening including placing ads in websites and job boards. Potential adds include:

- Intl. City Managers Association (ICMA)
- Association of Washington Cities
- League of Oregon Cities
- Oregon City Managers Association
- Association of Idaho Cities
- Western Cities (Cal Cities)
- California City Management Foundation
- Colorado City Managers Association
- Utah City Managers Association
- Government Jobs
- GMP LinkedIn Page
- GMP Job Board

Invitation to Apply Letter & Customized Candidate Database – We create a customized *Invitation to Apply* Flyer (examples are included) and then develop a database of potential candidates. We will mail *Invitation to Apply* flyers to city managers and administrators in cities of comparable size in the 7 surrounding states.

Emails to Potential Candidates – We will e-mail your position opening to our list of 3,700 city management professionals nationwide

Personal Calls by our Lead Consultants – We will reach out to potential candidates who might be a good fit or who are looking for their next challenge. We will also reach out to our personal knowledge of candidates to make them aware of your opportunity.

CANDIDATE SCREENING

Candidate Application Materials

- **Application** - Candidates are asked to submit a cover letter, application, resume, and five professional references of peer, subordinates and supervisors
- **Communication** - We provide the City with a summary of the advertising strategy, the number of applications and the number of candidates selected for a preliminary interview
- **Review of Applications** - Occasionally some agencies wish to review all the application materials prior to the selection of candidates for a preliminary interview. We are happy to facilitate this process if asked, but have found that many cities appreciate not having to review applications of not qualified applicants and trust in our selection of the most promising applications including several that might be considered to have questionable qualifications in an effort to be thorough

Preliminary Candidate Interviews – Once a candidate has indicated an interest in the position, we review all candidate application materials and:

- **Select** - Identify the most promising candidates for a preliminary interview
- **Review** - Conduct an in-depth internet inquiry on each candidate to identify any concerning issues to be reviewed with the candidate
- **Interview** - Your lead consultant conducts a preliminary interview with the most promising candidates (we can record these for City's review if asked)
- **Summarize** - Provide a written summary of our observations of the candidates strength, weakness and potential fit with the City
- **Recommend** - Provide our recommendations on each candidate for consideration

Work Session - We meet with the City to review the results of the preliminary interviews. Our goal is to provide comprehensive information on each of the most promising candidates providing the needed data to make quality decisions on each applicant

- **Information Provided Prior** - Prior to the meeting we provide with sufficient time to review:
 - Each of the interviewed applicant's cover letter, resume, essay questions
 - The consultant preliminary interview notes
 - The results of the internet search
 - A candidate summary sheet with the consultant's recommendations
 - A complete file of remaining candidates' application materials if requested
- **Review with the City** - We review and discuss each candidate's application materials and interview results
- **Finalist Candidate Selection** - The City selects those candidates to move forward for a final interview
- **Final Interview Design** - We help you decide on the structure of the interviews, including the panel participants and facilitators, our goal is to tailor the process to fit your needs
- **Coordinating Candidate Travel** - We identify which candidate travel expenses your organization wishes to cover
- **Interview Questions** - Identify any potential interview topic areas of interest from which we can develop potential interview questions

FINAL INTERVIEWS

Prior to the Final Interviews we will:

- **Conduct References** – We conduct professional reference checks on each candidate, requesting the names of supervisors, subordinates, and peers
- **Conduct Background Checks** – Background checks include Education Verification, Criminal History, Driving Record, and Sex Offender Check
- **Facilitate Candidate Travel** – Based on your guidance we coordinate the most cost-effective travel arrangements
- **Develop a Master Interview Schedule** – We work with you to identify interview venues and then develop a master interview schedule
- **Develop Draft Interview Questions** – Provide draft interview questions for the City's review and for each advisory panel (if used)
- **Provide Final Interview Materials** – We will provide all final interview materials for each candidate in a file for printing by the City as well as the Master Schedule
- **Coordinate Final Interviews** – We will work with the City to coordinate all of the details of conducting the final interviews

Final Interviews

- **Facilitate the Final Interviews** – We are on site to facilitate the final interview process
- **Facilitate Panel Debrief** – After interviews are complete we facilitate a debrief with all advisory panels on each candidate's strengths and areas needing support
- **Candidate Evaluation** – We facilitate the City's evaluation of the candidates and potential consensus on a preferred candidate including any additional candidate referencing or research

Candidate Selection & Appointment - Once the City has identified a preferred candidate

- If asked we facilitate and identify potential contract elements
- We assist with the job offer and contract negotiations leading to an employment agreement
- Notify all of the unsuccessful finalists
- *Celebrate the Selection of your new City Manager!*

PROFESSIONAL REFERENCES

City of Olympia, WA

Jay Burney, City Manager
jburney@ci.olympia.wa.us
360 753 8447
Fire Chief
Public Works Director
Human Resources Director

City of Lakewood, WA

Jason Whalen – Mayor
jwhalen@cityoflakewood.us
206 983 7705
City Manager

City of Kenmore, WA

Nigel Herbig, Mayor
nherbig@kenmorewa.gov
425 398 8900
City Manager

City of North Bend, WA

Mary Miller, Mayor
mayor@northbendwa.gov
425 888 1211
City Administrator

RECRUITMENT SCHEDULE EXAMPLE

Recruitments take approximately 90 to 100 days to complete.

Kickoff Meeting	Week 1	City & GMP: Meet to discuss timeline & search process
Profile Development	Week 1-2	GMP: Meet with key stakeholders & create position profile
Advertising	Week 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	City & GMP: 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	City: Hosts finalist interviews City: Makes hiring selection

PROFESSIONAL FEES

The fee for conducting an Executive Director search is \$19,500 plus expenses. Professional fees cover 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. If needed, re-advertising the position can be completed for a \$750 administrative fee plus expenses. The City will be responsible for reimbursing expenses incurred on the City's behalf. All expenses are submitted at actual cost with no markup. Expenses include:

- Websites, job boards and other advertising (approx. \$1,400 - 2,200)
- Direct mail announcements (approx. \$1,500 - 2,000)
- Consultant travel: Mileage at IRS rate and \$82.50 per hour
- Background checks (approx. \$225 per candidate)

The City may cancel the search at any time, the only responsibility would be the fees and expenses incurred prior to cancellation. Any additional work requested beyond services provide in the scope of work is billed at \$185 per hour.

GUARANTEE & WARRANTY

Should the selected candidate leave the employment of the City within the first **18 months** of appointment, we will conduct an 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 for a \$750 administrative fee plus expenses.

CITY/COUNTY CAO SEARCHES CONDUCTED AND MANAGED BY GMP CONSULTANTS

<u>In Progress</u>	<u>Recently Completed</u>	<u>Completed in the last 24 Months</u>
City of Chelan, WA City Administrator	City of College Place, WA City Administrator	City of North Plains, OR City Manager
City of Wilsonville, OR City Manager	City of Pasco, WA City Manager	Crook County, OR County Manager
Town of Silverthorne, CO Town Administrator	City of Lakewood, WA City Manager	Greys Harbor County, WA County Administrator
Gunnison County, CO Assistant County Manager	City of Kenmore, WA City Manager	City of North Branch, MN City Administrator
City of Kalispell, MT City Manager	City of SeaTac, WA City Manager	City of Kennewick, WA City Manager
	Franklin County, WA County Administrator	City of Moab, UT City Manager
	City of North Bend, WA City Administrator	City of Brainard, MN City Administrator
	City of Moses Lake, WA City Manager	City of Lacey, WA City Manager
	City of Medina, MN City Administrator	City of Sammamish, WA City Manager
	City of Centerville, MN City Administrator	City of Tumwater, WA City Administrator
	City of La Grande, OR City Manager	

All Management Recruitments Conducted By GMP and Managers

City & Borough of Sitka, AK Municipal Administrator	City & County of Broomfield, CO Deputy City and County Manager	City of Arlington, WA City Administrator	City of Battle Ground, WA City Manager (2)
City & Borough of Wrangell, AK Borough Manager	City of Astoria, OR City Manager (2)	City of Bainbridge Island, WA City Administrator	City of Belgrade, MT City Manager (2)
		City of Bandon, OR City Manager	City of Bingen, WA City Administrator

City of Bothell, WA

Deputy City Manager
Assistant City Manager

City of Burns, OR

City Manager

City of Canby, OR

City Administrator

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 Coburg, OR

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 Coquille, OR

City Manager

City of Covington, WA

City Manager

City of Damascus, OR

City Manager

City of Drain, OR

City Administrator

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, WA

City Administrator

City of Gig Harbor, WA

City Administrator

City of Gillette, WY

City Administrator

City of Gladstone, OR

City Administrator

City of Hailey, ID

City Administrator

City of Hermiston, OR

City Manager

City of Hood River, OR

City Manager

City of Issaquah, WA

City Administrator

Deputy City Administrator

City of Kalispell, MT

City Manager

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 Oswego, OR

City Manager

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 Lebanon, OR

City Manager

City of Lewiston, ID

City Manager

City of Lincoln City, OR

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 McMinnville, OR

City Manager

City of Mill Creek, WA

City Manager

City of Milwaukie, OR

City Manager

City of Newcastle, WA

City Manager (2)

City of Minot, ND

City Manager

City of McMinnville, OR

City Manager

City of Monroe, WA

City Administrator

City of Moses Lake, WA

City Manager (2)

City of Mountlake Terrace, WA

City Manager (3)

City of Mt. Angel, OR

City Manager

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 Ontario, OR

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 Port Townsend, 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 Scappoose, OR

City Manager

City of Shelton, WA

City Administrator

City of Sheridan, WY

City Administrator

City of Shoreline, WA

City Manager (2)

Deputy City Manager

Town of Silverthorne, CO

Town 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 Toledo, OR

City Manager

City of Troutdale, OR

City Manager

City of Tumwater, WA

City Administrator

City of Umatilla, OR

City Manager

City of Vancouver, WA

Assistant City Manager

City of Waldport, OR

City Manager

City of Walla Walla, WA

City Manager

City of West Linn, OR

City Manager

City of Wilsonville, WA

City Manager

City of White Salmon, WA

City Administrator

City of Whitefish, MT

City Manager

City of Wood Village, OR

City Manager

City of Woodburn, OR

City Administrator

City of Woodinville, WA

City Manager

City of Woodland, WA

City Administrator

City of Yachats, OR

City Manager

City of Yakima, WA

City Manager

Assistant City Manager

City of Yelm, WA

City Administrator

Blaine County, ID

County Administrator

Clackamas County, OR

County Administrator

Clatsop County, OR

County Manager (2)

County of Los Alamos, NM

County Administrator

Curry County, OR

County Administrator

Deschutes County, OR

Fair & Expo Director

County Administrator

Eagle County, CO

County Manager

Franklin County, WA

County Administrator

Gunnison County, CO

County Manager

Assistant County Manager (3)

Hood River County, OR

County Administrator

Island County, WA

County Administrator

Inyo County, CA

Assistant/Deputy County Administrator

County Administrative Officer

Jefferson County, WA

Central Services Director

Lane County, OR

County Administrator

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 © 2025 by GMP Consultants. All rights reserved.



CITY MANAGER

SAMMAMISH, WA



EXECUTIVE
RECRUITMENT BY





Welcome To SAMMAMISH

Located 20 minutes east of Seattle, Sammamish is a vibrant community overlooking Lake Sammamish and the Bellevue skyline. This family friendly city is known for offering suburban living amid natural beauty with easy access to big city amenities. In 2021, Sammamish was named by WalletHub as "Best Small City to Live In" and by Safewise as "Safest City in Washington."

Sammamish's idyllic setting of tree-lined streets and well-groomed neighborhoods amid lakes, trails, open spaces, and city parks draws families and professionals alike.

Due to its exceptional quality of life, the city is in high demand. Residents appreciate the safe neighborhoods, excellent schools, diverse cultural activities, and easy access to an abundance of outdoor activities. Roughly one-third of the population is under the age of 18.

Sammamish is a highly educated and diverse city. Many of the city's 66,000 residents work at the numerous corporate headquarters nearby, including Microsoft, Amazon, Nintendo, Starbucks, and Costco. Sammamish is also a culturally diverse city as 30% of residents were born outside of the U.S.

Creating community spaces was among the first priorities for the City of Sammamish after its incorporation in 1999. In the heart of the city lies Sammamish Commons, a 25-acre park that is home to City Hall, the library, skate park and sports courts, community gardens, playground, spray park, and a loop trail. In 2016, the City added a 69,000 square-foot aquatic center with multiple pools and a two-story waterslide.

The City is served by three school districts: Issaquah, Lake Washington, and Snoqualmie Valley. Sea-Tac International Airport is only 35 minutes away.

Why Apply?

This is a unique opportunity to make a difference in a highly desirable community with a new, inclusive, and aligned city council that is committed to providing a high-quality environment. The new city manager will have the opportunity to provide stability and build upon a positive and effective organization providing excellence in service delivery. The City has no debt and is in good financial condition in an affluent community that has the highest median income in the area.

THE CITY OF SAMMAMISH



Incorporated in 1999, the City of Sammamish operates as a non-charter optional code city with a Council-Manager form of government. Optional code city status increases the city's operating authority by extending to it the powers of all four city classifications that exist in Washington law.

The Council is comprised of seven members, elected at large by the citizens of Sammamish. They are part-time officials who exercise the legislative powers of the city and determine matters of policy. The Mayor is a Council Member selected by the Council to chair meetings, authenticate documents and serves as the ceremonial head of the city. The Council is supported by several advisory boards and commissions. The Council appoints a full-time City Manager who is the head of the executive branch and serves as the professional administrator of the organization, coordinating day-to-day activities.

Operating on a biennial 2021-2022 budget of \$276 million with a team of 139 FTE's, the City of Sammamish provides a full range of municipal services. The City contracts for police services with the King County Sheriff's Department. Fire Services are provided by Eastside Fire & Rescue, Water and Sewer is provided by Sammamish Plateau Water. Departments include:

- Community Development
- Administrative Services
- Parks, Recreation, & Facilities
- Finance Department
- Information Technology
- Public Works

RECOGNITION

- [Safest City in Washington \(2021\) – Safewise](#)
- [Best Small City to Live In \(2021\) – Wallethub](#)
- [No. 9 Best Place to Live \(2018\) – Money Magazine](#)
- [America's Friendliest Town \(2012\) – Forbes/Nextdoor](#)

LEARN MORE

- [2022 Work Plan](#)
- [2022 State Legislative Priorities](#)
- [2021-2022 Budget](#)
- [2035 Comprehensive Plan](#)



THE CITY MANAGER



The City Manager is appointed by Council to run the City's day-to-day operations and serves as the business manager of the city, recommending and advising the Council on a broad array of issues. With a team of 13 FTEs and 3 LTEs, the City Manager's department provides management direction to all departments and coordinates activities in accordance with City Council policies.

Functions housed in the City Manager's office include the City Clerk's Office, Human Services, Communications, Legal, policy analysis, intergovernmental relations, and more.

THE IDEAL CANDIDATE

The City of Sammamish is seeking an effective leader as their next City Manager to work in partnership with Council to bring the organization into a period of stability. The ideal candidate will be a creative problem solver who is comfortable advising the Council with well-supported professional recommendations.

This person will be experienced in city management and demonstrate emotional intelligence, empathy, and excellent communication skills. Guided by moral and ethical leadership, they will be an effective and approachable leader who inspires staff to reach their best potential. The ideal candidate will bring to the position solid administrative skills as well as experience in providing services by contract.

QUALIFICATIONS

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 seven 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 Sammamish is committed to fostering diversity, equity, inclusion, and belonging in its workforce and community and reviews all candidates holistically.

OPPORTUNITIES & CHALLENGES

A Unified City Council - The new Council is unified and committed to a collaborative partnership with the new city manager. The Council is professional, kind, transparent, and willing to listen.

Staff Stability - The next city manager should provide stability by retaining and building trust with the dedicated, well-qualified City staff. The Council expresses a strong level of confidence in City staff. There is an opportunity to rebuild the organization after recent staff turnover and to further develop the underlying positive culture.

Community Communications - There is a need to create a culture of transparency to better promote a positive and proactive presence in the community.

Processes & Planning - The next city manager should foster process improvement and consistency as well as spearhead transportation plans, climate action plans, and the mandated Comprehensive Plan update in 2024. The planning and completion of Sammamish Town Center is another priority as it will be the heart of the city.

Budget - While the City is debt free and has excellent reserves, the new city manager and Council will need to continue to manage budget expectations as well as uncertainties driven by revenue changes and economic conditions to ensure the City remains in a healthy fiscal position.



COMPENSATION & BENEFITS

The City of Sammamish is offering a salary range of \$215,000 to \$260,000 annually depending on experience. The comprehensive benefits package includes:

- Medical, Dental, Vision, Life/LTD & EAP
(Medical premiums covered 100% by City, 92% for enrolled dependents)
- Vacation, Sick, & Management Leave
- 13 Paid Holidays
- 401(a) with 6.2% match in lieu of Social Security
- PERS Retirement Program
- Deferred Compensation
- No state income tax



RESOURCES

[Connect Sammamish](#)

[Chamber of Commerce](#)

[2022 Special Events Calendar](#)



TO APPLY

Apply Online: gmphr.com

First Review: September 11, 2022

More Info: Andrew Neiditz, GMP Consultants
aneiditz@gmphr.com / 253-732-8081





WELCOME TO LAKEWOOD

WHY APPLY?

This is a great opportunity for a seasoned municipal leader to lead the City of Lakewood. Lakewood is a thriving, urban, South Puget Sound city, characterized by the beauty of its lakes, parks and natural environment, and its vibrant and diverse population. The City is a well-managed organization with an experienced team of department directors and an effective City Council. Historically the Council has demonstrated a positive working relationship with the City Manager and staff. The current City Manager is retiring after twelve years of service. If you are looking to join a goal-focused organization committed to improving community amenities, maintaining public safety, and promoting redevelopment in core commercial areas, this may be the right opportunity for you.

Dear Colleague,

GMP Consultants is assisting the **City of Lakewood**, WA 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.

Debbie Tarry, GMP Consultants
dtarry@gmphr.com / (425) 308-2957



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



gmphr.com

THE CITY OF LAKEWOOD

Located 40 miles south of Seattle along the I-5 corridor, Lakewood is a vibrant community of 63,612 residents and the second largest city in Pierce County. Featuring expansive lakes and stunning views of Mount Rainier, Lakewood offers a rich cultural experience amid a backdrop of natural beauty—all within reach of Puget Sound's big cities.

Incorporated in 1996, the City of Lakewood serves a population of 63,612 across 19 square miles with a 2025 budget of \$120 million and a team of 222 FTEs. The City operates under a Council-Manager form of government with seven part-time, nonpartisan Councilmembers elected to staggered four-year terms. The City Council elects one of its members as Mayor.

City services are provided through a combination of City employees, public and private contracts, and a number of partnerships to include community volunteerism and participation. The seven City departments are: City Manager, Legal, Administrative Services, Municipal Court, Police, Planning and Public Works, and Parks, Recreation & Community Services.

THE CITY MANAGER

The City Manager serves as the chief executive officer of the City and serves at the pleasure of the City Council. The City Manager implements the policies and goals of the Council; manages and coordinates the overall operations of the City; and provides leadership, coordination, and development of City departments while ensuring the delivery of quality service and serving the needs of the public. This is accomplished through the expressed direction of the Council.

EDUCATION & EXPERIENCE

Bachelor's degree from an accredited college or university in public or business administration, or related field (master's degree desired); and at least 7 - 10 years of progressively responsible experience in municipal government with 5 years of senior management responsibility. Or any satisfactory combination of experience and training which demonstrates the knowledge, skills, and abilities to successfully perform the job.

View
full position
profile at
gmphr.com



**TO
APPLY**

Visit: gmphr.com

Salary Range: **\$240,000 to \$275,000 annually DOQ**

First Review: **April 28, 2025**

More Info: Debbie Tarry, GMP Consultants
dtarry@gmphr.com / (425) 308-2957

 **GMP**
CONSULTANTS



City of Bainbridge Island

Executive Search Services – City Manager Recruitment

PROPOSAL / DECEMBER 5, 2025



December 5, 2025

Mr. Blair King
City Manager
City of Bainbridge Island
280 Madison Avenue North
Bainbridge Island, WA 98110

Subject: Proposal for Executive Search Services – City Manager Recruitment

Dear Mr. King:

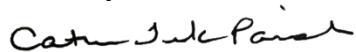
We are pleased to submit this proposal for executive recruitment services for the City of Bainbridge Island's (City) upcoming City Manager search. For over 30 years, Raftelis has been dedicated to helping local governments and utilities across the country solve their financial, organizational, and technological challenges. Our executive recruitment team contributes to this mission by helping our clients find the best leaders to move their organizations forward and then set those leaders up for success in their new role.

Our proposed team for the City is comprised of skilled recruiters, seasoned in local government management with search experience throughout the Pacific Northwest and across the country. Our team includes two Oregon-based team members, Heather Gantz and Robert Colichio, both of whom have had the privilege of assisting several communities throughout Washington with similar searches. Collectively, our team has successfully completed over 400 recruitments, and we have had significant success in identifying and retaining ideal candidates who meet each organization's unique set of needs and expectations.

We look forward to the opportunity to serve the City and the broader Bainbridge Island community. If you have any questions, please contact Heather or me directly using the information below:

Heather Gantz, *Senior Manager* (Primary Point of Contact)
Phone: 503.860.1111 / Email: hgantz@raftelis.com

Sincerely,

A handwritten signature in black ink, appearing to read 'Catherine Tuck Parrish'.

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



Giving back

The Raftelis Charitable Gift Fund seeks to make a difference on issues that matter to our clients and employees by helping build sustainable, inclusive communities locally and worldwide. We do this by allocating company profits and employee contributions of time and money. We support organizations that:

- Promote efficient, sustainable resource use
- Advance diversity, equity, and inclusion within the public sector
- Invest in access to clean water and sanitation
- Help vulnerable communities by addressing affordability issues

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FIRM OVERVIEW

Who We Are

RAFTELIS HELPS LOCAL GOVERNMENTS AND UTILITIES THRIVE.

Firm History/Background:

Raftelis is a subchapter S-Corporation incorporated in the state of North Carolina on April 23, 2004. The predecessor to Raftelis, Raftelis Environmental Consulting Group, Inc., was established on May 10, 1993 by George A. Raftelis to provide financial and management consulting services of the highest quality to public-sector clients. In 1999, the firm's name was changed to Raftelis Financial Consulting, PA. Following the sale of a portion of the firm to a group of employees on April 22, 2004, the firm's name changed to Raftelis Financial Consultants, Inc., which remains the firm's legal name. We currently do business as Raftelis. We are the largest team in the nation that solely focuses on management consulting for utilities and local governments.

Local government and utility leaders partner with Raftelis to transform their organizations by enhancing performance, planning for the future, identifying top talent, improving their financial condition, and telling their story. We've helped more than 700 organizations in the last year alone. We provide trusted advice, and our experts include former municipal and utility leaders with decades of hands-on experience running successful organizations. People who lead local governments and utilities are innovators—constantly seeking ways to provide better service to the communities that rely on them. Raftelis provides management consulting expertise and insights that help bring about the change that our clients seek.

We believe that our Raftelis team is the *right fit* for this search. We provide several key factors that will benefit your organization and make this recruitment a success.

RESOURCES AND EXPERTISE: With more than 190 consultants, Raftelis has one of the largest local government management consulting practices in the nation. Our executive recruitment team is geographically dispersed across the country and includes six experienced, full-time recruiters and three talented recruitment specialists. As a firm, we have successfully provided executive recruitment services to local governments and utilities across the country for the past 15 years.

DECADES OF COLLECTIVE EXPERIENCE: Our recruiters and subject matter experts have decades of experience in leading public sector organizations across the country. They have served in a wide range of positions, including city manager, human resources director, housing director, and many other essential leadership roles.

PERSONALIZED SERVICE FROM SENIOR-LEVEL RECRUITERS: You appreciate it when deadlines are met, phone calls are returned, and your team, as well as your newly placed employee, feel valued and heard throughout the recruitment process. While other firms may assign your business to junior-level staff, our clients and candidates receive personalized service from our seasoned recruiters.

NICHE EXPERTISE: Our expertise lies in strengthening public sector organizations. We're specialists rather than generalists, focusing our strengths on delivering results for a specific group of municipal clients.

PROJECT APPROACH

Executive Search Strategy

When organizations need to fill key positions, they turn to Raftelis and benefit from this guiding principle: meaningful hiring involves finding the right employee and preparing them for ongoing success. Our approach to executive search services comprises three key phases.

Inquiring, Understanding, and Defining

We begin each search by conducting a thorough needs assessment to understand the essential experience and background your new employee must possess. We also help you define the new incumbent's first-year goals so that your organization and the new employee are on the same path toward success. Based on broad input from both internal and external stakeholders, we build a customized position profile for each search, ensuring we attract the best applicants from across the country.

Candidate Search and Evaluation

To reach the right candidates, Raftelis customizes our search process to fit your needs. Often, the candidates best suited to a position are already employed and not searching for a new job via traditional channels. So, we leverage our team's extensive, diverse professional networks to attract the best talent nationwide. We have demonstrated success assembling candidate pools that are racially, ethnically, and gender diverse. We are dedicated to helping local governments fill leadership positions with candidates that reflect the communities they serve. We work closely with several organizations that support this goal, and we advertise positions with national organizations that represent people of color and women, including the National Forum of Black Public Administrators (NFBPA), the Local Government Hispanic Network (LGHN), the International Network of Asian Pacific Islander Public Administrators (I-NAPA), and the League of Women in Government. Once we have identified a highly qualified pool of candidates, we manage the full hiring process, from interviews to background checks to final offers. We provide personalized support to your team as well as applicants to ensure a thorough, equitable, and transparent search process from start to finish.



39% of our recruitments result in the hiring of **women**

21% of our recruitments result in the hiring of **people of color**

Supporting Success

We support your new leader's long-term success by creating an actionable first-year work plan. Many firms focus solely on finding qualified applicants, leaving the new employee and the City on their own once the position is filled. Our team, however, uses the objectives gathered during the inquiry stage to prepare new hires for a successful first year. We follow up to ensure continued progress, productivity, and satisfaction for the employee and the City. In the end, we are not just looking for a successful candidate; we are looking for the right employee to be successful in their new position long after their initial hire.

Proposed Scope of Work

THE FOLLOWING IS A DETAILED DESCRIPTION OF OUR PROPOSED SCOPE OF WORK FOR YOUR CITY MANAGER RECRUITMENT.

Activity 1 – Develop Candidate Profile

We will begin this engagement by developing a clear picture of your ideal City Manager. We will conduct a search kick-off meeting to discuss the overall process and timeline for this search. We will then meet with the Councilmembers individually and once again as a group to understand everyone's unique perspective on the desired skills and experiences the next City Manager should possess. We will also conduct two additional meetings with the outgoing City Manager and a group meeting with the City's department directors to gather their input. During this process of engagement, we will discuss not just the technical skills needed for the position but also what makes the right organizational fit in terms of traits and experiences.

During our discovery meetings with the Councilmembers, we will discuss the frequency and format of community engagement that the City may wish to include in this process, advise on how best to incorporate engagement elements into the search, and provide the required resources to facilitate the desired activities. If the Council would like community engagement as part of this process, we advise that the City consider including engagement elements early in the search process to inform the position profile and first-year priorities and during final interviews to allow for in-person community interaction with the finalist(s). The fixed fee for our services, as presented later in this proposal, is inclusive of Raftelis conducting an online community survey during our discovery process. We have included estimated costs for additional optional community engagement activities in the Cost section of this proposal for your consideration.

Based on the information gathered during our meetings, we will develop a recruitment plan that focuses on the Pacific Northwest region and extends across the country. We will prepare a position profile unique to Bainbridge Island. The profile will identify the organization's needs, strategic opportunities, and the personal and professional characteristics of the successful candidate. This document drives the recruitment. It focuses our efforts on the most capable candidates and helps us encourage candidates to pursue the position. Our team of professional graphic designers will create a recruitment brochure that includes the position profile, information about the organization, and details about the broader community. We will work with you to eliminate barriers for underrepresented groups wherever possible, including years of service, levels of education, and other strict requirements that might eliminate a candidate well-suited for the job.

We will also develop first-year priorities for the successful candidate, utilizing information from our conversations and the Council's 2025 work plan and priority project report. These priorities ensure that the applicants know what is expected of them, that the City Council has clearly identified objectives for the next City Manager, and that the successful candidate can hit the ground running with an actionable work plan. Once drafted, we will review the recruitment plan, brochure, and first year priorities with the City Council (and other key stakeholders, as desired). Modifications will be made as necessary before recruitment begins.

DELIVERABLES:

- Recruitment plan and brochure, including first-year priorities for the new City Manager

Activity 2 – Conduct Outreach and Initial Screening

As part of the recruitment plan, we will identify key states and similar regions for our targeted recruitment. We will place advertisements with national, state, and regional professional organizations, which may include the following, as well as additional relevant sites as identified in the recruitment plan:

• International City/County Management Association (ICMA) • National League of Cities (NLC) • Association of Washington Cities (AWC)	• International Network of Asian Public Administrators (I-NAPA) • National Forum for Black Public Administrators (NFBPA) • Local Government Hispanic Network (LGHN)
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As soon as the advertisements are completed, we will begin actively and aggressively marketing the position and identifying qualified candidates for assessment. We will directly contact highly qualified applicants in our extensive candidate database and across our firm's nationwide professional networks. We will utilize LinkedIn and other marketing and sourcing tools to broaden our reach. In our experience, this combination of outreach is the most effective way to reach top candidates, especially those who are not currently in the job market but may consider this leadership opportunity with the City.

As applications are received, we will acknowledge each one and keep all applicants aware of their status. We will screen each applicant against the ideal candidate profile and conduct interviews via phone or videoconference with those applicants who most closely meet the profile of the successful candidate. We will then meet with the City Council (and other key stakeholders, as desired) to review a summary of the full applicant pool and details on the most qualified candidates with the skills and experience to succeed in the position. Based on this review, the Council will finalize a list of candidates to invite for semi-final interviews.

DELIVERABLES:

- Placement of ads and job postings
- Targeted outreach to passive candidates
- Candidate review materials, including screening results and preliminary internet research on recommended top candidates

Activity 3 – Support Interviews and Selection

We will collaborate with you to design and facilitate a multi-step interview process, which could include candidate presentations, panel discussions with internal and external stakeholders, tours, meet-and-greets, and unstructured one-on-one interviews. Customized interview questions and information about each candidate will be provided for the semi-final and final interview rounds, and we will conduct pre- and post-interview briefings with all those involved. It is our standard practice to conduct semi-final interviews virtually. Raftelis will be on-site with you for final interviews, which will be held in person. We will coordinate scheduling logistics and provide candidates with all relevant details, including any travel policy requirements. We will work with a primary point of contact at the City for scheduling, including suitable venues for all in-person interview events. Any travel expenses for the finalists, if applicable, will be borne and reimbursed directly by the City.

The City Council will select the top candidate following final interviews. We will facilitate the Council's finalist selection by framing what we have learned about the candidates in the context of the position requirements and organizational culture fit. Once a top candidate is selected, we will speak with that individual's references to confirm the strength of their credentials. A full background check will be performed on the top candidate, including but not limited to education, credentials, employment history, criminal background check, civil litigation check, and credit history. We will also assist the City in negotiating the chosen finalist's employment offer. We provide information about the best practices in total compensation, and we will have obtained information on the top

candidates' comfort with the advertised salary and benefits for the position. Throughout this interview and selection process, we will keep all other candidates apprised of their status and release them at the appropriate time.

DELIVERABLES:

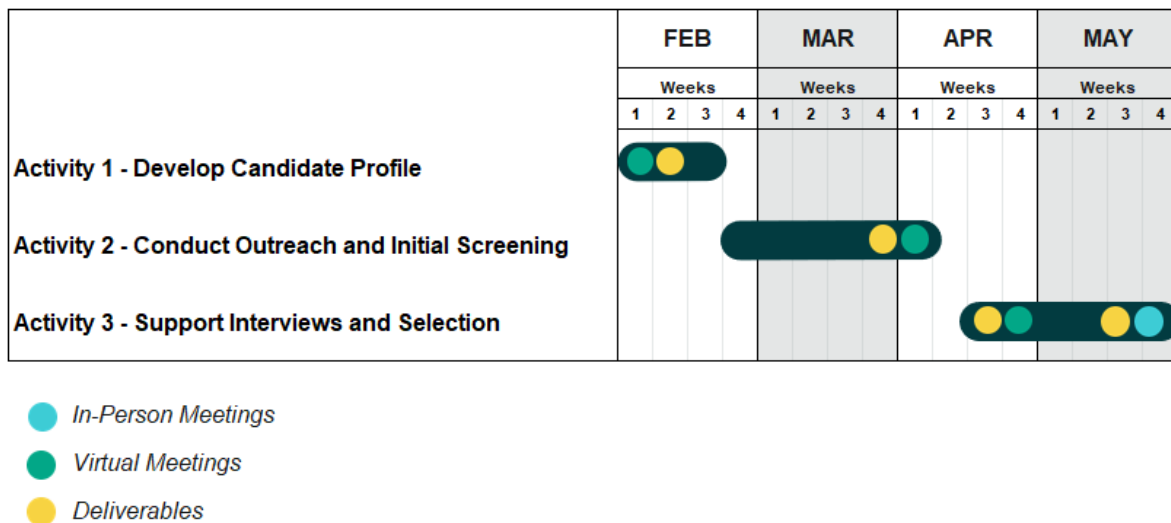
- Semi-final and final interview materials
- Full reference and background check results on the top candidate

PROPOSED TIMELINE

Proposed Timeline

Included below is a proposed timeline for your City Manager search, which reflects a February 2026 start as noted in your solicitation. If selected, we will review this timeline with the City during our kick-off meeting and adjust as necessary when developing the recruitment plan, including any desired modifications to the number of in-person meetings. As previously noted, we have the capacity to conduct this search on the City's desired timeline.

Our average governing body-appointed position recruitment process spans 14 to 16 weeks and is divided into three



structured activities as outlined in our scope of work and the graphic above. While we make every effort to complete our searches as quickly and efficiently as possible, the timeline is dependent on interest, availability, and responsiveness from candidates and the availability of key stakeholders at the City. The Lead Recruiter will manage this timeline closely, providing regular updates and maintaining flexibility to accommodate the City's needs, while ensuring we remain on schedule.

ESTIMATED TIMEFRAME AND KEY DELIVERABLES BY ACTIVITY

Activity 1 - Develop Candidate Profile (Estimated: 2-3 weeks)

- Recruitment plan; Recruitment brochure, including first-year priorities for the new City Manager

Activity 2 - Conduct Outreach and Initial Screening (Estimated: 5-6 weeks)

- Advertisements; Candidate outreach; Candidate Review meeting materials

Activity 3 - Support Interviews and Selection (Estimated: 5-6 weeks)

- Semi-final and final interview materials; Results of full background and reference checks on top candidate

REFERENCES

References

Raftelis is uniquely positioned to perform this recruitment because of our expertise in local government management and our extensive network throughout the Pacific Northwest and across the country. Our clients tell us we are more than just recruiters—we are trusted advisors. The following table lists a select number of comparable recruitments we have conducted and references for each of them.

Organization	Recruitment(s) and Year(s) Conducted	Contact
City of Boulder (CO)	• Controller (2025-<i>Current Search</i>) • Transportation and Mobility Director (2025) • Fire Division Chief, Training (2025) • Chief Financial Officer (2025) • Fire Division Chief, Operations (2024) • Police Chief (2024) • Senior Risk Manager (2024) • Chief Building Official (2023) • Fire Division Chief, Logistics (2023) • Independent Police Monitor (2023, 2020) • Municipal Court Judge (2023) • Chief Human Resources Officer (2022) • City Attorney (2021) • Director of Planning and Development Services (2021) • Utilities Engineering Manager (2021) • City Manager (2020) • Human Resources Information Systems (HRIS) Manager (2020) • Human Resources Senior Manager (2020) • Total Rewards Senior Manager (2020)	Nuria Rivera-Vandermyde, City Manager P: 303.441.3090 E: rivera-vandermyden@bouldercolorado.gov Chris Meschuk, Deputy City Manager P: 303.441.3388 E: meschukc@bouldercolorado.gov 1777 Broadway Boulder, CO 80302
City of Beaverton (OR)	• City Attorney (2024) • Community Development Director (2023) • Information Technology and Services Director (2023) • Public Works Director (2023) • Finance Director (2022) • City Manager (2021)	Patricia Anderson Wieck, Director of Human Resources P: 503.526.2522 E: pwieck@beavertonoregon.gov Jenny Haruyama, City Manager P: 503.526.2372 E: jharuyama@beavertonoregon.gov 12725 SW Millikan Way Beaverton, OR 97076

Organization	Recruitment(s) and Year(s) Conducted	Contact
Washington County (OR)	- Chief Information Officer (2024) - County Counsel (2024, 2020) - Assistant County Administrator (2023, 2021) - Chief Financial Officer (2021) County Administrator (2019)	Tanya Ange, County Administrator P: 503.846.8806 E: tanya_ange@washingtoncountyor.gov 155 North First Avenue, Suite 300 Hillsboro, OR 97124
City of Bothell (WA)	- Deputy City Manager (2025-<i>Current Search</i>) - Municipal Court Judge (2025) City Manager (2022) - Community Development Director (2022) - Finance Director (2022)	Mathew Pruitt, Director of Employee and Technology Services P: 425.806.6201 E: mathew.pruitt@bothellwa.gov 18415 101st Avenue NE Bothell, WA 98011
City of Shoreline (WA)	City Manager (2022, 2013) - Director of Human Resources and Organizational Development (2021)	Bristol S. Ellington, City Manager P: 206.801.2213 E: bellington@shorelinewa.gov 17500 Midvale Avenue North Shoreline, WA 98133

City Manager Search Experience

Our firm has been privileged to work with dozens of local governments, utilities, authorities, and special districts throughout the Pacific Northwest and across the country to find the right leaders for their organizations. The following table specifically details our firm's City Manager (and equivalent governing body-appointed chief executive positions) recruitments completed over the past 10 years. Reference information for any of these engagements will be provided upon request.

State	Organization	Governing Body-Appointed Position	Year Conducted	Population of Jurisdiction/Service Area	Tenure Of Placement
Arizona	Central Arizona Project	General Manager	2022	6,000,000	2022-Present
Arizona	City of Cottonwood	City Manager	2019	13,000	2019-2022
Arizona	Town of Clarkdale	Town Manager	2021	4,900	2021-Present
Arizona	Town of Payson	Town Manager	2020	16,700	2020-2025
Colorado	City of Boulder	City Manager	2020	108,000	2020-Present
Colorado	City of Grand Junction	City Manager	2024	69,400	2024-Present

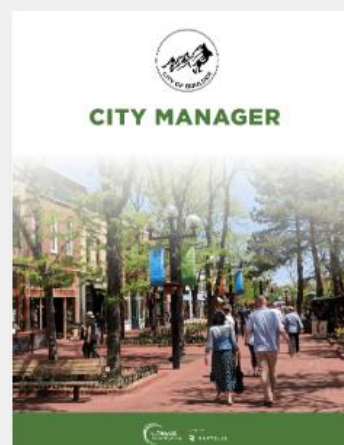
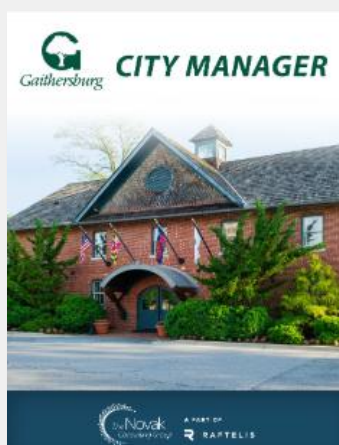
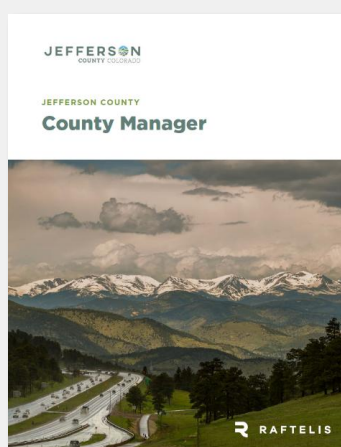
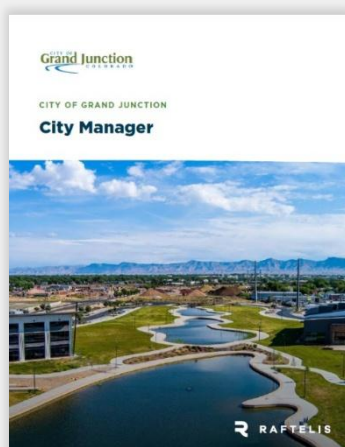
State	Organization	Governing Body-Appointed Position	Year Conducted	Population of Jurisdiction/Service Area	Tenure Of Placement
Colorado	City of Lafayette	City Administrator	2019	29,000	2019-2023
Colorado	City of Louisville	City Manager	2017	21,000	2017-2021
Colorado	Jefferson County	County Manager	2023	583,000	2023-Present
Colorado	Summit County	Interim County Manager	2022	30,500	2022-2023
Connecticut	Town of Greenwich	Town Administrator	2015	63,000	2015-2024
Delaware	Town of Milton	Town Manager	2017	3,000	2017-Present
Kansas	City of Eudora	City Manager	2023	6,500	2023-Present
Kansas	City of Tonganoxie	City Manager	2017	6,000	2017-Present
Kansas	WaterOne (Johnson County)	General Manager	2023	480,000	2023-Present
Louisiana	Orleans Parish School Board	Chief Operations Officer	2016	384,000	2016-2019
Maryland	City of Gaithersburg	City Manager	2020	70,000	2020-Present
Maryland	City of Rockville	City Manager	2016; 2024	67,300	2016-2023; 2024-Present
Maryland	City of Takoma Park	City Manager	2021	17,500	2021-2023
Maryland	Town of Garrett Park	Town Manager	2018	2,000	2018-2021
Maryland	Town of La Plata	Town Manager	2018; 2025	10,900	2018-2024; 2025-Present
Maryland	Town of Riverdale Park	Town Manager	2017	8,000	2017-Present
Maryland	Town of St. Michaels	Town Administrator	2022	1,100	2022-2025
Michigan	City of Kalamazoo	City Manager	2025	73,300	2025-Present
Minnesota	City of Rochester Public Utilities	General Manager	2023	122,000	2023-Present
Missouri	City of Chesterfield	City Administrator	2016	48,000	2016-Present
Missouri	City of Clayton	City Manager	2020	17,000	2020-Present

State	Organization	Governing Body-Appointed Position	Year Conducted	Population of Jurisdiction/Service Area	Tenure Of Placement
Montana	City of Helena	City Manager	2020	34,500	2020-2022
New Hampshire	City of Keene	City Manager	2017	24,000	2017-Present
New Hampshire	Town of Hanover	Town Manager	2022	8,500	2022-2024
New Mexico	City of Las Cruces	City Manager	2020	103,000	2020-2024
New York	City of Batavia	City Manager	2021	15,500	2021-Present
New York	City of Oneonta	City Manager	2017	14,000	2017-2020
New York	Livingston County Water and Sewer Authority	Executive Director	2021	61,200	2021-Present
Ohio	City of Centerville	City Manager	2017	24,000	2017-Present
Ohio	City of Hilliard	City Manager	2020	38,000	2020-2025
Ohio	City of Tipp City	City Manager	2024	10,500	2024-Present
Ohio	City of Westerville	City Manager	2020	38,000	2020-Present
Ohio	City of Wyoming	City Manager	2021	8,700	2021-Present
Ohio	Jackson Township	Township Administrator	2018	41,000	2018-Present
Ohio	Prairie Township	Township Administrator	2019	18,000	2019-2022
Ohio	Washington Township	Township Administrator	2017	57,000	2017-Present
Ohio	West Chester Township	Township Administrator	2018	63,000	2018-2025
Oregon	Washington County	County Administrator	2020	614,000	2020-Present
Oregon	Benton County	County Administrator	2023	98,000	2023-Present
Oregon	City of Beaverton	City Manager	2021	97,000	2021-Present
Oregon	City of Gresham	City Manager	2021	110,700	2021-2023
Oregon	City of Milwaukie	City Manager	2024	21,600	2024-Present

State	Organization	Governing Body-Appointed Position	Year Conducted	Population of Jurisdiction/Service Area	Tenure Of Placement
Pennsylvania	Breakneck Creek Regional Authority	General Manager	2021	10,000	2021-Present
Pennsylvania	City of Farrell	City Manager	2020	5,000	2020-2023
South Carolina	Mount Pleasant Waterworks	General Manager	2020	90,000	2020-Present
Virginia	Bedford County	County Administrator	2019	78,000	2019-Present
Virginia	City of Fairfax	City Manager	2019	25,000	2019-2024
Virginia	City of Harrisonburg	City Manager	2018	54,000	2018-2021
Virginia	Town of Herndon	Town Manager	2025	24,500	2025-Present
Virginia	City of Fairfax	City Manager	2025	26,300	2025-Present
Virginia	Fairfax County	County Executive	2018	1,142,000	2018-Present
Virginia	Fauquier County	County Administrator	2023	75,200	2023-Present
Virginia	Harrisonburg-Rockingham Regional Sewer Authority	Executive Director	2021	55,000	2021-Present
Virginia	Town of Ashland	Town Manager	2017	8,000	2017-Present
Virginia	Town of Warrenton	Town Manager	2018	10,000	2018-2022
Washington	City of Bothell	City Manager	2022	50,200	2022-Present
Washington	City of Camas	City Manager	2022	27,300	2023-Present
Washington	City of Shoreline	City Manager	2022	61,400	2022-Present
West Virginia	City of Morgantown	City Manager	2025	30,500	2025-Present
Wisconsin	Central Brown County Water Authority	General Manager	2018	22,000	2018-Present
Wisconsin	Madison Metropolitan Sewerage District	Executive Director	2024	575,400	2025-Present

In addition to our successful prior searches listed above, we are currently conducting the following active City Manager (and equivalent) searches.

State	Organization	Governing Body-Appointed Position	Current Phase	Population of Jurisdiction/Service Area
North Carolina	Town of Matthews	Town Manager	Supporting Finalist Selection and Offer Negotiations	32,000
Ohio	City of Hilliard	City Manager	Conducting Outreach and Initial Screening	38,000
Ohio	Northwestern Water and Sewer District	District President	Conducting Outreach and Initial Screening	140,000
Oregon	Clean Water Services	Chief Executive Officer/General Manager	Developing Candidate Profile	610,000



Our team of search professionals and graphic designers develop brochures to graphically communicate the organization's vision, culture, and opportunities to candidates.

Shown here are samples of prior search brochures our team has designed and provided for clients.

PROPOSED FEE

Proposed Fee

The total fixed fee to complete the City Manager recruitment, as outlined in this proposal, is \$38,700. This includes all professional fees and expenses for Raftelis. The fee reflects our firm's standard practice of conducting all meetings virtually until final interviews, when the Lead Recruiter will be on-site, in-person with the City. Should you wish to include additional in-person meetings in the scope of this search, those adjustments may be discussed with the Lead Recruiter during the search kickoff meeting. Depending on the geographic location of our assigned team member(s), additional in-person meetings may increase this fixed fee by up to \$1,500 per trip (one trip includes on-site in-person activities with the Lead Recruiter for a full business day).

We estimate the following additional costs to the City, which will be invoiced at cost as completed:

Advertising	Not to exceed \$3,500 total.
Background checks	Not to exceed \$500 per background check.

The following expenses will be incurred directly by the City:

Finalists' interview travel	Variable based on the number and geographic location of finalists. These expenses are borne and reimbursed directly to finalists by the City.
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The fixed fee will be invoiced as follows:

Activity 1 – \$11,005	After delivery of the recruitment plan and brochure.
Activity 2 – \$14,185	After the candidate review meeting and semi-finalist selection.
Activity 3 – \$13,510	After the final interviews are completed.

Within six 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 search, the additional fee shall be \$15,000.

Service Guarantee

If, within the first twelve (12) months after the hire date, the placed candidate leaves employment with the organization for any reason other than death, disability, or separation initiated by the organization without cause, Raftelis will conduct a replacement search for the position without charging a Professional Services Fee. The costs to the organization will be limited to the direct expenses related to the replacement search (e.g., advertising, background checks, recruiter travel). Within this guarantee period, Raftelis must be notified in writing of the separation within 10 days of its effective date. Additionally, the organization will confirm that all appropriate onboarding activities for the placed candidate were completed and that the placed candidate had regular meetings and, if applicable, an evaluation(s) with the City Council.

OPTIONAL RELATED SERVICES

Optional Related Services

Community Engagement Design and Facilitation

As referenced in the proposed scope of work earlier in this proposal, the fixed fee above reflects the inclusion of an online community feedback survey administered by Raftelis during Activity 1. We will discuss the frequency and format of any additional community engagement that the City may wish to include in this recruitment process during initial scoping discussions. Additional optional community engagement elements offered by Raftelis and associated costs include:

Community Focus Group/Listening Session – Virtual or In-Person	\$2,500 per Focus Group (for in-person sessions, an additional not-to-exceed fee of \$1,500 will be assessed for facilitator travel)
Facilitated Public Meetings – In-Person	\$5,000 per Meeting (includes feedback solicitation from attendees; if held outside the final interviews, an additional not-to-exceed fee of \$1,500 will be assessed for facilitator travel).

Leadership Coaching

Raftelis has trained coaches with practical experience as former local government leaders who provide one-on-one coaching to executives, department heads, and mid-level managers. The process includes setting goals, developing and executing a coaching plan, and individual coaching sessions (all conducted virtually). Local governments and utilities utilize this service to help new leaders acclimate to their roles and responsibilities and adjust to the complexities of the organization. We help leaders of varying tenures with navigating difficult conversations, improving their interactions with the governing body and/or the public, building strong teams, and preparing future leaders within their organization.

COST:

- Typical cost for this service is \$10,000 (calculated based on coaches' hourly rate of \$260)

Facilitated Evaluations

Raftelis has seasoned former local government managers who deliver facilitated evaluations for governing body-appointed staff, including city managers, executive directors, general managers, etc. This process includes input from every governing body member through the facilitator, an employee self-assessment, a guided conversation in executive session (in accordance with all relevant open meeting laws), goal setting for the next year, and an evaluation document. This is an objective process that allows each member of the governing body's voice to be included and ensures the executive receives meaningful feedback. This process may also include a 360-review component, if desired.

COST:

- Typical cost for this service is \$13,000 to \$17,000 (depending on scope, such as the inclusion of a 360-review)

RECRUITMENT TEAM

Recruitment Team

This close-knit group has frequently collaborated on similar successful recruitments, including many of our firm's City Manager (and equivalent) searches detailed in the prior section. On the following pages, we have included resumes for our proposed team members for the City's search.

Our Executive Services Practice Leader, Catherine Tuck Parrish, will designate a Lead Recruiter from our proposed team at the outset of this search. The Lead Recruiter manages all day-to-day aspects of the recruitment process, ensuring it is within budget, on schedule, and effectively meets the City's objectives. They will screen all applicants and conduct interviews with the candidates who best meet the requirements in the position profile. They will facilitate all meetings, including the semi-final and final interviews, with key stakeholders at the City. They will present recommended top candidates to the City and facilitate semi-finalist and finalist selections with the City Council. They will be the main point of contact for the City as well as all applicants throughout the recruitment process.

A Recruitment Specialist will be assigned at the outset of the search based upon workload and availability. The Recruitment Specialist works at the direction of the Lead Recruiter to assist in targeted outreach, candidate communication, research on recommended top candidates, production of deliverables, and other activities as needed.

WORKLOAD AND AVAILABILITY

With the current and anticipated workload of our proposed team for the City, we have the capacity to begin this search on the City's desired schedule. As a rule, Raftelis operates at a company-wide utilization rate of approximately 65% to 75%. This level of utilization, which we expect to continue through the duration of this search, will provide this proposed team with ample time to dedicate to this City Manager recruitment. Our team of six Recruiters and three Recruitment Specialists participates in weekly review meetings to ensure the needs of all our clients are met during the current and future weeks, with workload adjustments made as necessary.



Catherine Tuck Parrish

PRACTICE LEADER/RECRUITER

Senior Vice President

PROFILE

Catherine leads our executive services practice area that addresses workforce issues through executive recruitment, coaching for local government leaders, and facilitating performance evaluations for council/board appointees. She has over 30 years of management experience working for local governments of all sizes and a nonprofit association. Catherine has conducted hundreds of searches for manager/administrator, general manager/executive director, deputy/assistant manager, police chief, fire chief, and directors of public works, planning, economic development, finance, human resources, information technology, human services, and other key positions in local governments across the country.

In addition to executive recruitment, she has facilitated numerous governing body workshops, staff retreats, and strategic planning sessions. Her work as a consultant includes project management and contributions to several local government projects, such as process improvement studies, departmental assessments, planning and permitting process reviews, and policy development.

Catherine's most recent local government experience was as deputy city manager in Rockville, Maryland, where she oversaw parks and recreation, human resources, information technology, finance, neighborhood resources (citizen engagement), communications, customer service, and intergovernmental functions. She also served as acting city manager in Rockville for nearly a year. Before joining Rockville, Catherine served as assistant to the county executive in Fairfax County, Virginia, working on change management issues, including a new pay system, employee engagement, and internal communication improvements. Catherine has served as an ethics advisor at the International City/County Management Association (ICMA), counseling elected officials and citizen groups regarding employment agreements, forms of government issues, and recruitment. She also worked for the City of Denton, Texas.

Catherine chaired the ICMA's Acting Manager Task Force, which produced a handbook for interim managers. She also led the Maryland City/County Management Association (MCCMA) as president and vice president. She served as president, vice president, and secretary of the Metropolitan Association of Local Government Assistants in the Washington, D.C., metro area. Catherine has spoken at national and state conferences on a variety of topics, including workforce and recruitment trends, civility, effective councils, ethics, forms of government, human resources, strategic planning, budget strategies, developing high-performing organizations, and leadership. She has also spoken at the National League of Cities' Leadership Training Institute on recruiting and evaluating the CEO. Catherine is a certified instructor of the Myers-Briggs Type Indicator instrument.



Specialties

- Executive search
- Strategic planning
- Facilitation
- Strategy development and implementation
- Facilitated evaluations
- Coaching
- Community engagement
- Employee engagement

Professional History

- Raftelis: Senior Vice President (2025-present); Vice President (2021-present); Senior Manager (2020-2021); Executive Search Practice Leader, The Novak Consulting Group (2010-2020)
- Management Partners: Senior Manager (2009-2010)
- City of Rockville, Maryland: Deputy City Manager/Acting City Manager/Assistant City Manager (2001-2009)
- Fairfax County, Virginia: Assistant to the County Executive (1998 -2001)
- ICMA: Ethics Advisor/ Senior Local Government Programs Manager (1994-1998)
- City of Denton, Texas: Administrative Assistant to the City Manager (1990-1994)

Education

- Master of Public Administration – University of Kansas (1990)
- Bachelor of Arts in Communication Studies/Personnel Administration – University of Kansas (1988)

Professional Memberships

- International City/County Management Association (ICMA)
- Engaging Local Government Leaders (ELGL)
- Maryland City/County Management Association (MCCMA)

Heather Gantz

RECRUITER Senior Manager

PROFILE

Heather has over 25 years of leadership experience in recruiting, talent acquisition, and executive search, with the last 18 years focused on local government. She leads executive searches for the firm, where she is known for her thoroughness as well as engendering trusting relationships with both the client and candidate while providing strategic partnership and exceptional customer service throughout the process.

Heather has conducted hundreds of searches in the public sector. She has delivered positive search outcomes for 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 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. She has also led numerous executive-level searches in the social/nonprofit sector and recruited leadership positions for technology, creative, accounting, and finance professionals in the private sector.

In addition to executive recruitment, Heather has experience supporting organizational effectiveness. She is known for providing effective leadership development and contributing to employee growth and development initiatives. Heather has advised individuals and small groups on career transition and job search strategies. Topics include knowledge and skill assessment, resume development, LinkedIn, networking, interview preparation, and salary and offer negotiation. Heather has also completed several leadership evaluations and performance reviews for local government leaders.

Heather has a passion for supporting diversity and innovation in the public sector. She served as an early Advisory Board Member for Engaging Local Government Leaders (ELGL) and remains an active and involved member in support of their mission of engaging the brightest minds in local government. In addition, Heather has served as a recurring speaker and presenter at the Northwest Women's Leadership Academy (NWWLA) in support of advancing women into leadership roles in local government.



Specialties

- Executive search
- Strategic thought partner
- Leadership development
- Employee growth and development
- Innovation
- Facilitation
- Project management
- Community engagement
- Diversity of thought

Professional History

- Raftelis: Senior Manager (2022-present); Manager (2020-2021)
- Waldron: Director (2007-2020)
- Private Sector Recruiter (1996-2007)

Education

- Bachelor of Arts in Business Management – University of Phoenix (2000)

Professional Memberships

- Engaging Local Government Leaders (ELGL)
- International City/County Management Association (ICMA)

Serena Wright-Black SHRM-SCP

RECRUITER Senior Manager

PROFILE

Serena has over 20 years of experience in public sector management, leading and developing diverse teams across several departments. She is a strategic and innovative professional who can translate operational goals into initiatives that improve performance, growth, and engagement. She believes in fostering authentic connections and trust to address community challenges proactively.

Serena has experience recruiting and retaining top organizational talent, developing and administering employment policies, auditing management operations, successfully reorganizing departments, outsourcing services, and addressing performance management issues. She has conducted numerous administrative investigations and training courses pertaining to discrimination, harassment, and retaliation. Serena is skilled in organizational development, change management, conflict resolution, and labor negotiations. Her political astuteness served her well in leading complex community discussions and organization-wide collaboration on evaluating public safety resources and budgets and overseeing the implementation of various equity-related initiatives. She also managed and led two units of the emergency operations center in response to COVID-19, including developing related policies and protocols.

Serena's most recent government experience was with the City of Culver City, where she served as the Assistant City Manager. In this role, she oversaw human resources, risk management, cultural affairs, and city clerk operations. Serena also served as the acting City Manager. She stepped in on different occasions to temporarily oversee the Finance and Transportation Department operations and coordinate services and community responses related to the city's unhoused residents. She also introduced diversity and equity programs to the city, establishing the city's first Equity and Human Relations Committee. As a leader and organizational change agent, she prides herself on establishing and maintaining productive and trusted working relationships with employees, unions, elected/appointed officials, and community members.



Specialties

- Executive-level management
- Hiring and recruitment
- Executive coaching
- Strategy development and implementation
- Community engagement
- Employee engagement
- Change management
- Organizational development

Professional History

- Raftelis: Senior Manager (2025-present)
- Ralph Andersen and Associates: Senior Consultant (2022-2025)
- City of Culver City: Assistant City Manager (2018-2021)
- City of Culver City: Administrative Services Director (2016-2018)
- City of Culver City: Director of Human Resources (2005-2016)

Education

- Master of Public Administration – California State University at Long Beach (2008)
- Bachelor of Arts in Business Management – University of Phoenix (2004)

Certifications

- Society for Human Resources Management – Senior Certified Professional (SHRM-SCP)

Professional Memberships

- International City/County Management Association (ICMA)
- Southern California Public Labor Relations Council

Robert Colichio PMP, SHRM-CP

RECRUITMENT SPECIALIST

Senior Consultant

PROFILE

Robert has over 10 years in full-lifecycle recruiting, sourcing, interviewing, and professional coaching. As a recruiter, Robert has engaged in searches within both the public and social sectors. He has successfully worked on recruitments for city and county managers and administrators, deputy and assistant managers, and various director and managerial roles in human resources, finance, community and economic development, public safety, parks and recreation, and public works.

In addition to executive recruiting, Robert has over eight years of combined experience in professional development, career coaching, and career transition management, with over 500 clients served, leading and coaching them through complicated organizational changes, ranging from individual executive employee transitions to large reductions in force. Work with these clients often included one-on-one coaching over the course of multiple months. Robert additionally hosted and developed multiple large-group workshops for companies. He has extensive and diverse project management experience, including technology changes and implementations.

Robert has a Master of Business Administration degree with an emphasis in organizational behavior and a Bachelor of Science in Business Administration with dual concentrations in operational management and marketing with a minor in economics.



Specialties

- Executive search
- Project management
- Facilitation
- Employee growth and development
- Data analysis

Professional History

- Raftelis: Senior Consultant (2023-present); Consultant (2021-2022)
- Waldron: Senior Consultant and Coach (2013-2021)
- Portland State University: Graduate Teaching Assistant (2010-2012)
- Private Sector Consultant: Strategic Planning and Marketing Development (2008-2012)
- Skanska USA: Project and Client Relations Coordinator (2006-2008)

Education

- Master of Business Administration in Organizational Behavior – Portland State University, School of Business (2012)
- Bachelor of Science in Business Administration – University of Oregon, Lundquist College of Business (2006)

Certifications

- Project Management Professional (PMP) No. 4108264
- Society for Human Resource Management – Certified Professional (SHRM-CP)

Professional Memberships

- Society for Human Resource Management (SHRM)

Kelsey Batt

RECRUITMENT SPECIALIST

Consultant

PROFILE

Kelsey joined Raftelis in 2021 and has been instrumental in facilitating executive-level recruitments for local governments and utilities across the country. Beyond recruiting, Kelsey has contributed to Raftelis' Executive Services by supporting facilitated evaluations, conducting interviews, and crafting promotional materials for key initiatives.

Her versatile skill set and attention to detail have enhanced client deliverables and improved organizational processes, reinforcing her value as a trusted resource for the executive services team. She is known for her ability to streamline workflows, enhance collaboration, and ensure high-quality outcomes across multiple projects.

Kelsey graduated from the Honors College at Purdue University in West Lafayette, Indiana, where she earned bachelor's degrees in both Professional Writing and Creative Writing, along with a Minor in Italian.



Specialties

- Executive search
- Recruiting
- Editing

Professional History

- Raftelis: Consultant (2024-present); Associate Consultant (2021-2023)
- The Purdue Writing Lab and Purdue OWL (2017-2021)
- Sweetwater Sound Copywriter (2020)
- SDI Innovations Copywriter (2019)

Education

- Bachelor of Arts in Professional Writing – Purdue University (2021)
- Bachelor of Arts in Creative Writing – Purdue University (2021)

Niayla Hairston

RECRUITMENT SPECIALIST

Analyst

PROFILE

Niayla joined Raftelis in 2024 after completing an internship with the firm's Executive Recruitment Team, where she supported numerous search activities.

As an analyst, Niayla has played a key role in recruiting by helping develop and coordinate critical components of the process. In each recruitment, she prepares client deliverables, conducts candidate outreach research, screens applications, and supports the Lead Recruiter in all other aspects of search management as needed.

Niayla graduated from the University of North Carolina at Charlotte in North Carolina, where she earned a Bachelor of Science in Psychology, a Bachelor of Arts in Spanish Language with a concentration in Hispanic Studies, and a certificate in Leadership, Innovation, Diversity, and Technology.



Specialties

- Executive search
- Recruiting
- Facilitation

Professional History

- Raftelis: Analyst (2024-present); Intern (2024)
- SAFE (UNC Charlotte): Coordinator for Development and Mentor Relations (2023-2024); Senior Mentor (2022-2023); Junior Mentor (2021-2022)

Education

- Bachelor of Science in Psychology – University of North Carolina at Charlotte (2024)
- Bachelor of Arts in Spanish – University of North Carolina at Charlotte (2024)