

## **AGENDA**

**DES MOINES CITY COUNCIL  
STUDY SESSION  
City Council Chambers  
21630 11th Avenue S, Des Moines, Washington  
Thursday, March 7, 2024 - 6:00 PM**

City Council meeting can be viewed live on the City's website, Comcast Channel 21/321 or on the City's [YouTube](#) channel.

### **CALL TO ORDER**

### **PLEDGE OF ALLEGIANCE**

### **ROLL CALL**

### **CORRESPONDENCE**

### **COMMENTS FROM THE PUBLIC**

*Comments from the public must be limited to the items of business on the Study Session Agenda. Please sign in prior to the meeting and limit your comments to three (3) minutes.*

### **DISCUSSION ITEMS**

- Item 1. STEVEN J UNDERWOOD PROCLAMATION  
[Day to Remember Master Police Officer Steven J. Underwood Proclamation](#)
- Item 2. DRAFT COMMUNICATIONS ASSESSMENT – CONSOR STRATEGIC PLANNING AND COMMUNICATIONS  
[Draft Communications Assessment – Consor Strategic Planning and Communications](#)
- Item 3. RFP EXECUTIVE SEARCH RECRUITMENT FIRM UPDATE  
[RFP Executive Search Recruitment Firm Update](#)

### **EXECUTIVE SESSION**

### **NEXT MEETING DATE**

March 14, 2024 City Council Regular Meeting

### **ADJOURNMENT**

**A G E N D A I T E M**

BUSINESS OF THE CITY COUNCIL  
City of Des Moines, WA

SUBJECT: Day to Remember Master Police Officer Steven J. Underwood Proclamation

FOR AGENDA OF: March 7, 2024

DEPT. OF ORIGIN: Administration

ATTACHMENTS:  
1. Proclamation

DATE SUBMITTED: February 29, 2024

CLEARANCES:

- City Clerk *JK*
- Community Development \_\_\_\_\_
- Courts \_\_\_\_\_
- Emergency Management \_\_\_\_\_
- Finance \_\_\_\_\_
- Human Resources \_\_\_\_\_
- Legal */s/ MH*
- Marina \_\_\_\_\_
- Police *T. Gately*
- Parks, Recreation & Senior Services \_\_\_\_\_
- Public Works \_\_\_\_\_

APPROVED BY CITY MANAGER

FOR SUBMITTAL: *[Signature]*

**Purpose and Recommendation**

The purpose of this item is to proclaim March 7, 2024 as a day to remember Master Police Officer Steven J. Underwood, a dedicated public servant, devoted son, loving husband and father. The approval of this Proclamation and suggested motions would also memorialize an annual contribution by the City Council to support the Steven J. Underwood Memorial Scholarship awarded by Des Moines Dollars for Scholars.

**Suggested Motions**

**Motion 1:** "In coordination with the annual proclamation of March 7, as 'a day to remember Steven J Underwood,' I move that the Council establish a voluntary, annual donation to the Steven J Underwood Scholarship, through Dollars for Scholars; to be funded with a minimum of \$25 per Councilmember per month, and automatically donated from their stipend."

AND

**Motion 2:** "I move to approve the Proclamation recognizing March 7, 2024 as a day to remember Master Police Officer Steven J. Underwood."

**Background**

In the early morning hours of March 7, 2001, Des Moines Master Police Officer Steven J. Underwood was killed in the line of duty while working to protect and serve our community. MPO Underwood served the Des Moines Police Department for six years. He is survived by his wife and son.

Approving the Proclamation would formally recognize March 7, 2024 as a day to remember Master Police Officer Steven J. Underwood as well as memorialize an annual contribution by the City Council to support the Steven J. Underwood Memorial Scholarship awarded by Des Moines Dollars for Scholars.



**WHEREAS**, while patrolling the City in the early hours of March 7, 2001, Des Moines Master Police Officer Steven J. Underwood stopped to question four juvenile suspects on Pacific Highway S.; and

**WHEREAS**, Master Police Officer Underwood recognized one person as wanted for an outstanding felony warrant; and

**WHEREAS**, upon initial contact, Master Police Officer Underwood was senselessly attacked and struck by gunfire, causing his tragic death; and

**WHEREAS**, Master Patrol Officer Underwood was taken instantly from his family and our community; and

**WHEREAS**, he was a dedicated public servant, devoted son, loving husband and father; and

**WHEREAS**, the City of Des Moines continues to remember the life and the loss of Master Police Officer Steven J. Underwood, after 23 years, you are not forgotten,

**NOW THEREFORE**, the Des Moines City Council wishes to recognize March 7, 2024, as a day to remember Master Police Officer Steven J. Underwood, and hereby has established an annual donation to the Steven J. Underwood Memorial Scholarship Fund through Dollars for Scholars. His service to our community and department will never be forgotten.

**SIGNED** this 7<sup>th</sup> day of March, 2024.

\_\_\_\_\_  
Traci Buxton, Mayor

*The Waterland City*



**AGENDA ITEM**

BUSINESS OF THE CITY COUNCIL  
City of Des Moines, WA

SUBJECT: Draft Communications Assessment –  
Consort Strategic Planning and Communications

FOR AGENDA OF: March 7, 2024

DEPT. OF ORIGIN: Administration

ATTACHMENTS:

DATE SUBMITTED: February 29, 2024

- 1. Draft Communications Assessment

CLEARANCES:

- City Clerk *JK*
- Community Development \_\_\_\_\_
- Courts \_\_\_\_\_
- Emergency Management \_\_\_\_\_
- Finance \_\_\_\_\_
- Human Resources \_\_\_\_\_
- Legal */s/ TG*
- Marina \_\_\_\_\_
- Police \_\_\_\_\_
- Parks, Recreation & Senior Services \_\_\_\_\_
- Public Works \_\_\_\_\_

APPROVED BY CITY MANAGER

FOR SUBMITTAL: *[Signature]*

**Purpose and Recommendation**

The purpose of this agenda item is for Consort to present their Draft Communications Assessment of the City and to receive public comment and Council input prior to finalizing the report. No formal action needs to be taken by the City Council at this time.

**Suggested Motion**

**Motion:** None.

### **Background**

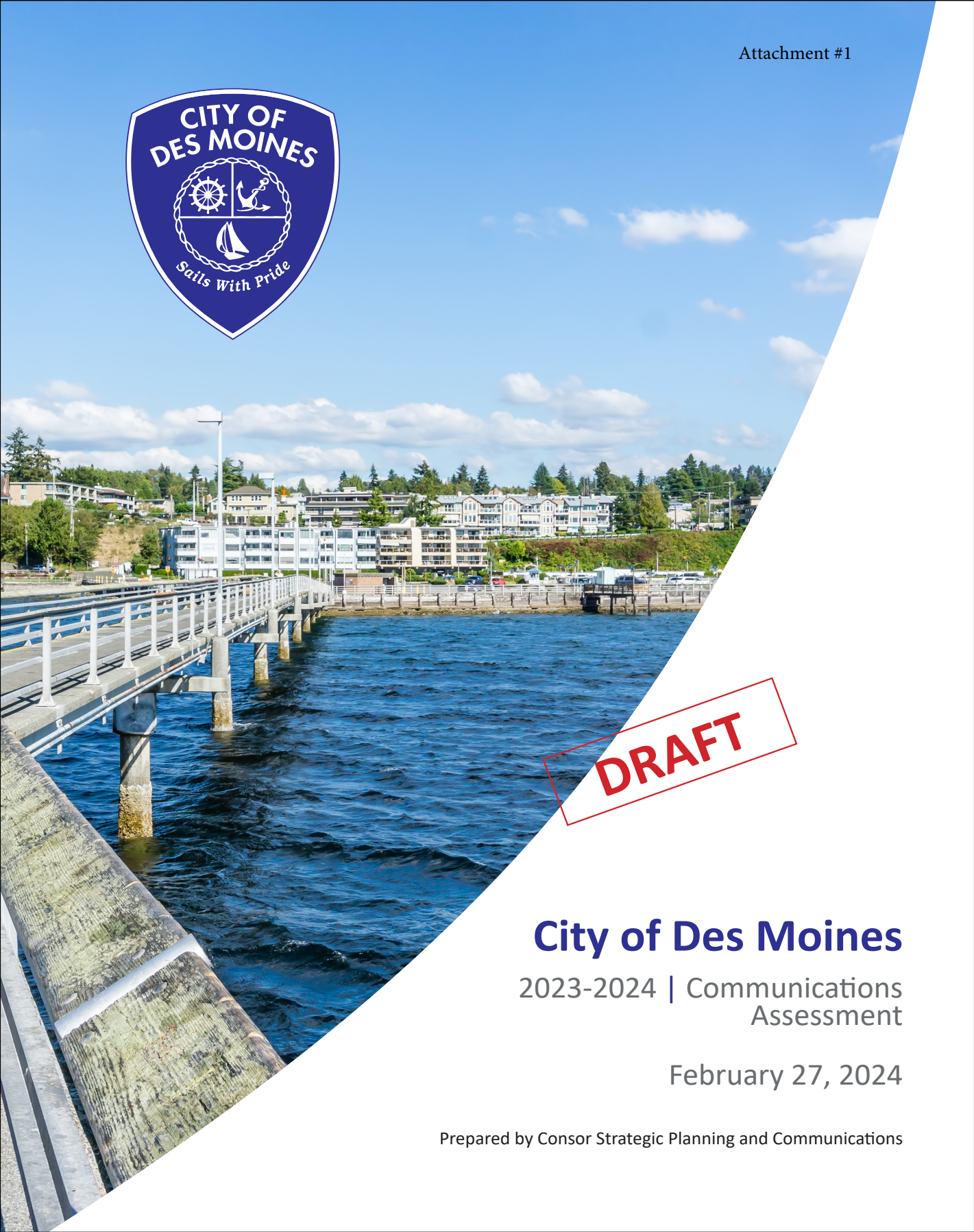
In April of 2022, the City Council approved a motion to have staff begin the process to hire a consultant to evaluate communication by the City. During the discussion on this item, staff recommended that a consultant be selected to review the expectations and intention of each City Councilmember in determining the most valuable course to pursue to enhance Council and City communication with our residents and businesses. It was suggested that a consultant interview each Councilmember separately for an hour, or so, to understand better each Councilmember's perspective on effective communication. After this initial interview process occurred, staff would recommend that Council work with the Consultant to develop the scope of work to guide the consultant's subsequent actions.

Staff developed a Communications Consultant Request for Qualifications (RFQ), which was made public in November of 2022. Proposals were due by close of business on January 9, 2023 and 4 submittals were received. At a regular Council meeting in February of 2023, the City Council selected Consor Strategic Planning and Communications to conduct the assessment and report their findings.

In partnership with the City, Consor conducted a comprehensive assessment of the internal and external communications and engagement practices to learn how to better serve the evolving needs of a diverse and growing city. The City worked with the Consor team to conduct several engagement activities with key stakeholders, including City Councilmembers, City staff, and residents. The first engagement activity was to interview all City Councilmembers and key City staff. The consultant team also conducted two focus groups, one with a focus on business owners and the other on residents; conducted a community-wide survey, hosted online and printed in the City Currents Magazine; and interviewed a peer city to learn about their communications strategies and practices. Feedback and insights from all engagement activities, along with a City Council work session, informed the recommendations of their draft report.

### **Discussion**

Based on the collective feedback and insights provided by City Councilmembers, staff, and community members, the consultant team developed a set of short-, mid-, and long-term recommendations for City Council consideration. These recommendations will be presented at the March 7 Study Session along with the draft Communications Assessment in order to help improve the City's internal and external communications and engagement practices. The City Council, as well as the public, will be invited to comment and discuss the draft Communications Assessment in order to provide additional feedback and context prior to the report being finalized and any recommendations instituted.



**DRAFT**

# City of Des Moines

2023-2024 | Communications Assessment

February 27, 2024

Prepared by Consor Strategic Planning and Communications

## Acknowledgements

### City of Des Moines Staff

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Interim Chief Economic  
Development Officer

### Consultant Team

- Chris Hoffman, Consor
- Jenna Franklin, Consor
- Nancy Thai, Consor
- Ziqi Wang, Consor

### City of Des Moines City Councilmembers

- Harry Steinmetz, Deputy Mayor, Position #1
- JC Harris, Position #2
- Gene Achziger, Position #3
- Jeremy Nutting, Position #4
- Traci Buxton, Mayor, Position #5  
(former Deputy Mayor)
- Vic Pennington, Position #6  
(term ended Nov. 27, 2023)
- Yoshiko Matsui, Position #6
- Matt Mahoney, Position #7  
(former Mayor)



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# Executive Summary

Will complete the executive summary once all report sections are completed.

# Project Overview

## Purpose and Background

The City of Des Moines conducted a comprehensive assessment of its internal and external communications and engagement practices to learn how to better serve the evolving needs of a diverse and growing city. The City partnered with Consor Strategic Planning and Communications (the consultant team) to lead several engagement activities with key stakeholders, including City Councilmembers, City staff, and residents. The first engagement activity was to interview all City Councilmembers and key City staff. The consultant team also conducted two focus groups, one with a focus on business owners and the other on residents; conducted a community-wide survey, hosted online and printed in the Currents Magazine; and interviewed a peer city to learn about their communications strategies and practices. Feedback and insights from all engagement activities, along with a City Council work session, informed the recommendations in this report.

## Stakeholder Interviews Key Themes

As an early step in the communications assessment, the consultant team interviewed City Councilmembers and key City staff between May and August 2023 to bring a broad cross-section of experience into consideration and to build a better understanding of the City's current state of affairs. The consultant team interviewed all seven Councilmembers and six City staff members (see Appendix A for the stakeholder interviews summary).

Stakeholders were asked about their roles and responsibilities, current communications and engagement practices, and what challenges and opportunities they saw related to internal and external communications and engagement. The collective key themes and takeaways from the stakeholder interviews were:

- Interviewees have strong dedication and pride in their work serving the Des Moines community.
- They expressed a clear need for a dedicated communications position to develop and implement a unified, comprehensive communications roadmap to report objective city news and events both to internal and external audiences.
- Interviewees expressed opportunities for communication and collaboration improvements between City Council and city staff, amongst councilmembers, and inter-departmentally to increase transparency and accountability.
- Interviewees identified a need for more robust onboarding, orientation, training, employee engagement tools, and clearer communication protocols for all staff and City Councilmembers.
- Stakeholders desired more proactive, accountable, inclusive, and diverse tools and methods of communicating and engaging with the public. This included improving current City tools such as the City website, social media presence, City Currents magazine, and in-person engagement; and also considering new tools and tactics.
- Interviewees recommended learning from peer agencies, particularly one with a city-manager form of government, to gain insights and ideas on how the City can improve their own communications internally and externally.



## Focus Group Key Themes

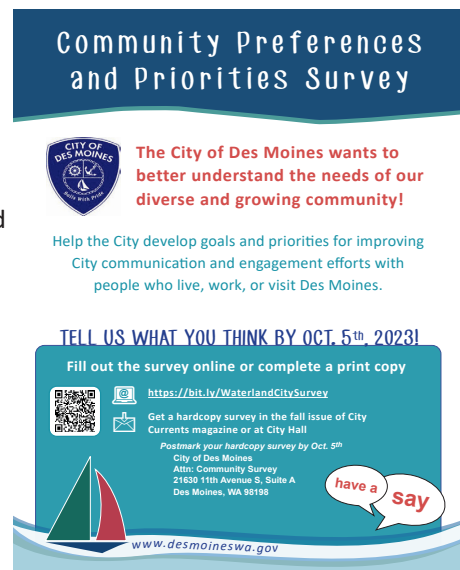
The consultant team facilitated two focus groups in October 2023 at the Des Moines public library (see Appendix B for the focus groups summary). The first focus group focused on business interests and was attended by 15 people. The second focus group was focused on general community interests and was attended by seven people.

Focus group participants were asked about their current communications experiences with the City, what content and engagement activities they would like to see, and what accessibility and improvement opportunities they recommended. While both groups had slightly different focus areas, they both highlighted:

- A need for a dedicated full-time professional communications position who will be responsible and accountable for developing and implementing a comprehensive communications plan.
- A need for transparent, regular, and accountable communications from the City, which includes clear processes and procedures (i.e., standard permitting process with timeline expectations, which staff or department to connect with for public safety concerns, and an emphasis on customer service).
- A need to improve and expand the City's current communications tools and engagement efforts, particularly the city's website, social media presence, and City Currents Magazine (i.e., make the website more user-friendly, create a centralized location to share information via an all-inclusive calendar and to sign up for email listservs).
- A desire for more opportunities to engage with and hear updates and news directly from City staff.
- The importance of using diverse methods of communications and engagement opportunities and responding to community concerns in a more timely and open manner.

## Community Survey Key Themes

The community survey asked participants to provide feedback that will help the City develop goals and priorities to improve City communications and engagement. The survey was open from August 28 through October 16, 2023, with 309 completed surveys from people who self-selected to take it (a convenience sampling). See Appendix C for the community survey summary. The survey was promoted through a citywide mailer, flyers placed at community locations, events and farmer's markets, City social media channels and website, and a paper copy was included in the City's Currents magazine. The survey asked general questions about how participants were connected to Des Moines and the current state of communications and engagement, and also specific questions about communications tools, concerns, issues, interests, and level of satisfaction with current efforts.



**Community Preferences and Priorities Survey**

**The City of Des Moines wants to better understand the needs of our diverse and growing community!**

Help the City develop goals and priorities for improving City communication and engagement efforts with people who live, work, or visit Des Moines.

**TELL US WHAT YOU THINK BY OCT. 5<sup>th</sup> 2023!**

Fill out the survey online or complete a print copy

<https://bit.ly/WaterlandCitySurvey>

Get a hardcopy survey in the fall issue of City Currents magazine or at City Hall

Postmark your hardcopy survey by Oct. 5<sup>th</sup>

City of Des Moines  
Attn: Community Survey  
21630 11th Avenue S, Suite A  
Des Moines, WA 98198

have a say

[www.desmoineswa.gov](http://www.desmoineswa.gov)



Overall, the findings emphasized the need for clearer, more accessible, and timely communication methods to engage and inform the diverse community effectively.

- **Mixed Satisfaction Levels:** The satisfaction levels with the city’s communication and engagement efforts were mixed, with roughly half of the respondents (46%) believing that improvements were needed. A significant portion, however, believed that the city’s efforts are above satisfactory, indicating room for enhancement while recognizing existing strengths.
- **Clarity and Timeliness:** While more than half of the respondents found the city’s outreach materials helpful and easy to understand, there were concerns about the timeliness, transparency, and user-friendliness. The comments suggested that residents were seeking clearer and more immediate communication.
- **Importance of Diverse Communication Channels:** Survey takers appreciated various communication channels like the Waterland Blog, emails, and personal interactions with city officials. They emphasized the importance of modernizing the city’s website, increasing social media presence, and using multiple digital communication tools.
- **Content Preferences:** Survey participants expressed a strong preference for official city news and updates, city/community events, and community initiatives. They desired more frequent updates in the City Currents magazine and transparency in decision-making processes. One hundred and fifty-five respondents shared their reasons and experiences when visiting the city’s website, 36 offered suggestions for improving user experiences, navigation, and content accuracy, and 88 community members recommended communication platforms or methods they hoped the city would consider adopting in the future.
- **City Meeting Experiences:** Respondents’ experiences with city meetings and events varied. Some desired more accessible, transparent, and well-timed meetings, emphasizing the need for meaningful public engagement and respectful communication.
- **Website Navigation Challenges:** Respondents found the city’s website challenging to navigate, with many suggesting a complete redesign to improve usability, visual appeal, and accessibility. Respondents indicated they want a one-stop-shop for community events and improved search functionality.
- **Interactions with City Staff:** There were mixed experiences when engaging with city staff. While some respondents had positive interactions and quick responses, others expressed frustration, especially regarding specific departments like Public Works. Respondents suggested improvements in identifying staff contacts and response times.
- **Top Priorities for Improvement:** Survey participants prioritized expanding public comment opportunities, improving website navigation, increasing digital communications usage, and holding more community meetings or town hall events.
- **Recommendations for the Future:** 76 survey participants contributed valuable comments and suggestions concerning Des Moines’ overall communication efforts, such as email updates, hard copies before major events, and the use of social media platforms like Instagram, X (formerly Twitter), and YouTube. They also suggested creating a city blog, utilizing Zoom for council meetings, improving the city’s website, and exploring text notifications or apps for communication.

## Peer City Interview Key Themes

As one of the final parts of the communications and engagement assessment, the consultant team interviewed a peer city to learn about their communications strategies, internal and external, and communications engagement. This aligned with recommendations heard from stakeholder interviews. The consultant team recommended the City of Edmonds to interview as a peer city because:

- They are of similar population size – Des Moines has a population of nearly 33,000 while Edmonds has nearly 43,000
- They have similar geographic elements – both have waterfronts and are situated next to I-5
- Edmonds has a dedicated communications professional on staff

The consultant team virtually interviewed Kelsey Foster, Communications Strategist/Public Information Officer (PIO) at the City of Edmonds, for an hour on December 22, 2023. See Appendix D for the peer city interview summary.

While the City of Edmonds did not have a communications professional on staff prior to 2019, they quickly recognized the importance and value of having a dedicated communications professional on their staff. When Kelsey started this new position, the City of Edmonds did not have many established communications policies and procedures. She began developing the City of Edmonds communications and engagement strategies and practices and helping educate her colleagues on her role and the skillset and expertise she brings to support all City departments and their communications needs.

Highlights from the interview included Kelsey's focus and intention in building relationships. She builds relationships with colleagues, to better understand the city's communications and engagement needs and how to support those needs; with community members, to better connect with and understand community needs and foster positive engagement; and with other communications professionals from neighboring jurisdictions, to form a support network of sharing best practices and city-related news. Kelsey also shared that the City of Edmonds uses a variety of communications and engagement tools and methods to reach community members. The city uses hyper local media to advertise events, meetings, and surveys, a quarterly printed newsletter, Facebook and Instagram, and plans to host a "Civic 101" course to help community members learn about the roles and responsibilities of the different city departments and of the City Council.

## City Council Study Session

City staff and the consultant team will attend a City Council study session on Thursday, March 7 to share the feedback and key highlights collected from City Councilmembers, City staff, and community members.

# Recommendations

Based on the collective feedback and insights provided by City Councilmembers, staff, and community members, the consultant team developed a set of short-, mid-, and long-term recommendations for City and Council consideration. These recommendations will help to improve the City's internal and external communications and engagement practices. During the time of recommendations development, the City experienced a change in City Manager leadership in November 2023. As the consultant team was developing the recommendations, the interim City Manager began to implement several communications and engagement-related updates that were aligned with forthcoming recommendations. The updated communications processes and policies implemented by the interim City Manager, independent of coordination with the consultant team, are denoted in the following recommendations with a star ★. The timeframes for recommendation implementation of short-, mid-, and long-term are the consultant team's estimates of the time it will take to implement various policies, procedures, and updates. The reality of the City's resources, including time and budget, and unforeseen circumstances may necessitate a change in the implementation timeline.

## Short-Term Recommendations

Recommendations that may be implemented within a year:

Increase the variety of tools and methods to share timely, accurate information about City business with community members.

- Expand the City's social media presence.
  - Create a consistent schedule to share information and events on the City Facebook page.
  - Create and maintain a City Instagram account to engage with residents who use this social media platform and to extend the reach of Facebook posts.
  - Share more human-centered content and stories about staff and residents (i.e., Staff Spotlights or Community Member Moments), to help build community relationships and culture.
- Share weekly or bi-weekly City updates on City communications channels (i.e., City website, social media accounts, email listservs, etc.)
  - ★ City manager reports that include City news highlights and department updates are an effective tool to share objective, accurate City information and updates on a consistent basis. These reports can be shared on the City website, through social media posts, via email or newsletters, etc.
- Update the Currents Magazine to better serve community interests and needs.
  - Feedback from focus group sessions recommend publishing Currents more frequently, potentially monthly, so that the City or local businesses can share upcoming events or promote specials in a timely manner.
  - Feedback from focus group sessions also recommend increasing content diversity (i.e., adding a letter to the editor, opinions section, etc.).

- Create and maintain email listservs with specific topics, such as general City news and updates, business news, or City projects and initiatives, for people to sign up for.
- Schedule regular “State of the City” reports or townhall-style meetings.

Implement an accessible community feedback process, which includes a timeline for responses and staff follow-up back to the community or community member.

- One recommendation from the feedback collected during the assessment was to install a comments box at city hall. In addition to a physical submission option, add an option to submit a comment online (i.e., on the Report a Concern webpage on the City website).

Update the City organization chart with roles and responsibilities.

- Create one version for City staff to help orient new staff members and clarify whom to connect with for specific needs in each department.
- Create a public-facing version to help community members decide which department and which staff member to connect with for specific needs and concerns.
- Review and update organization charts annually.

City website updates to improve navigation and user experience.

- Update events calendar to be more prominent on the website homepage, including City and community events.
- Improve website navigation based on user feedback.
- Ensure the website is accessible and ADA compliant.
- Create an easy-to-use guide or process manual for the Doing Business webpage on how to do business with and in the City, including contact information for additional business related support.

Provide consistent briefing-level reports and packets to all Councilmembers ahead of council meetings.

★ All Councilmembers will have access to the same information to be prepared to make informed decisions.

★ Develop more robust and consistent onboarding and training for City Councilmembers and City staff, especially around communications protocols and policies.

- Explore Association of Washington Cities resources to supplement City provided onboarding and training for Councilmember training and support.
- Include policies governing response times to public questions or concerns and an emphasis on customer service when engaging with community members.

## Mid-Term Recommendations

Recommendations that may be implemented between a year to two years:

Develop and refine community engagement guidelines which include regular staff engagement with community members at accessible community events.

- Identify community events to attend and staff to engage and attend in person.
- Host City-sponsored events, such as coffee with the Mayor, at different times of the day (morning, afternoon, evening) on different days of the week and weekend at accessible locations so that people have options to attend based on their availability.

Hire a full-time communications position.

- Identify funding and process with City Council to create this position.
- Develop a detailed position description that includes responsibilities and expectations.
- Once hired, encourage the person in the communications position to connect with other communications staff from neighboring jurisdictions to build a support network.

## Long-Term Recommendations

Recommendations that may take two years or longer to develop and implement:

Develop a comprehensive, strategic communications plan to guide internal and external communications and engagement policies, practices, and strategies.

- Develop strong City branding, goals and outcomes, metrics, process and policies, and guiding principles that are grounded in the City's mission, vision, and values.
- Engage with City staff and departments to understand needs, priorities, and to inform the plan.

## Next Steps

Next steps will be informed by outcomes of the Council study session.

# Appendices

A: Stakeholder Interviews Summary

B: Focus Groups Summary

C: Community Survey Summary

D: Peer City Interview Summary



# City of Des Moines

## Communications Assessment

### Stakeholder Interviews Key Themes and Takeaways

#### Introduction

The City of Des Moines is conducting a comprehensive assessment of internal and external communications and engagement practices to learn how to serve the evolving needs of a diverse and growing city. As an early step, the consultant team interviewed key staff and City Councilmembers between May and August 2023 to bring a broad cross-section of experience into consideration and to build a better understanding of the City's current state of affairs. See Appendix A for a list of people interviewed. The consultant team completed 13 interviews, and these will be used to shape recommendations, along with public input gathered through a community survey, community focus groups, a peer agency interview to serve as an external benchmark, and workshops and milestone briefings with City staff and the Council.

This summary includes:

- City Councilmembers key themes and takeaways
- City staff key themes and takeaways
- Collective key themes and takeaways
- Appendices

#### Highlights

The following is a summary of what interviewees shared about their work environment, challenges, priorities, and opportunities they aspire to explore as potential changes and improvements are evaluated. See Appendix B for the interview questions. The themes that emerged included interviewees pride in their work and commitment to serving the community, a desire to improve both internal and external communications and collaboration, opportunities to improve current City communication tools and explore new tactics to better serve the City's fast growing and diverse community, and a need for a dedicated communications staff position to develop and implement a comprehensive strategic communications roadmap.

#### City Councilmembers Key Themes and Takeaways

The seven City Councilmembers shared a need to improve transparency, share objective and accurate communication with the community, and the importance of enhancing how the City shares information with the public. Councilmembers shared that there is room for improvement in how councilmembers communicate and collaborate with one another in respectful, productive ways. Councilmembers would like to implement a strategy for more transparent and accountable communication, fostering



community unity, and improving communication channels and community engagement. Overall, interviewees called for more inclusivity, a focus on genuine engagement, and long-term and strategic planning.

#### **Desire to serve the community**

- Councilmembers expressed a strong desire to serve the community and make a positive impact.
- They are passionate about building community and see the importance of effectively communicating with the public and within the City and want to improve current City practices.

#### **Need for a communications director**

- Councilmembers see a need to hire a dedicated communications director to oversee and implement the City's communications strategy.
- They see this role as providing objective, factual, and neutral reporting of City business and to enhance internal and external communications.

#### **Council communications and collaboration**

- Interviewees expressed a desire for better teamwork and collaboration among councilmembers and with City staff.
- Disruptive behavior and lack of cohesion on the council can hinder the council from doing its work effectively.
- Interviewees called for more transparent and accountable communication, including objective reporting of city business.

#### **Councilmember orientation and training**

- Councilmembers shared that there are varying degrees of onboarding, orientation, and training for councilmembers.
- They saw a need for consistent and comprehensive onboarding, orientation, and training, clearer communication protocols, relationship building, and timely information sharing.
- Some suggestions included looking to the Washinton Cities Association for resources for councilmembers and briefing-level reports by city staff to help councilmembers stay informed.

#### **Council and City staff engagement**

- Councilmembers shared concerns about strained relationships between councilmembers and the city manager and how it could impact collaboration with city staff.
- Interviewees would like greater trust, collaboration, and sharing of information effectively and openly.

#### **Community engagement and communications**

- Interviewees shared a desire for more inclusive and accessible communications for community members with diverse linguistic and cultural backgrounds.

- Many also shared a need to improve the communications tools the City is already using, for example the city website and social media channels, and try new tools, such as a community calendar.
- Interviewees placed an emphasis on the importance of meaningful, transparent engagement and community visioning with the City's growing diversity. One person suggested hosting focus groups with diverse communities to gather their input.

#### **Learn from peer cities**

- Councilmembers suggested learning from the communication practices of other cities and agencies.
- Interviewees specifically suggested looking at other peer municipalities with council-manager forms of government for ideas and inspiration.

### **City Staff Key Themes and Takeaways**

City staff who were interviewed shared that they take pride in the meaningful work that they do serving the community. Interviewees expressed a need to improve the City's communication culture, with an emphasis on inter-departmental coordination and responsiveness. Interviewees felt it is important to have clear protocols, training, and transparent communication to foster trust amongst City staff and with the greater community. Staff members recommended clarifying roles and responsibilities, exploring ways to improve the City's communication channels and tools, and fostering internal collaboration. These insights collectively underscore the significance of effective communication, transparency, and accountability in strengthening the City's relationship with the community and internal departments.

#### **Internal communications**

- Staff members shared a desire for a shared mission and vision and plan to implement those to anchor the entire city staff in their work and drive daily actions.
- Interviewees shared they felt there are many priorities and limited time and resources, which contribute to challenges with internal communications, especially lacking a cohesive communications plan and strategy.

#### **Inter-departmental teamwork, and collaboration**

- Interviewees expressed challenges in communicating with other departments, including not knowing who the right person is to connect with and receiving timely responses.
- They suggested ways to overcome challenges including encouraging more information sharing and dissemination across all City departments (this way one department is aware if another department is hosting or planning an event), updating the City organization chart with clear roles and responsibilities, and developing staff engagement tools and procedures to enhance internal communication and efficiency.
- While inter-departmental communication and collaboration can be difficult, several staff members commented that communication and teamwork within their own teams is strong.

### **Staff and City Council relationship**

- Interviewees desired more collaboration with the City Council and to also see more cohesion and mutual respect amongst City Councilmembers.
- Interviewees expressed frustration when councilmembers share inaccurate information, especially about city processes.
- They also shared the importance of distinguishing between official city work and individual councilmember opinions.

### **Community engagement and communications**

- The community desires more robust, high-touch engagement with the City and diverse communications tactics to learn about City and community news.
- The City's current website design is difficult to navigate and makes it hard for visitors to engage with and find what they need.
- Interviewees shared suggestions of more proactively sharing City news and information, including more human-centered stories, on the City website and creating an events calendar. Additionally, it is crucial to have a strong and unified city brand that serves the need of a growing, diverse community.

### **Challenges of remote and hybrid work**

- Interviewees shared that remote and hybrid work has changed work patterns and styles and created some challenges, including impacting staff members' connection to the City's mission and ability to collaborate with one another.
- Working in a remote or hybrid setting can make it difficult to understand the work culture and norms.
- One recommendation was to improve employee training, onboarding, communications tools, and protocols to help with remote and hybrid work challenges so staff can collaborate more effectively.
- Another recommendation was to look at successful private businesses to glean ideas on how to improve remote and hybrid work that might work in a public agency.

### **Learn from peers and others**

- Staff members suggested the City could learn from peer agencies and gain insights and ideas on how to improve the City's internal and external communication practices. Another suggestion was to create a suggestions box where communities members could share their thoughts.

## **Collective Key Themes and Takeaways**

The collective key themes and takeaways from the stakeholder interviews are:

- Interviewees have strong dedication and pride in their work serving the Des Moines community.

- They expressed a clear need for a dedicated communications director to develop and implement a unified, comprehensive communications roadmap to report objective city news and events both to internal and external audiences.
- Interviewees expressed opportunities for communication and collaboration improvements between City Council and city staff, amongst councilmembers, and inter-departmentally to increase transparency and accountability.
- Interviewees identified a need for more robust onboarding, orientation, training, employee engagement tools, and clearer communication protocols for all staff and City Councilmembers.
- Stakeholders desired more proactive, accountable, inclusive, and diverse tools and methods of communicating and engaging with the public. This included improving current City tools such as the City website, social media presence, City Currents magazine, and in-person engagement; and also considering new tools and tactics.
- Interviewees recommended learning from peer agencies, particularly one with a city-manager form of government, to gain insights and ideas on how the City can improve their own communications internally and externally.

### Next Steps

The key themes and takeaways from the stakeholder interviews, along with feedback from a community survey, focus group discussions, and a peer agency communications practices review, will help to inform recommendations to improve communications and engagement practices in the City of Des Moines.

## Appendices

### Appendix A

#### Participants

##### City Council

Mayor Matt Mahoney

Deputy Mayor Traci Buxton

Councilmember Gene Achziger

Councilmember JC Harris

Councilmember Jeremy Nutting

Councilmember Vic Pennington

Councilmember Harry Steinmetz

##### City Staff

Rochelle Caton, Human Services Management Analyst

Tim George, City Attorney

Adrienne Johnson-Newton, Human Resources Director

Sara Lee, Public Records Analyst and Manager

Michael Matthias, City Manager

Bonnie Wilkins, Chief Administrative Officer

## Appendix B

### Interview Discussion Key Questions

INTRODUCTORY QUESTIONS [CITY COUNCIL]	INTRODUCTORY QUESTIONS [STAFF]
<ol style="list-style-type: none"><li data-bbox="321 459 756 514">1. How long have you served on the Des Moines City Council?</li><li data-bbox="321 562 792 617">2. What drew you to serve your community in this leadership position?</li></ol>	<ol style="list-style-type: none"><li data-bbox="863 459 1325 514">1. How long have you worked with the City of Des Moines?</li><li data-bbox="863 562 1325 617">2. What drew you to work in public service at the City?</li></ol>

3. Can you describe your duties and responsibilities of your role?
  - a. Optional follow-up question: What kinds of pressures do you face in your role?
4. Most typically, do you find yourself oriented towards addressing immediate near-term needs or longer-term issues?
5. What do you find most rewarding about your work?
  - a. Optional follow-up question: What do you find most challenging about your role?
6. What are the issues community members ask you about most frequently?
7. How do you typically engage and communicate with the community?
  - a. Optional follow-up question: In your experience, what are the preferred and most effective engagement tools for connecting with and serving community members, stakeholders, and partners?
8. How would you describe the City's internal and external communications and engagement culture and practices today (E.g., individualistic, collective, predictable, uncertain, accountable)?
9. What's working well today, isn't working well, and what do you think defines the successes and challenges?
  - a. Optional follow-up question: Are there risks or missed opportunities related to internal or external communications and engagement?
  - b. Optional follow-up question: How helpful and productive are internal communications and interpersonal rapport today?

- c. Optional follow-up question: How helpful and productive are external (community, stakeholder, peer, or partner agency) communications engagement activities today?
- 10. When you think about what you would like to see the City achieve through updating communications and engagement practices, what words come to mind?
- 11. Tell us about your personal work and communication style?
  - a. Optional follow-up question: Do you perceive the work styles of your colleagues as similar or dissimilar to yourself and how to you accommodate the styles different from your own?
  - b. Optional follow-up question: How do you typically interact or communicate with Councilmembers?
  - c. Optional follow-up question: How do you interact or communicate with city staff?
- 12. What are the main activities or work needs that require teaming or collaboration with colleagues to advance individual or shared interests?
  - a. Optional follow-up question: How would you describe the working relationship, collaboration, and trust or respect among Council and staff (and why)?
- 13. Did your onboarding process for your current role include any orientation or training activities (if so what, if not would they have been helpful)?
  - a. Optional follow-up question: How clearly defined is your work related to communications and engagement polices, practices, protocols, or tools?
  - b. Optional follow-up question: Is there training, policies, or procedures that guide how you work or clarify internal or external communications protocols?
  - c. Optional follow-up questions: When it comes to internal collaboration and information sharing about the status of city business or issues...
    - i. Is information shared in a timely way and at the right level of detail using effective tools to use it effectively?
    - ii. Do if you find yourself needing to reply to questions or address issues publicly without enough information or context – if so, what do you do?
    - iii. How much do you trust the content or framing of information shared with you?
- 14. What other steps would you suggest the City take related to communications to meet the diverse needs of the community, staff, and Council?

15. What is your single most important piece of advice for the City as it creates a roadmap for communications and engagement going forward?

16. Are there any other comments, suggestions, or recommendations you would like to share – including other people or a peer agency we should interview as a part of this process?





# City of Des Moines Communications Assessment Focus Group Key Themes and Takeaways

## Introduction

The City of Des Moines is conducting a comprehensive assessment of internal and external communications and engagement practices to learn how to serve the evolving needs of a diverse and growing city. As part of the process, the consultant team conducted two focus groups to hear from people who live and work in Des Moines about how they experience the City's current communications, what areas of growth and improvement are, and what ideas they have for the City to improve its communications and engagement. The feedback from the focus groups will be used to shape recommendations, along with the community survey, staff and City Councilmembers interviews, and peer agency communications review. The focus groups were held on October 13, 2023 at the Des Moines public library. The first group focused on business interests, was attended by 15 people, and went from 10:30 a.m. to noon (see Appendix A for the list of attendees and Appendix B for the agenda) and the second group was with 7 residents, and it went from 1:30 to 3:00 p.m. (see Appendix C for the list of attendees and agenda). All attendees were provided with an agenda, which included a discussion topic guide, and a comment form. Each focus group was staffed by the consultant team and included a facilitator and a notetaker. Notes were taken on flip charts, which were visible to all attendees.

This summary includes:

- A highlight of what we heard from both focus group sessions
- Current communication experiences
  - Key themes from the business group
  - Key themes from the residents group
  - Key themes from both groups
- Content and engagement needs
  - Key themes from the business group
  - Key themes from the residents group
  - Key themes from both groups
- Accessibility and improvement opportunities
  - Key themes from the business group
  - Key themes from the residents group
  - Key themes from both groups
- Appendices

## Highlights

The following is a summary of what focus group participants shared about their current communication experiences, content and engagement needs, and accessibility and improvement opportunities. Participants also shared written comments (see Appendix D for comment forms). Key themes that both groups highlighted include:

- A need for a dedicated full-time professional communications director who will be responsible and accountable for developing and implementing a comprehensive communications plan.
- A need for transparent, regular, and accountable communications which includes clear processes and procedures (i.e., standard permitting process with timeline expectations, which staff or department to connect with for public safety concerns, and an emphasis on customer service).
- A need to improve and expand the City's current communications tools and engagement efforts, particularly the city's website, social media presence, and City Currents Magazine (i.e., make the website more user-friendly, create a centralized location to share information via an all-inclusive calendar and to sign up for email listservs).

## Current Communication Experiences

### Business group

The key themes from the business group revolved around greater transparency, clearer processes for communication, consistency, and accountability.

- Lack of transparency and oversight:
  - Concerns about a lack of transparency in the City's communication, with perceptions of decisions being made behind closed doors.
  - Concerns about an undercurrent of a secret agenda, particularly in cases like the hotel project, where the public was unaware, and public input was lacking.
  - Concerns about risky situations due to a lack of oversight and the expenses incurred from conducting investigations.
- Inconsistent and sporadic communications:
  - Lack of a clear communication plan or strategy, resulting in sporadic and inconsistent information.
  - Difficulty in finding information due to the absence of a central information source.
- Communication issues with specific departments:
  - The permitting department's communications are slow, unresponsive, and detrimental to business interests.
  - Unsure of who to contact with public safety concerns, and then when contact is made, there is a lack of follow-up.
  - Outdated systems and lack of follow-through have resulted in cost overruns.
- Challenges with using communication channels:

- Difficulty navigating the City's website, and it is not mobile-friendly.
- Problems with the business licensing system, including vendor handling business licensing emails appearing as scams, so people have ignored them and thus been issued a late fee.
- Lack of follow-up from the City after contact.
- Inconsistent and disconnected use of social media.

### Resident group

The key themes from the resident group revolved around a need for timely and clear communication, better utilization of current communications channels, greater transparency, building trust, clear processes for issue resolution, and more consistent and coordinated messaging from the City.

- Lack of a comprehensive communications plan:
  - People often receive materials or information last minute or day-of, making it difficult to engage thoughtfully.
    - Participants emphasized the need for more advanced planning and the availability of materials ahead of time.
  - The City's website is not user-friendly and lacks comprehensive information, information is hard to find, or has been removed from the site.
    - Public feedback and input are deemed essential before any website updates or redesigns.
  - The City's website and social media channels are not being effectively utilized.
- Trust issues and perception of City's attitude:
  - Trust in the City has eroded due to past incidents, such as the water district crisis with delayed notifications around the E. coli outbreak.
  - Timely and transparent communication is crucial for rebuilding trust.
  - Many community members feel that the City doesn't genuinely want to hear from them, indicating a lack of responsiveness or attentiveness to community concerns.
- Lack of clear contact path:
  - Residents struggle to connect with the right staff for their concerns, leading to frustration and mistrust.
  - The absence of a clear process for issue resolution is a barrier to engagement.
- Difficulty in accessing useful information:
  - While some residents find the weekly police blotter helpful, its accessibility on the city website is a challenge.

### Both groups

Both groups highlighted the lack of a comprehensive, City-wide communications plan where residents get consistent, accessible, and helpful information. Both groups also commented on that while they appreciated the regular communication from one City Councilmember, they also recognized the challenges of getting information from this source. Conflicting information from various sources can lead

to confusion and chaos; this highlights the importance of consistent and clear communication from the City.

## Content and Engagement Needs

### Business group

Key themes from the business group revolved around accessible, cohesive City communications around events, news, and how to conduct business with the City and also more engagement between the community and City staff. Participants did note that the Saturday Markets are successful and could benefit from more official City involvement.

- Citizen advisory committee:
  - The participants wanted the Citizen Advisory Committee to meet more frequently and have a more significant impact.
- City manager engagement:
  - Residents expect the city manager to engage more with the community.
- Regular "State of the City" reports:
  - Participants were interested in receiving regular updates on city projects, business information, and what is happening in the city.
  - Participants specifically wanted to hear updates on the Sustainable Airport Master Plan (SAMP), hotel plan, and Landmark on the Sound.
- Clear process for doing business with and within the City:
  - It would be helpful to have a guidebook on how the City works and how a process works (i.e., steps of the permitting process and expected timelines).
  - Clarify which department or staff to contact for a particular issue.

### Resident group

Key themes from the resident group revolved around the need for tailored and diverse modes of communication, regular updates, improvements to the Currents magazine, stronger emphasis on customer service, and increased engagement opportunities.

- Tailored communications for community needs:
  - Participants said the community desires communications that meet its specific needs, and this includes using various modes of communication and multiple tools to cater to diverse preferences.
  - There is a strong desire for more frequent updates about what's happening in the city and the progress of city projects to keep residents informed and engaged.
- Improvements to City Currents Magazine:
  - Suggestions for enhancing the city's magazine include better design, more frequent distribution (possibly monthly), and a broader range of content that caters to various age groups.

- There is a call for content diversity and the addition of sections like a letter to the editor or opinions section.
- Consideration for making the magazine independently run or partnering with a school, such as a journalism department, for support.
- Increased communication from the mayor:
  - Participants expressed a desire to hear more from the mayor and to receive regular updates from the city's leadership.
- Consistent follow-through and customer service:
  - Expectation for consistent follow-through from city staff members and a call for city communications to have a stronger customer service focus.
- Accessible community engagement events:
  - There is a need for more accessible community engagement events that are offered at various times (morning, afternoon, evening) and on different days of the week and weekends.
  - Diverse modes of engagement are sought to cater to a wide range of community members.
  - Concerns are raised about the accessibility of specific events, like "coffee with cops," and the desire for a more welcoming and interactive atmosphere.
- Direct addressing of public safety issues:
  - Participants expressed frustration with the lack of direct addressing of public safety issues by city staff, indicating a need for clearer and more effective communication processes.

### Both groups

Both groups suggested an all-inclusive City calendar on the website that includes community and City events and is filterable. Both groups wanted more opportunities to engage with and to hear updates and news directly from City staff.

## Accessibility and Improvement Opportunities

### Business group

Participants shared that key opportunities for improvement are developing a City-wide comprehensive communications plan, with an emphasis on supporting the needs of the business community. Additionally, participants would like to see updated or new processes of conducting business in the City so business owners feel welcome, supported, and know what to do if they have an issue or concern.

- Clear process of how to conduct business, including staff support
  - A dedicated point of contact for businesses (a "business czar") is requested for accountability.
  - Clearer permitting process, with measurable metrics, so businesses can get permits in a timely, reliable manner.
  - A way to share feedback with timely responses from staff.

- Participants recommended an online business publication.
- Comprehensive communications plan
  - Use social media more often and consistently to share City news.
  - Send email updates or news directly to individuals.
  - Develop procedures that outline follow-up times to community requests.
- Update the City logo (because it looks like a police badge) and branding so messaging and communications are cohesive.

### Resident group

Participants shared that key opportunities for improvement were improving or expanding the City's current communications tools and adding different methods of communications to reach different populations. Additionally, the City has an opportunity to improve internal communications, increase responsiveness to community concerns, and thus build more trust with community members.

- Clear and accessible communication:
  - Participants emphasized the need for clear and easily accessible communication. Examples of improvements include ensuring that videos and content on the city website are labeled clearly and easy to find.
- Increased City engagement with the community:
  - City staff should host engagement events to share information and genuinely gather community feedback. This can enhance two-way communication.
  - There was a suggestion to assign council members to specific neighborhoods, making them responsible for understanding neighborhood needs. This would facilitate more direct and localized engagement.
  - Participants want city events to be better advertised to encourage public attendance.
- Use multiple modes of communications tools and methods to reach diverse populations:
  - Channel 21 can be an opportunity to post events and information, which can enhance community awareness of what's happening in the City.
  - Provide opt-in options for specific email listservs allows individuals to receive information on topics they are most interested in. Centralizing these options, along with other communication tools, simplifies access to information streams.
  - Host town hall meetings to provide a platform for direct interaction between the city and its residents, allowing for discussion and feedback.
  - Constant Connect was a useful tool that could be brought back.
- Improving internal communications:
  - There is a recognized need for better internal communication within the city, particularly between councilmembers and staff. Participants suggested that internal communication improvements need to precede improving communications with the community.
- Planning Commission:
  - Establishing a planning commission is considered important for city planning and development.

### Both groups

Both groups strongly recommended the City hire a full-time communications director (an external candidate) who would be a city staff member. Additionally, both groups want clearer, consistent communications, documented processes on how to communicate with the City and expectations of how the City will respond (e.g., responses are within a specific timeframe), and improving and expanding the different communications tools and methods the City uses to effectively communicate with different populations.

## Appendix A: Attendance

### **Business Group**

Jeff Whaley – Laborers Local 242

Scott Sanchez – Laborers Local 242

Dale Cannon – Laborers Local 242

Efrem Fields – Laborers Local 242

Jim Vasquez – Laborers Local 242

Bill Hetherinton – Laborers Local 242

Andrea Ornelas – Laborers Local 242

SiSi Collins – Laborers Local 242

Sam Garcia – Laborers Local 242

Mike Whiteside – Laborers Local 242

Danny Banvelas – Laborers Local 242

Caruss Bussey – Laborers Local 242

Dan Germano – Motio Media

Saundra Mock – JL Scott

Doreen Harper – Harper Studios

### **Resident Group**

David Emery

Sharon Vail

Terri Juberg

Victoria Andrews

Chuck Coleman

Marnie Sevoires

Doreen Harper



## Appendix B: Focus Group Agenda – Business

Des Moines Public Library

Friday, October 13, 2023

10:30 to 12 p.m.

### Agenda

#### 10:30 to 10:45 a.m. Introduction and Welcome (15 minutes)

- Introductions
- Meeting purpose and objectives
- Icebreaker
  - Tell us your name, how long you have been a part of the Des Moines community, and what you like most about Des Moines.

#### 10:45 to 11:10 a.m. Current Communication Experiences (25 minutes)

- Experiences with current City communication channels, meetings, or one-to-one communications
  - Level of satisfaction
  - Channels you use or like the most
  - What's working and what could be improved
  - Council/city department communication practices
  - Other strengths or weaknesses

#### 11:10 to 11:35 a.m. Content and Engagement Needs (25 minutes)

- Content you would like to see more of
- Current practices meeting needs
  - Level of satisfaction with information (frequency, content, and clarity)
  - What topics are of particular interest to you?
  - Do you have adequate access to essential or helpful information?
  - Areas where City communications have not addressed your needs?
  - Is there anything else the City should consider doing?

#### 11:35 to 11:55 a.m. Accessibility and Improvement Opportunities (20 minutes)

- Accessing City communication channels and gathering information.
  - How accessible is the website?
  - Any barriers to accessing or understanding City communications?
  - Are there any new platforms or methods we should consider adopting?
  - Any other feedback?

#### 11:55 to 12:00 p.m. Closing and Wrap-up (5 minutes)

- Focus Group summary
- Next steps
- Thank you!

## Appendix C: Focus Group Agenda – Residents

Des Moines Public Library

Friday, October 13, 2023

1:30 to 3 p.m.

### Agenda

**1:30 to 1:45 p.m. Introduction and Welcome (15 minutes)**

- Introductions
- Meeting purpose and objectives
- Icebreaker
  - Tell us your name, how long you have been a part of the Des Moines community, and what you like most about Des Moines.

**1:45 to 2:10 p.m. Current Communication Experiences (25 minutes)**

- Experiences with current City communication channels, meetings, or one-to-one communications
  - Level of satisfaction
  - Channels you use or like the most
  - What’s working and what could be improved?
  - Council/city department communication practices
  - Other strengths or weaknesses?

**2:10 to 2:35 p.m. Content and Engagement Needs (25 minutes)**

- Content you would like to see more of
- Current practices meeting needs
  - Level of satisfaction with information (frequency, content, and clarity)
  - What topics are of particular interest to you?
  - Do you have adequate access to essential or helpful information?
  - Areas where City communications have not addressed your needs?
  - Is there anything else the City should consider doing?


**2:35 to 2:55 p.m. Accessibility and Improvement Opportunities (20 minutes)**

- Accessing City communication channels and gathering information.
  - How accessible is the website?
  - Any barriers to accessing or understanding City communications?
  - Are there any new platforms or methods we should consider adopting?
  - Any other feedback?

**2:55 to 3:00 p.m. Closing and Wrap-up (5 minutes)**

- Focus Group summary
- Next steps
- Thank you!

Appendix D: Comment forms

 **Des Moines**  
**Business Focus Group Discussion**  
Friday, October 13, 2023  
Comment Form

Please share your comments/feedback

The city needs to have a standard manual of operations of their processes and more transparency with their current businesses or New Business. It has been too much (make it up as you go process)!

Name (optional)  
Mike Whiteside Liuna Local Union 242



Rebrand THIS, looks like a PD logo.

Des Moines  
Business Focus Group Discussion

Friday, October 13, 2023

Comment Form

Please share your comments/feedback

Hire Comms director.

Direct E-mails

Turn out for this focus group was disapointingly low.

Name (optional)





Please share your comments/feedback

This has been a very passionate discussion! Unfortunately those who have been very involved dominated the discussion & voiced their frustrations repeatedly. Little time was given to steps to take moving forward.

- A communications officer is needed
- City Currents is great! Monthly?
- A website overhaul will help us find info on the people in offices who we can reach out to for aid.

- Many have no access to computers & other tech. The TV station could be

Name (optional)

a very successful tool for them.

Tara Guberg



## Resident Focus Group Discussion

Friday, October 13, 2023

### Comment Form

Please share your comments/feedback

Website : (1) not HTML5 compliant

(2) not ADA compliant

(3) calendar of events needs to be more comprehensive and should allow calendar entries to be downloaded

(4) content not up to date

(5) navigation needs improvement

(6) add opt-in for list servers when updates to particular pages are made

(7) allow access to DM website when using VPN connections.

Name (optional)

Richard Kennedy (former WSC member)





**Des Moines  
Resident Focus Group Discussion**

Friday, October 13, 2023

**Comment Form**

Please share your comments/feedback

Communications  
Director!  
Planning Commission!

(optional)



The City of Des Moines  
Community Preferences and Priorities Survey Report

November 13, 2023





## Background & Purpose

To better understand the needs of the diverse and growing community, the City of Des Moines asked community members to provide feedback that will help the City develop goals and priorities to improve City communication and engagement efforts with people who live, work, or visit Des Moines. In the fall of 2023, the City conducted a communitywide survey<sup>1</sup> as part of a broader process to gather feedback about the City's communications and engagement practices and to get feedback on how they can be improved. Survey respondents self-selected to participate in the survey either online or via a paper copy of the survey.

The survey was open for public input from August 28 through October 16, 2023.

The survey was promoted through:

- A citywide mailer and fliers placed at community locations
- Promotion at events and farmer's markets
- A paper copy of the survey was included in the City's Current magazine
- The City's social media channels and website

## Overview of Survey Questions

**The Community Preferences and Priorities survey consisted of 15 communication and engagement related questions from the city, along with a set of optional demographic questions.**

- Survey questions were grouped from general connection to the Des Moines community and where respondents live and work to more specific questions about what communications and engagement efforts people value.
- The public was invited to share specific communication concerns, report issues, and provide feedback about their level of satisfaction with current efforts.
- Optional demographics and language access questions were asked to assess the diversity of participation and ensure an accessible engagement process.

## Key Findings & Key Takeaways

- The survey remained open for a duration of 38 days, during which a total of 309 surveys were successfully completed, with 284 online responses and 25 hard copy responses. Among the participants, 93% identified themselves as residential homeowners in Des Moines, with residence or work history within the city ranging from 2 to over 20 years.
- **Mixed Satisfaction Levels:** The satisfaction levels with the city's communication and engagement efforts were mixed, with roughly half of the respondents (46%) believing that improvements were needed. A significant portion, however, believed that the city's efforts are above satisfactory, indicating room for enhancement while recognizing existing strengths.
- **Clarity and Timeliness:** While more than half of the respondents found the city's outreach materials helpful and easy to understand, there were concerns about the timeliness,

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<sup>1</sup> Convenience sampling



transparency, and user-friendliness. The comments suggested that residents were seeking clearer and more immediate communication.

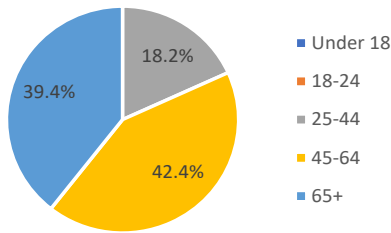
- **Importance of Diverse Communication Channels:** Survey takers appreciated various communication channels like the Waterland Blog, emails, and personal interactions with city officials. They emphasized the importance of modernizing the city's website, increasing social media presence, and using multiple digital communication tools.
- **Content Preferences:** Survey participants expressed a strong preference for official city news and updates, city/community events, and community initiatives. They desired more frequent updates in the City Currents magazine and transparency in decision-making processes. One hundred and fifty-five respondents shared their reasons and experiences when visiting the city's website, 36 offered suggestions for improving user experiences, navigation, and content accuracy, and 88 community members recommended communication platforms or methods they hoped the city would consider adopting in the future.
- **City Meeting Experiences:** Respondents' experiences with city meetings and events varied. Some desired more accessible, transparent, and well-timed meetings, emphasizing the need for meaningful public engagement and respectful communication.
- **Website Navigation Challenges:** Respondents found the city's website challenging to navigate, with many suggesting a complete redesign to improve usability, visual appeal, and accessibility. Respondents indicated they want a one-stop-shop for community events and improved search functionality.
- **Interactions with City Staff:** There were mixed experiences when engaging with city staff. While some respondents had positive interactions and quick responses, others expressed frustration, especially regarding specific departments like Public Works. Respondents suggested improvements in identifying staff contacts and response times.
- **Top Priorities for Improvement:** Survey participants prioritized expanding public comment opportunities, improving website navigation, increasing digital communications usage, and holding more community meetings or town hall events.
- **Recommendations for the Future:** 76 survey participants contributed valuable comments and suggestions concerning Des Moines' overall communication efforts, such as email updates, hard copies before major events, and the use of social media platforms like Instagram, X (formerly Twitter), and YouTube. They also suggested creating a city blog, utilizing Zoom for council meetings, improving the city's website, and exploring text notifications or apps for communication.

Overall, the findings emphasized the need for clearer, more accessible, and timely communication methods to engage and inform the diverse Des Moines community effectively.

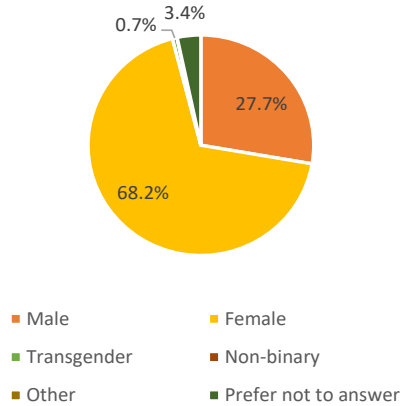


## Respondent Demographics

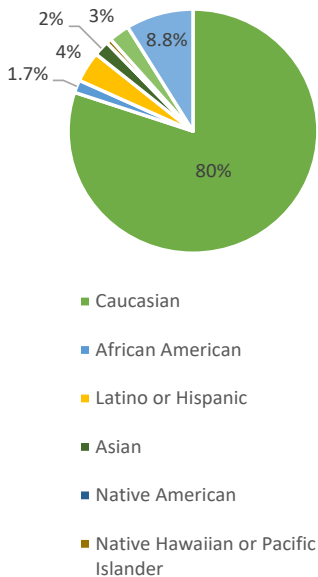
**Age** *Answered: 297 | Skipped: 12*  
81.8% of respondents indicated they were 45 years or older.



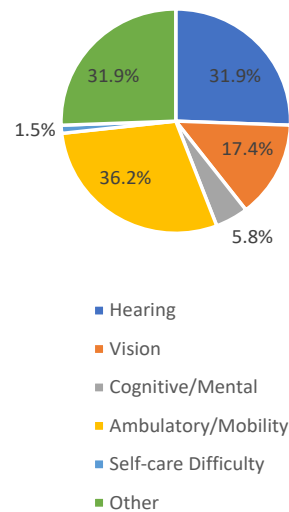
**Gender** *Answered: 296 | Skipped: 13*  
27.7% of respondents identified as male and 68.2% identified as female.



**Race** *Answered: 297 | Skipped: 12*  
80% of respondents identified as Caucasian. Other races indicated were African American (2%), Latino or Hispanic (4%), and Asian (2%).



**Disability** *Answered: 69 | Skipped: 240*  
Most identified disabilities by the respondents include hearing, vision, and ambulatory/mobility.

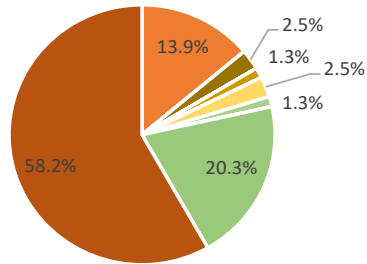




## Language

Answered: 79 | Skipped: 230

Among the respondents who shared their language access preferences, the most common response was English (58%), with additional preferences including Spanish (14%), Arabic, Cambodian, Chinese, and Hindi.



- Spanish
- Russian
- Chinese
- Ukrainian
- Punjabi
- Cambodian
- Japanese
- Arabic
- Tigrinya
- French
- Prefer not to say
- Vietnamese
- Somali
- Korean
- Amharic
- Tagalog
- Laotian
- Hindi
- Farsi
- Oromo
- Samoan
- English



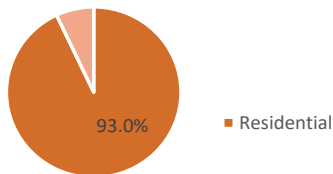
## Question 1: Community members' connection to Des Moines

Answered: 308 / Skipped: 1

Survey takers were asked to share their connection to the Des Moines community and how many years they have lived in Des Moines. Of the 308 respondents, 50 % of them (154 people) have lived and/or worked in Des Moines between 3-10 years, 49.7% (153 people) have lived and/or worked in the city for over 20 years, 30% (91 people) for 11 – 20 years, and 19% (57 people) for fewer than 2 years.

### Residential

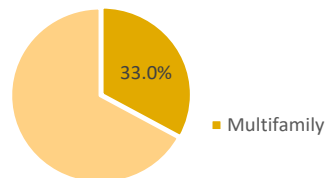
93% of survey takers were residential homeowners in Des Moines.



Years living in a residential property in Des Moines	
2 years or less	23 people
3 to 10 years	76 people
11 to 20 years	56 people
Over 20 years	111 people

### Multifamily

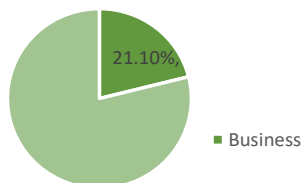
33% of respondents lived in multifamily property in Des Moines.



Years living in a multifamily property in Des Moines	
2 years or less	12 people
3 to 10 years	38 people
11 to 20 years	17 people
Over 20 years	11 people

### Business

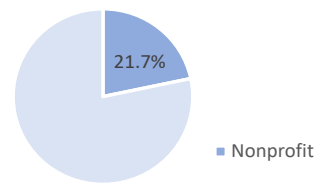
21.1% of respondents worked at or owned a for-profit business in Des Moines.



Years working in or owning a for profit business in Des Moines	
2 years or less	11 people
3 to 10 years	17 people
11 to 20 years	8 people
Over 20 years	13 people

### Nonprofit

21.7% of respondents worked at or owned a nonprofit organization in Des Moines.



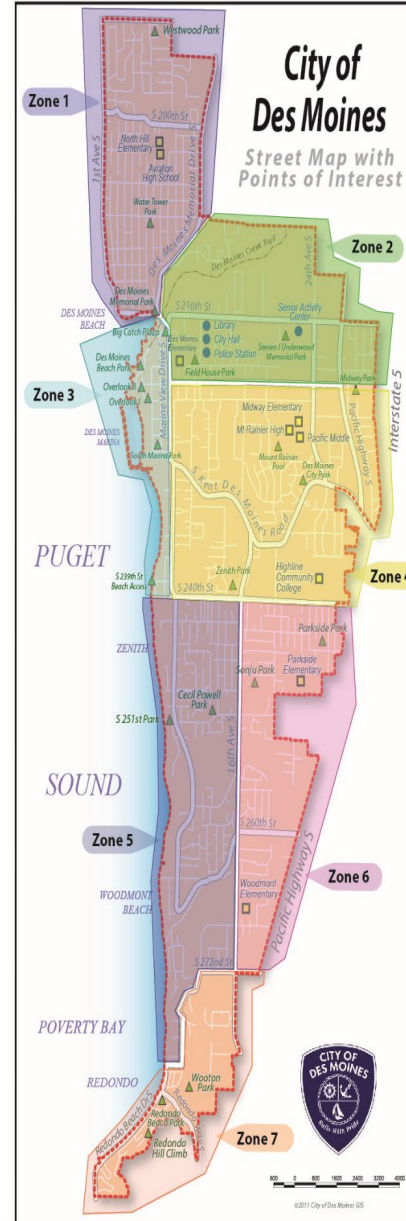
Years working in or owning a nonprofit organization in Des Moines	
2 years or less	10 people
3 to 10 years	16 people
11 to 20 years	10 people
Over 20 years	13 people



## Question 2: Where in Des Moines survey takers live and/or work *Answered: 302 | Skipped: 7*

Survey takers were asked if they live or work in any of Des Moines’ seven zones. Respondents could identify their location on a map, respond “other” if options provided did not apply, or if they were unsure of their location.

ZONES	Zone where I live	Zone where I work	Total <sup>2</sup>
Zone 1	40 people	12 people	43 people
Zone 2	22 people	16 people	34 people
Zone 3	54 people	22 people	67 people
Zone 4	63 people	18 people	71 people
Zone 5	40 people	7 people	40 people
Zone 6	16 people	4 people	18 people
Zone 7	54 people	6 people	55 people
I do not live/work in Des Moines	6 people	16 people	20 people
Other			17 people



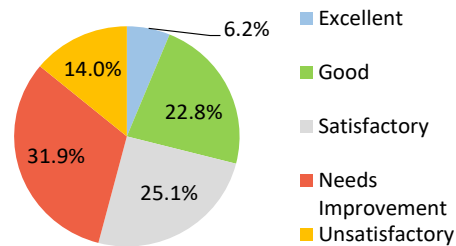
<sup>2</sup> The Total column indicates the total number of unique respondents who responded that they lived or worked in a Zone. The total sum in the Total column is greater than the number of people who responded because a person may live and work in different zones.



### Question 3: Overall, how good are the City’s current communication and engagement efforts when it comes to keeping you informed or addressing community interests?

Answered: 307/ Skipped: 2

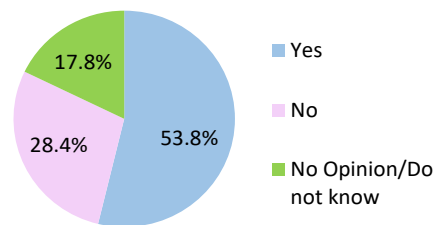
To assess the effectiveness of the City's communication and engagement initiatives, respondents were asked to rate their satisfaction levels. The results indicated that 46% of respondents believed the City’s communication and engagement efforts need improvement or are unsatisfactory, whereas 54% of the survey takers think the City’s efforts are satisfactory or better.



### Question 4: Overall, are the communications put out by the City helpful and easy to understand?

Answered: 303/ Skipped: 6

Survey participants were also asked to evaluate the clarity of the City's outreach and communication materials. More than half of respondents found them helpful and easy to understand, whereas 28% did not, and 18% had no strong opinion on the matter. Additionally, participants shared their experiences and comments regarding the City's communication materials and effort, with a general consensus that there is room for improvement in terms of timeliness, transparency, and user-friendliness.



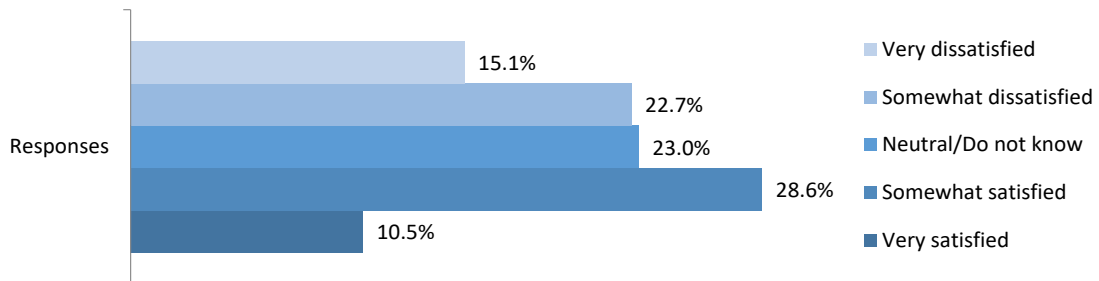
Respondents had varied opinions on the city's communications. Some found them helpful, particularly via emails and magazines, while others criticized the lack of transparency and timeliness. Suggestions included improving the website, increasing social media presence, and providing clearer information in advance. Many desired better outreach to engage residents and raise awareness of community events. Overall, there was a call for more proactive, transparent, and user-friendly communication methods to keep the public informed and engaged. A full list of comments and suggestions can be found in Appendix A.



## Question 5: Overall, how satisfied are you with the frequency and timeliness of the City's communications?

Answered: 304 | Skipped: 5

Survey respondents were asked to rank their perceptions of the City of Des Moines' communication frequency and timeliness. The results indicate that more than a third were above somewhat satisfied, 23% remained neutral, 38% were somewhat dissatisfied or very dissatisfied.



Participants shared mixed opinions about the City's communication efforts. Some feel uninformed and want more timely and clear communication through methods like email or text alerts. They called for improved transparency, accessibility, and citizen engagement in decision-making. Some participants criticized the website for being difficult to navigate, and many suggested monthly newsletters or updates on city activities. Respondents raised concerns about crime and safety, as well as the need for a consistent and reliable source of information. Overall, residents desired better communication, transparency, and accountability in the city's interactions with the public. Insights and opinions from participants are detailed in Appendix B.





Question 6: Which of the following sources do you prefer to use when looking for information related to City of Des Moines news, updates, or services? *Answered: 305 | Skipped: 4*

Survey participants were presented with the opportunity to select up to eight preferred information sources for accessing news, updates, and services related to Des Moines. The complete list of options, ranked from most preferred to least preferred, is as follows:

Answer Choices	Responses <sup>3</sup>	
City Currents magazine	63.0%	192 people
City of Des Moines website	56.7%	173 people
Des Moines Community Facebook Pages	41.3%	126 people
The City's Facebook page	29.5%	90 people
Neighborhood-based activities with City Staff or Council (such as informal conversation forums, walking tours, or site visits)	27.2%	83 people
Posters, Flyers, or Factsheets at Key Locations in the Community	26.9%	82 people
Community meetings or town halls	26.9%	82 people
Email, phone, or in-person communication with City staff	24.3%	74 people
Email, phone, or in-person communication with City staff	24.3%	74 people
A Councilmember's personal blog, website, or social media platform	17.0%	52 people
City Council Meetings	17.0%	52 people
Other (please specify)	18.4%	56 people
Public Access TV (Comcast Channel 21)	6.9%	21 people
The City's YouTube channel	4.6%	14 people
Visiting the assistance counter at City Hall	3.93	12 people

The highlighted comments underscore the importance of a diverse and up-to-date communication strategy for the community. Residents appreciate the Waterland Blog and magazine, desire informative materials at key locations, and value positive interactions with city officials. They also suggest modernizing the City's website and utilizing various digital channels, such as email notifications and social media. The respondents emphasized the need for effective, accessible, and multi-platform communication to keep the community informed and engaged. The comments are included in Appendix C.

<sup>3</sup> Response percentages total greater than 100% because respondents were able to select more than one response.

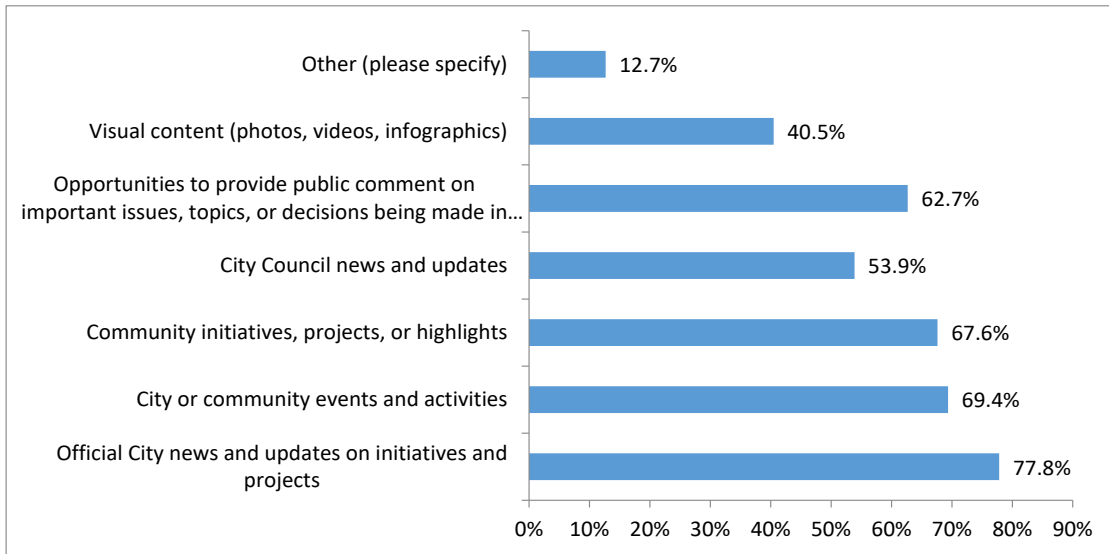


## Question 7: Is there content you would like to see more of in the City’s communications?

Answered: 284 | Skipped: 25

In terms of content, survey participants expressed a strong preference for the following in the City's communications:

- Official City news and updates on initiatives and projects (78%)
- City or community events and activities (69%)
- Community initiatives, projects, or highlights (68%)



Respondents also articulated interest in additional content within the City's communications, including:

- More frequent updates in the City Currents magazine about city events/activities.
- More information about development projects.
- Weekly reports featuring the City's activities and accomplishments.
- Crime reports.
- Enhanced transparency in the City's decision-making processes.

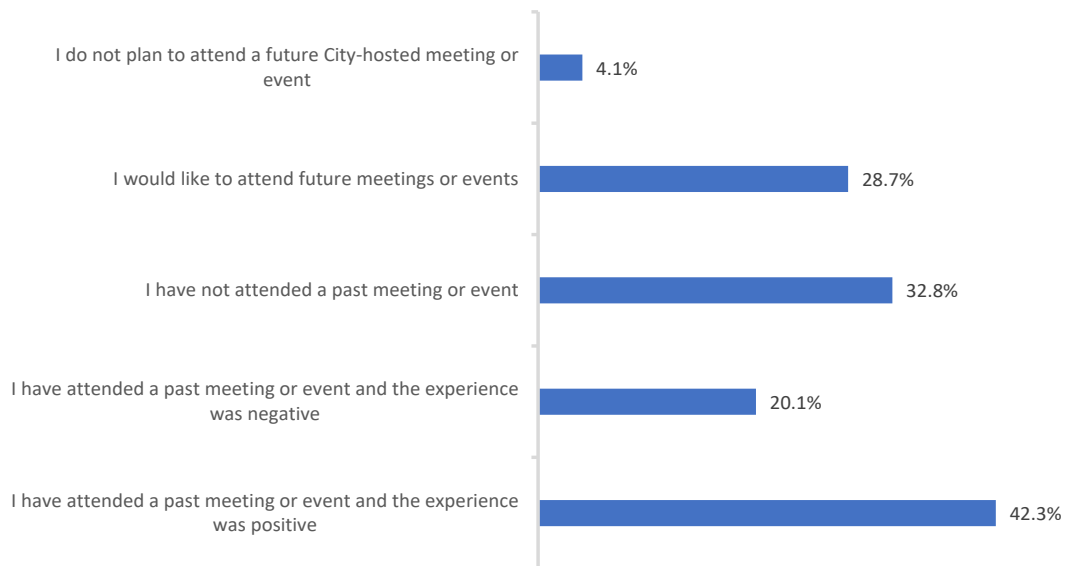
A detailed list of participant comments is provided in Appendix D.



Question 8: Have you ever attended City-hosted meetings or events and what was your experience.

Answered: 293 | Skipped: 16

The responses indicate that 42% of survey participants have attended a City-hosted meeting, and their experience was positive. Approximately 20% of respondents have attended a meeting but had a negative experience. About 33% of participants have not attended any city meetings. Notably, 29% of survey takers expressed their interest in attending future city meetings or events, while only 4% of respondents stated they do not plan to attend future city meetings or events.



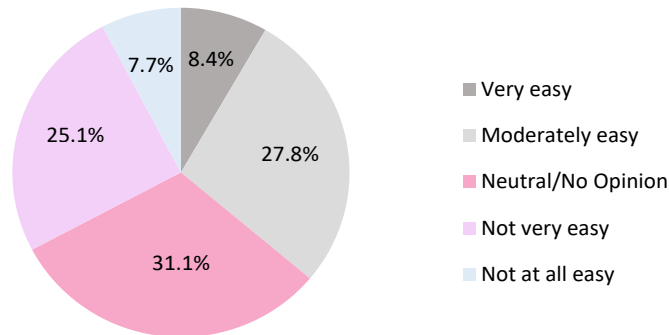
Survey participants expressed a variety of experiences and opinions regarding city meetings and events. They suggest the need for more accessibility, clear communication, and better timing of meetings and events to accommodate working residents and those with disabilities. Some feel that City officials are dismissive or unresponsive to public input, and called for more open forums, transparency, and a greater focus on community needs over personal agendas. The respondents emphasized the importance of meaningful participation, feedback, and a respectful, inclusive approach to public engagement in the City's decision-making processes. Detailed experiences and comments from survey participants can be found in Appendix E.



## Question 9: How easy is it to find and access the information you need on the City's website?

Answered: 299 | Skipped: 10

To assess the ease of navigation within the city's website, survey participants were asked to rate how easily they could find information on the City's website. The results show that 8% and 28% of respondents found it very easy and moderately easy to access the information they needed on the city's website. However, 31% found it to be neutral, 25% considered it not easy, and nearly 8% found it not easy at all.



The comments mainly revolved around concerns and suggestions for improving the City's website. The key themes included website usability, navigation, and accessibility, with residents expressing their frustration with the current website's layout and functionality. They called for a more modern and visually engaging design, better organization of information, and easy-to-find updates on various city projects and initiatives. Respondents emphasized the need for clear communication, transparency, and an efficient way to access information on events, city planning, and finances. Many suggested a complete website redesign, incorporating modern user-interface principles and emphasizing user-friendliness. The desire for a "one-stop-shop" for community events and improved search functionality is also prominent in the feedback. Overall, survey respondents want a more user-friendly, informative, and visually appealing website to better connect with and engage the community. All the comments and suggestions made by participants are provided in Appendix F.



Question 10: If you previously visited the City’s webpage, why did you visit and did you find what you needed? Answered: 155 | Skipped: 154

Half of survey respondents disclosed the reasons for their visits to the City's webpage, with the primary motivations being accessing information about water issues, development updates, event calendars, and permits. Some seek information about animal control, public works, property lines, and business-related matters. They also mentioned using the Fixit form for feedback and issues. Residents noted mixed experiences with the website's navigational ease and the availability of specific information, with some expressing frustration in locating content. Overall, they highlight the importance of an efficient and well-organized website that provides timely and comprehensive information on city services, events, and municipal updates. The website's capacity to deliver up-to-date data, including leadership changes, is a common concern among residents. A detailed list of comments is attached in Appendix G.



The Word cloud is based on the most repeated comments from the survey respondents.



## Question 11: Would you recommend any of the following improvements to the City’s webpage?

Answered: 267 | Skipped: 42

Survey respondents were asked to provide their opinions on the improvements to the City’s webpage in terms of the clarity of content, purpose of content, language choices, visual and graphics, ease of navigation, and overall effectiveness. The priorities are listed below.

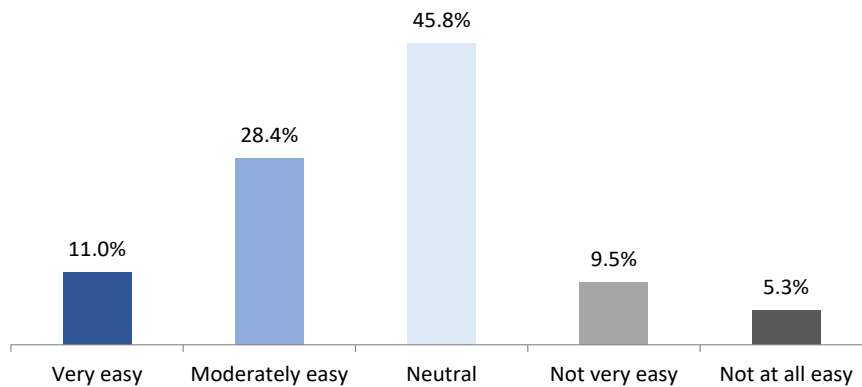
Answer Choices	Responses	
	Percentage	Count
Ease of navigation	54.7%	146
Clarity of content	40.82%	109
Purpose of content	27.3%	73
Visual and graphics	26.2%	70
Overall effectiveness	24.0%	64
Language choices	9.4%	25
I don't have recommended improvements	27.7%	74
Other (please specify)	13.5%	36

The comments are primarily focused on the usability, content, and visual appeal of the City's website. Residents expressed a desire for more current and visually appealing content, particularly with photos of recent events. Some mentioned the importance of making the website accessible to elderly individuals who may not be tech-savvy and suggested alternative options for accessing information. They emphasized the need for improved organization, clear navigation, and up-to-date information, with specific requests for sections on project statuses and email links for city departments. Additionally, residents stressed the importance of compliance with ADA and HTML 5 standards, making the website mobile-friendly, and providing more maps. Some residents offered their willingness to assist in website redesign, while others expressed satisfaction with the city's efforts but also raised concerns about specific policies and legislation. All the comments are attached in Appendix H.



Question 12: How easy is it to get helpful information or assistance in a timely manner when you engage with City staff by phone, email, or in-person? *Answered: 264 | Skipped: 45*

Respondents were asked to provide their thoughts and experiences on the level of ease engaging with City staff to obtain helpful information or assistance. Approximately half of the survey takers thought it was neither easy nor hard. 39% thought it was moderately and very easy, 15% thought it was not very easy and not easy at all.



Respondents had mixed experiences with city communication and responsiveness. Some received well-explained answers to their questions in the past, but many expressed concerns about challenging website navigation during the COVID-19 pandemic. They acknowledged the ease of reaching city departments, with quick responses and appreciation for accessible council members. However, there's a need to better advertise Channel 21 and provide more online communication options, particularly for those who gave up on building projects during the pandemic. Identifying staff contact information for projects and a tracking system for citizen requests are suggested improvements, emphasizing the importance of clear communication and responsiveness.

Survey participants also highlighted differences in interactions with city departments, praising the police department's efficiency while noting challenges with public works. Email response times vary, and some respondents felt ignored, especially by the city manager and certain council members. There's a desire for a dedicated Communications director and commendation for well-run departments like Parks. Residents expressed gratitude for quick responses from specific individuals, like Bonnie Wilkins. Improving communication regarding landscape requests and sidewalk lighting issues is essential, along with addressing concerns that issues sometimes require multiple requests for resolution.

Participant responses are included in Appendix I.



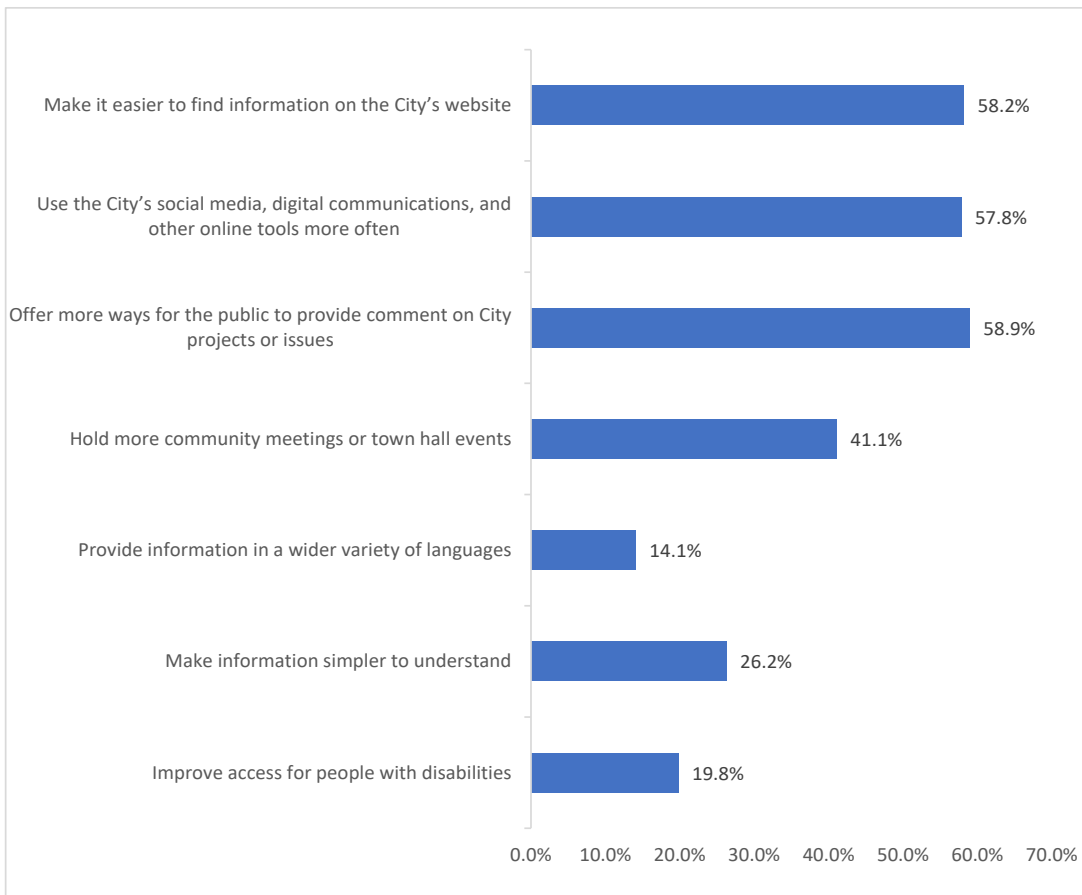
## Question 13: What are your priorities for improving how the City communicates and engages with the community?

Answered: 264 | Skipped: 45

Survey respondents selected the priorities for improving the City's communications and engagement efforts. The top four priorities were:

- Offer more ways for the public to provide comments on City projects or issues (59%)
- Make it easier to find information on the City's website (58%)
- Use the City's social media, digital communications, and other online tools more often (58%)
- Hold more community meetings or town hall events (41%)

Additional recommendations and suggestions are included in Appendix J.







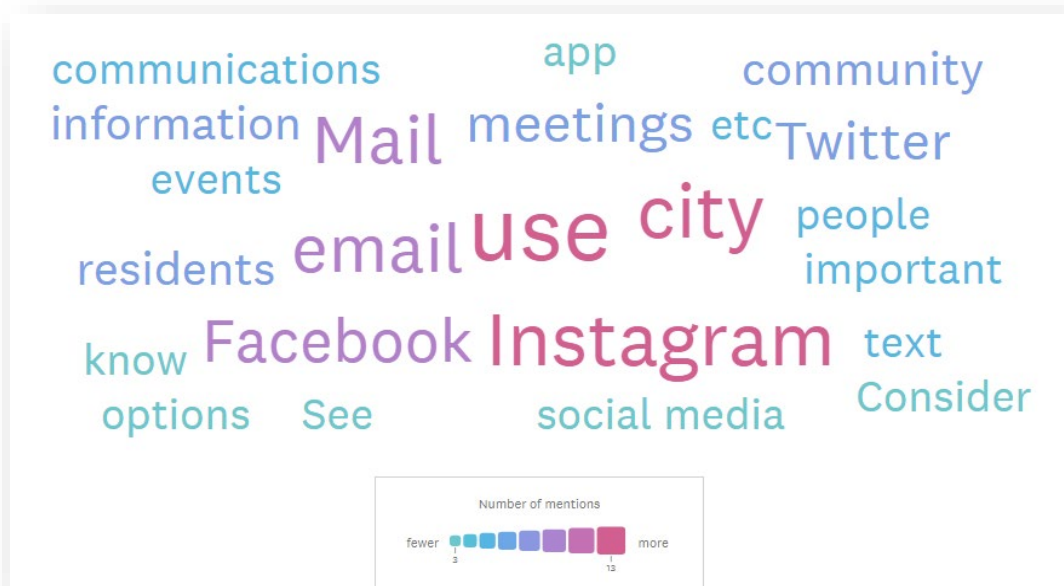
Question 14: Are there any specific communication platforms or methods you believe we should consider adopting in the future?

Answered: 88 / Skipped: 221

Participants recommended several effective ways that they believe the City should consider adopting in the future. These recommendations are categorized as:

- Send out email updates (such as email blast, email newsletter, or monthly email)
- Mailings and flyers
- Send out hard copies before major events/decisions
- Use other social media such as Instagram and X (formerly Twitter), use YouTube to livestream meetings
- Create a City blog
- Utilize Zoom for council meetings
- Improve the City's current webpage
- Use text notifications, text options for updates
- Considering building a new app for communication purposes

The word cloud captured the key words and main themes (see below). The detailed suggestions and comments are included in Appendix K.





## Question 15: Do you have any additional comments or suggestions regarding our communication efforts?

*Answered: 76/ Skipped: 233*

Participants shared additional thoughts and suggestions regarding improving Des Moines' communication efforts. The comments reflected a range of perspectives on tools, materials, expectations, and other issues related to city communication. Residents suggested improving noticeboard utilization, posting updates on key locations, sending informative emails, and offering more timely information. Some expressed concerns that communication lacks opportunities for public comment and is sometimes seen as a mandate rather than collaborative engagement, citing the hotel at the marina proposal as an example.

There is a strong consensus on the need for a dedicated communications professional, crisis management expertise, and the adoption of effective communication tools and processes from other government agencies. Suggestions include remote public comment options, broader visibility for City Council Committee meetings, and more interactive meetings with the community.

Expectations of the City and staff center on a transparent decision-making process that includes resident input, addressing issues like tree destruction, warehouse replacements, and airport noise, along with providing year-round community activities and improved engagement around homelessness. While residents appreciated efforts to enhance communication, they emphasized the importance of implementing recommendations, the intended audience's understanding, and an inclusive approach.

Some respondents underscored the need to prevent crises like the marina hotel proposal through proactive communication. Residents called for a significant web page redesign, an updated online presence, and the allocation of resources to enhance the community's image. Respondents raised concerns about different city departments working independently, emphasizing the potential benefits of collaboration. They emphasized the importance of clear, non-hidden agendas and public engagement. While the survey is seen as a positive step, some residents stressed the importance of ongoing dialogue and improved communications.

A full list of comments is included in Appendix L.



## Appendix A: Comments received on Question 4

Overall, are the communications put out by the City helpful and easy to understand?

- Emails announcing meetings to the public can attend.
- The only info I got is from Des Moines Current Magazine
- Weekly email update Improvement of city website
- I always have difficulty on the city 's webpages.
- communication can be more frequent.
- Very little communication misses the local newspaper.
- I see council members listen but no action to address concerns appears on the city's agenda.
- The city council needs to inform people and get input before asking for bids i.e., Marina Hotel
- We are going on our 4th year of living in the Redondo area. We have not received any letters or notices or invites to even this survey...."feel like we are the redheaded stepchildren". This survey was forwarded to us via the Redondo Community group.
- Lack of transparency.
- It would be helpful if efforts were timely. Folks must have adequate notice to attend events. Otherwise, the impression will be that the city really doesn't want or value input, while also being able to report that "notice was given". When there are forums, please genuinely seek input rather than responding with demeaning comments to the audience. Tenor and tone coupled with word choice easily communicates more than a printed message, "we value your input."
- A weekly blog on what is coming up in Des Moines for the next week. That is people friendly.
- They are easy to understand but often sent at the last minute and/or not sent at all. Little to no or not timely communication about significant issues.
- I find it less than optimal to meet or engage during "Coffee with a Cop". The officers already have so much to deal with, I don't want to waste their time. I also am not a fan of the community annual picnic. I'm just not a people person like that. What I would like is a little better communication about what's going on in our area, gang activity updates, BOLO (Be on the lookout) updates, maybe a social media page or text msg that could provide updates. It's hard to locate the city council board meetings on public tv.
- We appreciate the Currents magazine & have access to City website. The Waterland Blog has been quite helpful to keep us informed.
- I don't believe I get notified by the city about items as much as I do from community members sharing on social media.
- I'd like to find an easier way to hear about what is going on in the city of Des Moines.
- Strengthen content (relevance and implications) / Explain options considered and reasons for option selections /meeting with Q&A & 1-page summaries online.
- Use Channel 21 for information. Weekly City Manager's Report and weekly city activities calendar via email. Easy to navigate website. Monthly community meetings for questions and answers.
- Perhaps mass targeted emails. Volunteer sign ups? Website provides almost zero information about fishing pier e.g., or noise/racing along Redonda Beach Drive



- I'm not really aware of any Communication efforts. Emails would help, I live and work online so to speak.
- Online newsletter that contains information regarding city, Council meeting minutes, updates on delays of previously stated completion dates, and issues facing the city.
- Better communication with the City council and citizens. Let the citizens know (in advance) what will be discussed at council meetings.
- recently had to work with permitting office with staff in person. Figuring out what days they were actually in the office was a royal pain & added a couple of weeks to resolving the problem. The city is paying for the office space, why not use it.
- Improved communications on its website and social media.
- I've never heard from 1 council person in almost 20 years of residency in Redondo.
- Don't rely on a survey buried in the City of Des Moines magazine for communication without at a minimum putting a prominent alert on the cover!
- Still feel that the Redondo area needs more attention. The monthly meetings at the MAST Center help.
- Send text message / have an app. get up to speed with current tech.
- More surveys similar to this one. It's a quick way for me to get my opinion and info out.
- Traffic Safety. Right on the border of zone 5 and 6, as well as 260th St. Constant speeding and racing throughout the day and night right at the intersection. We need more options for broadband in the city of Des Moines. You are letting Comcast have a monopoly here. We also cannot get fiber to the home. Even though many Seattle communities already have it.
- We need up-to-date city council minutes and agendas on the city webpage.
- City needs to be much more forthright in disclosing information; 2) The City's website is very poorly used for communication but provides a great opportunity for communication.
- There are no newspapers, emails or anything. We don't even know who wins elections!
- More info about the Chilkat (catamaran from Marina to pier 66)
- The only notification I receive from the city is the Currents magazine. Communications are limited. I learn more by attending City Council meetings.
- First, communicate to the local media the correct pronunciation of the name of the city (do not sound the "s"). All staff and the council should also show pride by doing the same.
- Push email notifications - create resident email list and please send clear communications of upcoming meetings, events and info sessions. Weekly emails would be great!
- We want to support Des Moines! Community events are not publicized enough. This year I happened upon food trucks and music on the 4th of July. I live here and walk at the marina frequently. I still had no idea. We can do better.
- Text communication would be good for urgent stuff. You could also consider building an app with push notifications.
- Email distribution list
- Need more info and more often. Utilize channel 21 more with weekly updates.
- I'm new but I've never heard of any events coming up unless my client mentioned something.
- What about a regular email newsletter that folks could sign up for and then could be used for regular updates or emergency announcements?



- Better use of the city website and social media to get important information out. Currently looks outdated and not easy to navigate.
- Better UX in the webpage design. Everything blends, making it difficult to find things. - A webpage dedicated to local events in community with a QR code that can be posted in various public parts of the city. - Outside of the Des Moines City Current I don't know of any communications put out by the city. General increase in the way the city communicates with its residents. Greater social media presence, with a younger generation moving in, especially expanding to Instagram. - Invest in updating and staying current in graphic design for all community facing flyers/websites, etc.
- More content focused on non-seniors including singles, couples without kids, and families with high school age kids. Applicable to the magazine, website, and Facebook. More frequent and up to date content. A subscription email would be great to provide timely information on a monthly basis.
- Redesign the web page I can't believe I even have to write this.
- The communications need to be issued farther in advance of the event date or deadline, so people have time to respond and/or plan.
- not frequent enough. Facebook is not a satisfactory channel. I don't use other social media.
- I prefer print materials that I receive in the mail. At present, any information I receive from the city is after-the-fact. Not usually useful.
- The web page needs to be completely redesigned. I feel as though I know more about other Puget Sound cities from their web pages than Des Moines -- by a lot. Did you know we have a new police chief? Yes, it was on Facebook, but there is nothing about his hire on the web page. In fact, there is nothing at all about the entire department on the web page.
- Increase the use of social media platforms. Add direct email.
- Communications should be very fact-based without "spin" deployed to justify a decision/policy.
- I just don't think the City Council is very transparent. I get more info from the FB community group than I do in the city.
- We have a public channel that should be used by local business, I offer to take over so we can make engage with the community and business.
- The only consistent communion I receive is City Currents, which provides only one-way communication, mostly in the form of a long message from the mayor. I am aware the city has a FB page, but I rarely spend time on Facebook, and when I do, I don't often see the city's page in my feed. I can't remember the last time there was a meeting asking for community input about an issue. It seems that the administration operates on the assumption that if an issue is discussed at a council meeting, that is adequate to inform city residents about it.
- Very rare to see anything official from the city. Would like more communication via mailings or even in the DM community Facebook group.
- Better web-based communication. Highly moderated blog is info from currents etc.
- police department and those who work in it need to be honest and understand the laws that they communicate to people.
- I am big on the idea of getting control again of our local broadcast channel, 21, and using it for business, community, and local engagements, and announcements. That doesn't work so well, and the broadcasts are aired at the most bizarre times of night when most of us are asleep, or midday when we're at work, away from the broadcasts.



- Council member JC Harris is the only council member who regularly contacts his constituents. For information from any other source, it's necessary to hunt for it.
- The format and methods used to allow residents to review and provide input on community growth and development are inadequate. Full transparency is needed. ALL city development changes, and new projects should be presented on the city website with ALL applicable supporting documents and information related to the proposal, whether financial, architectural, engineering, and all supporting communications by city officials. This should be available for at least 60 days before it is discussed at a council meeting. Residents should be given an additional period to review any new information presented at the time of a council meeting before any final decisions are made.
- Stop with hidden agendas and tell the truth.
- City websites are not easy to navigate. Calendar of events needs to be easier to read. Full month on one screen.
- I am not hearing about something until a couple days after the day it happens or until another citizen talks about it in a post on Facebook.
- The channels are fine, but the format is hard to read and boring. I recommend checking out the City of Kent's Facebook page. They offer a master class in reaching your citizens in a fun, timely, and engaging manner.
- It's very difficult now that we have moved away from print and local nightly news—I wish I had something better to offer—opt-in push texts re: important events.
- Most communication from the city is incomplete or inaccurate, and the mayor blames people for misinformation when the city council produces incomplete and inaccurate communications. Also, most information comes too late to be useful or has to come second hand through social media.
- Directness. Honesty.
- I would like to see regular updates of upcoming decisions, changes, and progress regarding significant impacts to the residents of Des Moines. This can be provided by email announcements and written notices sent to residents. Also, regular requests for input (quarterly) would be appreciated.
- A modern website with active updates, a stronger presence on social media platforms and an overall increase in communication outlining the reasoning behind decisions being made and implemented.
- More proactive communication in a variety of ways (social media, email, mailers).
- I get the Waterland Blog, and our neighborhood has an active Facebook Group with city contacts, so we're pretty well informed about city happenings. I also read City Currents when it comes in. However, I don't know that people not already dialed into channels such as those are being kept as informed (e.g., I don't really receive independent emails/mailers/flyers from the city other than City Currents [quarterly], which would suggest that people not already looking for city info are likely not getting it).
- Provide clear, complete info to us BEFORE decisions are made.
- Increase frequency and offer opt-in email newsletter; cover issues more in depth with updates with maps, such as the marina redevelopment, infrastructure improvements and efforts to help our neighbors who are unsheltered.



- Compared to other municipalities around Seattle, Des Moines web site lacks helpful, meaningful information. Some of it is rather cryptic. For example, there are cases where it offers a contact for further information by first initial and last name. But no real name or email. Who is taken? As I look at the web site, I learn very little about the city and its departments. Communication should start and end with the web site and connect to other communication platforms. The web site should be a foundation for communication and in this case, it seriously needs fortifying and current information. As another example, there is a grossly outdated study on the economic value hotels bring. This study lacks credibility and cites 2018 numbers, meaning pre-COVID. Hotels have not recovered from the pandemic yet, so those numbers simply do not tell a current story. I could go on.
- The city needs Twitter. The data on the website is out of date and has some broken links.
- Published public notices may not comply with GMA requirements. Please compare with other city and King County notices.
- Quarterly? magazine paper publishing as core communication strategy is not sufficient.
- Current Magazine is a plus but only comes out quarterly. Mailing with information where additional information and updates can be found -- on a website/blog, somewhere easy to access. I appreciate the information in Currents magazine and try to follow the blog. I also appreciated it when the mayor provided his opinion (in the Current mag) and vision for what this town could be. Transparency -- Communication-- for instance: There seemed to be a lot of misinformation about the hotel in the marina. I still don't know where it was supposed to be sited. It would really help if we could get the full story. I support smart development- but we need to find out what is really happening, otherwise people will react to misinformation. I would like it if the council members could be a little more approachable in the community. A greeting or friendly hello to your fellow Des Moines citizen would be most welcome. It might also open more communication.
- Follow through needed. No closure on the Water District issues, e.g., Harris cap issue.
- Keep up the Des Moines magazine it's good has all the info.
- SeeClickfix would be a better way for citizens to communicate with city departments. Like SeaTac city's responsive system.
- I can never find the city manager report on-line. It used to be available, but I haven't seen it since Piasecki left. The quarterly newsletter isn't adequate.
- I would like more information on emergency procedures - especially considering the horrific fires on Maui.
- More communication would be better. The only council member who seems to let us know what's happening is Councilmember Harris and that is via Facebook.
- This survey was an unexpected link in an unexpected email. This is dangerous. As a Cybersecurity professional it would be best if an email would have the full link of the destination rather than a shortened URL for readability or marketing.
- City needs consistent, TIMELY ways to notify residents. I follow Facebook, but we need a platform that reaches most/all citizens consistently. And in a format that is legible, easy to read. Not necessarily, artistic script type, fonts.
- Only to add that the city shouldn't base their actions on social media replies.
- Continually promote activities through Instagram and Facebook
- Constant contact email communication company and twitter





- More mailers and links to communication from the website on social media
- Is the Des Moines quarterly publication the only means of communication other than the community Facebook page?
- If I didn't subscribe to the Waterland Blog, I don't think I would know what was going on in Des Moines. A monthly email or mailed newsletter from the city would be helpful.
- We need a city newspaper. Not everyone is on the internet, and social media is slow, with most events showing up after the event, or too late to make or change plans.
- There needs to be improvement in advance notification of meetings and getting emergency notifications more quickly.
- Get rid of the City of Des Moines memo format and use shorter and succinct writing style - everything looks the same, and the bold typeface and capitalization makes it hard to scan. You can remove spurious information - if you are trying to communicate a road closure, I don't need to know all the people that were cc'd on it.
- Channel 21 should repeat city council meetings. Also post current activities. Rarely hear what is happening in the city. I heard more before when a flyer was mailed to everyone.
- City Currents is outdated and not timely enough. When information is put out by the city (social media or otherwise), it's usually short notice. The web site is clunky and difficult to find information on.
- The information is good but needs to be put out in a timely manner and in multiple ways.
- Please keep City Currents as a print magazine for those who do not access the internet.
- Seems the shareholders in Marina and making it a destination location while not providing affordable housing let alone services for our most in need. The houseless and our children most impacted by COVID and aircraft pollution should be funded. Buildings should be required to provide low income and be GREEN not just Market rates for property values to go up!
- Need communication more often. Some major communications have been done only a couple days in advance. That's not acceptable.
- Please hire a communications Director.





## Appendix B: Comments received on Question 5

Overall, how satisfied are you with the frequency and timeliness of the City's communications?

- I usually do not know about an issue until it is settled.
- Email group? Text?
- Questions need to be addressed, solutions are offered, strategies to put on agenda \_ Citizens up
- We have struggled to get clear and/or face to face communication from the building/permitting department. The communications we have had are not in "laymen" terms and calls are not returned. The lack of helpfulness in getting work approved, the delays and so on are borderline ridiculous. The department should be supporting and assisting their citizens in the home/property improvements because it better serves everyone and brings more money into the city's pockets due to the improved values!!!!
- When communication comes out it has been well written. However, those with differing experiences or perspectives understandably see mayor messages as propaganda that dismisses citizens. Cutting any public hearing sessions prior to deciding is another way mayor/council can easily communicate that they do not need/value public input. The improvement would be ensuring opportunities for public input as is traditional and ensuring there is communication regarding these opportunities. It's irritating when citizens feel like decisions are already a done deal and council/management is simply going through motions.
- Sometimes by the time I receive the magazine, the events are over or close to it.
- website is difficult to navigate, especially trying to look up projects, LUAs etc.
- More timely and more frequent
- Create a distribution list for email and text communications. Allow opt-in/opt-out. Model it after Puget Sound Energy notification system. When there is a power outage, I receive a text and email with information, and an update when it is resolved. It accurately sets expectations and reduces confusion among my neighbors.
- Get us accurate, timely information with less bias. Councilmember Harris actually seems to be the best communicator with his weekly blog whether you like him or not.
- I realize that you wish to emphasize the positive but an acknowledgment that crime exists would be useful. A map of where the police have been called, an update on an existing situation. For example, no one I know shops at Safeway any longer. What is Safeway allowed to do as far as seizing control from the criminals?
- I find that unless I dig for information, I simply don't know what's happening. Posting to a website doesn't help me because I have no idea something new has been posted. Honestly, it's quite frustrating.
- I love the Des Moines City Currents
- Our quarterly activity calendar, guide to events, classes is mixed. Great for seniors, and kids, not so much on the activities (really!) of government, development, and general growth activities of its city officials.
- Put out a newsletter on a monthly basis at least, and certainly after each special council meeting.
- Residents require more time to review and analyze information being presented before it goes into official proceedings and decision making.
- Listen to citizens before making decisions.



- Longer "heads up" before major decisions, and multiple methods for public input.
- Since the City does not have a newspaper, send out a monthly newsletter. Include police reports, building permits, human interest, etc. Perhaps make better use of the Waterland Blog.
- I would like to hear more from my council members (do I have a specific one?) and would appreciate it if they solicited feedback. Is there an easy place to find information? Mailing with website or blog? I try to read the council and marina meeting notes when possible.
- Maybe a monthly sheet outlining construction or renovation activities that impact traffic or getting around. The sheet could also include a brief note on development projects, and city-sponsored rec activities.
- The city needs a schedule for regular notifications as well as an effective method for special/emergency notifications to reach all residents in a timely way!
- At the very least, a daily newspaper
- There doesn't seem to be a communication plan or dedicated outlet. There needs to be a consistent go-to source for information followed up by other outlets to reach other audiences.
- More communication is needed in terms of plans and emergencies through multiple means.
- Maybe create a text-based emergency alert system. Something like that could have been used for our recent water issue.
- Transparency and accountability with the discontinuation of back room deals and bullying tactics by manager and Council heads!



## Appendix C: Comments received on Question 6

Which of the following sources do you prefer to use when looking for information related to City of Des Moines news, updates, or services?

- Waterland blog
- I love this magazine.
- Where are the posters, flyers, or factsheets at the key locations in the community as listed above?
- senior center had a very good monthly newsletter a few years ago, lots of senior news
- Mayor Pina and I met, and he listened to my ideas and concerns. Nice to have personal interest
- Re Channel 21...if that's not the "YouTube" channel, I'm wondering why it isn't productively used as other cities, King County and Washington State gov does...
- Just moved here. Everyone is nice and communicative. Attended mtg with new DM Chief and he is very witty and diplomatic and responsive to people's wishes.
- Internet searches based on areas of interest.
- I will never use Facebook because it has been taken over by hostel foreign powers.
- Des Moines Senior Center
- Instagram
- Neighborhood representative
- Waterland Blog as it's the closest thing we have to a vetted source of information.
- Communications in addition to traditional channels must keep up with technology and culture, but also not allow the Freeform misinformation mongers to take over.
- I think it should become a mission of the city to encourage, foster, and assist all businesses, and organizations to create and maintain their business website, and make one if they don't have one. It should be required to have a retail business in Des Moines, to better set WA's Des Moines apart from that one in IA. The occasional meetings with the mayor, council members, outside of their official duties, but as part of shared community pride, involvement, valuation, cleanup, etc.
- The website needs a lot of modernization with the assumption made that most residents expect a more robust, mobile friendly online experience.
- Scuttlebutt at the Quarterdeck or local businesses. Waterland blog.
- EBlasts, or automated phone calls. Email, possibly snail mail if time allows. I would like to use websites, but at best it's cumbersome.
- Daily or weekly newspaper
- Broadcast robo calls or a way to sign up for them.
- Monthly mailing to everyone the current news.
- Email notifications.
- The more communication the better.
- Des Moines Facebook group
- The City Manager should resume the weekly update reports to communicate what he does.



## Appendix D: Comments received on Question 7

Is there content you would like to see more of in the City's communications?

- Events and activities need to appear 2 months in advance of the event and continue until the event in the City Currents magazine.
- Break down how decisions are made for the city - who benefits from decisions to increase transparency of processes and educate citizens.
- More detailed information regarding development projects in the areas and projections for growth YoY.
- Create a variety of master plans/project plans that are vetted with public meetings and comments on documents, followed by city council review/approval is an in-depth method of communicating major topics/projects to all.
- The City Manager's weekly activity report with enough information to understand the activity. In the City Currents, accomplishments, etc. are simply a bullet point. So generic that we have no idea what happened!
- Information pertinent to our neighborhood (zone 5) within the City of Des Moines.
- Requiring people to sign up to speak at a council meeting BEFORE we have heard the conversation is ridiculous and designed to suppress public comments. That is a policy that needs to be changed.
- Redondo boardwalk could be a great place for a bulletin board.
- Transparency in finances - incoming/outgoing
- A far greater degree of disclosure by the city government.
- Consider having voluntary service or advisory committees.
- Airport Noise Pollution and assistance
- big picture discussion about the future--climate change, etc.
- Crime reports
- Volunteer events More communications on why you want to put in a hotel at the marina and take away public space.
- Monthly video updates from the mayor or city council members. I'm a videographer and would be willing to try and shoot a few of these to show the potential for it.  
Spencer@wandermanmedia.com
- I feel like we learn about things long after they happen or when it's too late for the public to engage.
- In any of the formats - more frequent "touches" on key issues (the absolute worst communication is when an issue is presented to council and passed the same night now - ouch - because that is no communication at all).
- work opportunities
- it is expensive to do all things at the same time all the time, but it is important to have this sort of information available easily for people to hear, read, and access, however. YouTube, 21, and other media channels make a great place to start!
- All the above. It's called communication.
- No longer put a dot where you want something done, actually bring forth open dialogue.
- The city needs to be more transparent in their decision-making processes.



- Anything the council is going to be asked to vote on should be disseminated to them and to the public AT LEAST a week in advance, not on the night it is discussed at council meetings.
- Question six noted neighborhood-based activities with city council and staff. I have yet to see one posted other than the mayor's Coffee with the Mayor.
- Sorry, but City Currents is not where it's at.
- Perhaps an overview of community concerns and suggestions you've received, with the council's responses.
- Ways people are making a positive impact in our community.
- Instead of telling us what is already decided.... ask us what we think.
- I am satisfied with the city's communication efforts. You're doing a great job!
- City attorney actions and hostile environment created by management.
- The city relies too heavily on Facebook.
- Would love to see more transparency between the city to the taxpayers. How is our money being spent and where, for example. Who works here and what do they do? Staff profiles would be nice. Create a community of accessibility.



## Appendix E: Comments received on Question 8

Have you ever attended City-hosted meetings or events and what was your experience.

- I have partial disability - it is hard to get to events.
- Encourage participation open forums in schools, outside City Hall, pet parades, apple eating contest, community building events.
- would like to have city manager talk.
- Personally, I won't attend the meeting.
- The council members would not look at or respond to residents who got up and spoke about issues.
- Before major decisions are made that will impact the communication significantly. People need to know how they can impact their decisions.
- Make communications clear - welcoming and repeat as needed. Mics that work, greeters who are friendly.
- Don't get info on when they are happening.
- I am part of the Redondo Community Group
- Again, my experience was that there was not a genuine interest in public input or questions. Please don't assume that because one is "elected" a manager that he/she knows best.
- The city manager will not answer any questions from Comments in city meetings.
- The community picnic in the parking lot was nice, a wonderful effort, but I felt uncomfortable.
- Attended a meeting via Zoom and appreciated having that option.
- Very few of these occur. It is nice when they occur, but rarely is the content complete or is there an opportunity for the public to engage. Usually it is a "one and done" event and they call it public engagement /Transparency.
- We need advance notice of meetings. We need regularly scheduled community meetings. We need proper audio/visual equipment. We need a large community meeting place.
- Have attended Redondo community meetings with city officials - mayor and police chief and found them to be very informative.
- Redondo meetings at the MAST center
- wanted to speak at a city council meeting and did not know you had to sign up.
- The Redondo engagement has been super helpful; however, it's taking too long to address our traffic issues. We were told the ticketing would be up and running June 2023 and now it's Dec 2023. We have heard NO updates confirming this can be achieved in Dec.
- Lots of lip service but completed. Take the speed camera installation on Redondo Beach drive for instance...they were supposed to be installed and up and running in early June, it's nearly Oct and zip...meanwhile the traffic and speeders are overwhelming...
- Talk, Talk, Talk, city makes decisions, takes too long to put them in place.
- I tried to attend an event at the aquarium, but it was full, and I had to put my name on a waiting list. then the follow up event didn't work with a normal work schedule
- I attended and the experience was neither positive nor negative.
- The city government hides way too much information, and very rarely seeks actual input from residents.



- Mixed reviews on city events. Council Meetings are disgraceful and embarrassing and should not be the only forum where residents receive information about what is happening with our city budget and planning.
- Why is there no "neutral" choice? Is it more important for meetings/events to be positive/negative or transparently informative?
- timing and accessibility (I am disabled) is an issue. Could more of the events be hybrid?
- I wanted to. I really did. And I found out they happened afterward. So frustrating.
- Meeting discussion was fine; however, the meeting was way too LONG, especially for someone who has a day job. The meetings need to move quicker or be structured to proceed more efficiently.
- Usually don't hear about them or when.
- More communication, advertisement needed to know when/where/what is happening. Everything seems geared toward the older generation. Sometimes I've noticed talks with the mayor happen during the workday. How can you reach and include the diverse community that is Des Moines. Not simply the over 50 crowd?
- Many of the city meetings seemed very thrown together and the content from the city manager, city council member or speaker did not seem rehearsed or entirely thought through. The city manager and city council members do not dress professionally/tidy though the city staff generally does. Kind of has an amateur feel compared to other cities I've lived in.
- I went to coffee with a cop Left after 15 minutes when cops chose to talk to one another rather than residents.
- I attended a Coffee with a Cop. It was a huge waste of time because the cops talked to each other in small groups, but largely ignored those attending. They were not very approachable. Why bother with these if you're not going to approach residents and talk?
- Both apply. Suggest that more, true, open town hall style forums be held on sensitive/controversial issues. This is hard - but better - than avoiding true engagement.
- Drama of personal lives and agendas overshadow the needs of the community. Not equipped for the growth of the community, years behind the social era as its residents and problems to address.
- I attended the community input event at the marina several years ago and it was generally positive at the time, but I have heard very little about any action resulting from that meeting, except for the presentation to the council about the marina master plan, which I learned about by accident the week of the presentation. There should have been multiple progress reports and opportunities for feedback in the years between the community meeting and the unveiling of the plan.
- What is a city hosted event? I go to the farmers market and marina area often, but I don't know what is or isn't hosted by the city.
- The mayor told me when I attended a meeting about the Pacific ridge that I was just there to be a distraction.
- Meeting times have always conflicted with my work schedule.
- Would like to see more Community engagement (allowing residents the opportunity to ask questions, and not just a presentation)
- I work most of the time when events are occurring.
- Events aren't always communicated in a timely or efficient manner.



- Putting colored dots on a map where we want the cafe to go is preposterous.
- I know the city council wants to expand tourism in our city. With everything going on in the state and county I would rather have the resources go for making the city safe and a great place to live and then go for tourism. Many times, I feel like the residents' input at meetings is blown off.
- When the city hosts meetings/events, councilmembers and applicable contractors are available and responsive. Getting news of these meetings/events out well ahead of time to the broad community is key for meaningful participation and feedback for all parties.
- The council relies too much on the city manager and there are two council members who are regularly "shut out" when they request meaningful discussions.
- Coffee with a Cop is a joke and virtually inaccessible to the public as most of the events -- including the last four for the years - take place in the mornings when most of the city's residents are working. Why bother? You're simply checking a box, saying yes, we have Coffee with a Cop. I'm not aware of any other city sponsored events.
- The city manager was dismissive of the need to include broader community feedback. I had a very disappointed response.
- I have attended Farmers markets. But find the timing and accessibility of many events, especially city council, to not sufficient.
- My past attending experience was neutral.
- The council was rude and dismissive to the public during the public comment period.
- Things and plans discussed at that meeting never came to fruition.
- I have watched City council meetings when I happen upon one on channel 21. The meetings are not consistent in time or days of month.
- At times, the meetings seemed to be a half-hearted effort to go through the motions or to sell the community on something. Other times, questions got answered which was the purpose.
- We as citizens opinions were not valued. Even though we are longtime residents.
- I attended meetings years ago but not with the current council members.
- Eye rolls by city officials while serious concerns being talked about. The hostile bullying during committee meetings when trying to hold them accountable is another instance.
- Sometimes more than one citywide meeting is necessary to include more residents.
- City staff are often condescending and negative.





## Appendix F: Comments received on Question 9

How easy is it to find and access the information you need on the City's website?

- Please include park value hours of trader work in residential areas - music/noise
- Elderly people don't have technology.
- I don't easily find events, can't find music parks, dates etc.
- I think the website has gotten better but during Covid, it was horrible!!
- The homepage is quite confusing and does not show breaks or the latest news.
- There should be a website section on every major project or topic of interest and a summary of the area and latest status on progress.
- It is just frustrating. Most people use their phones, and searching for recent agendas might come up with November 2022. There is always something. Hire a communications director and technical expert. Usually, they are the same person.
- I have trouble finding updates on planned funding for initiatives. For example, I am interested on parks and recreation improvements (building/maintaining tennis or pickleball courts). I the parks and recreation email address on the city's website but did not receive a response.
- Clunky. Search feature not very inclusive
- More guidelines on whom to call or how to report maintenance and safety issues. (We often find massive amounts of broken glass that remain for long periods in walking areas, for instance. I don't have the equipment to remove it all properly.) Also, who to call when drivers are misbehaving on Beach Drive. I have tried the non-emergency number and the non-emergency website without success. I don't know when the problem rises to the level that a 9-1-1 call is appropriate.
- If you write to have a safety issue addressed and nothing is done, someone needs to get back to you and explain why.
- finding out city permit office has virtual hours was not listed. Also, information on my permit's web site is not listed - what it is - how to use it ...
- Develop a "newsroom" or blog section to better capture information about the city's initiatives, events, etc.
- Road improvements/repaving, south end of DM meeting FW on 1st Ave & leaving Redondo up to 16th Ave.
- Modernize and get an app.
- A simpler layout.
- Provide actual information on city planning and finances; 2) The search functions are atrocious.
- The website is disappointing. Navigation is not intuitive, pertinent information is not readily available. Lots of old data comes up on Google searches. Clearly it is not well managed.
- Building permit and information.
- Reporting violations of environmental regulations should be easier to find. more email addresses for departments, not just for council members.
- If I know what I'm looking for, I can find it. The problem is what I don't know that I don't know...
- Information is fairly nested. Bring the stuff that people care about to the top page.
- There is not one place for all the information. I don't want to visit several social media sites.



- Better UX. Everything is the same size, it's not visually interesting, it all blends together. Use white space strategically, add graphics, hire an expert.
- Rebuild the website from the ground up with a more modern look, better organization, and in a way that the city staff can easily update it, so it stays current.
- It needs complete redesign. It lacks engagement, pride in the city and meaningful presentation.
- I would like more information about building projects that are planned or already in the works. What are they? What is planned for this lot?
- This site needs to be completely revamped. If other communities can produce visually engaging and welcoming content, so can Des Moines.
- hire someone that knows what they're doing.
- It's very impersonal and dry. Include more fun pictures. Reword things to still be professional but also with a friendly feel.
- We suggest setting up sections in the DM city website for each of the 7 City Zones mentioned in survey point #2 above. Each zone could be numbered and named and have representatives from the citizenry and the city government ALL providing regular input for each zone. This would allow us ALL to see the WHOLE CITY and better prioritize our joint goals and issues. Then we might be able to WORK TOGETHER on them.
- There is a very apparent problem with lack of transparency regarding city growth and development ideas, projects, and agreements. This needs to be corrected.
- The design is clunky but that is typical with any government website.
- Improve useability of the website
- More crosswalks on 1st Ave S/509 East/West traveling N/S from downtown Des Moines to Burien.
- Modern UI principals should be employed in a complete redesign of the city's website. Put relevant updates and info front and center. Ex; public comment, City Council meeting schedules.
- Total revamp! And see [www.EngageKentParks.com](http://www.EngageKentParks.com) for good ways to engage with the community on upcoming proposed projects.
- It needs to be completely overhauled, like start over. There are wonderful examples of engaging web sites. Just look at other places like Redmond, Mountlake Terrace or say, Burien. What's the first thing you see on Burien's web page? Welcome to Burien. The city's web site is not very welcoming. If I'm looking for a place to live, I walk away with very little knowledge about the city as opposed to the other cities noted. I could spend an hour reviewing the city's web site.
- It depends on the information you need. A lot of information is there, it just may take a lot of time and energy to find it.
- The website has many deadlinks and is poorly organized.
- News and events on the main page. Better drop-down menus that make it easy to find content intuitively.
- We need an experienced professional website developer. The current website is not intuitive.
- I don't like that most information is converted to PDF files, rather than taking me to a new page online.
- Add more links on home page.



- The website needs to be reviewed and made more user friendly. Include a section for all community events like destination Des Moines, Legacy Foundation, Church Bazaars, etc. One stop shopping.
- The events calendar on the website is what I am generally looking for, if it could be subscribed to or available as a calendar URL, I could reference from my personal calendar that would be great. The only thing I would suggest is don't show canceled meeting or show as a different color. You want to make this as clean as possible. Also consider filter by type of event. The UI readability of the city's webpage could be improved. The navigation menus are way too wordy, the links for where I can find and how do I all run together, and search is not prominent. I am guessing you have a turnkey site builder program, and it could be much improved and modernized.
- Visually, it's uninteresting and graphically boring, stale and dated. Lots of clicking on text just to find things. Graphics or visuals representing the categories would make it read better and easier to navigate.



## Appendix G: Comments received on Question 10

If you previously visited the City's webpage, why did you visit and did you find what you needed?

- Curiosity
- Fixit form and comments I get feedback, that's good but follow through!
- Not easy to navigate.
- Yes, after too much time of searching!
- Water issue, development news, event calendar
- No, no animal control.
- Crime blotter, National Night Out, and Events. Yes.
- National Night Out registration
- To try to find more information about local community events like Seafair parade or bingo. Not easy to find helpful information about local community or social events.
- I was looking for info on animal control.
- City public works department.
- See updates on a park.
- We were looking for a way to dispose of (or recycle) an outdated fire extinguisher. Could not reach a local fire department via phone. Discovered a hazardous waste collection in Burien.
- When I was starting a business that since has closed.
- I was looking for property line info and could not find what I needed.
- No reason; just wanted to check it out.
- The last time I went on the website I was looking for a parking pass for the marina and found information on utility bill help I had no idea about.
- Building permits.
- Barnes creek trail improvement/extension over 516 projects
- The web site fails to tell me anything about the city the way other municipalities do. As of this writing the new police chief has been in place for two weeks. He's not even on the city's web site yet. Then again, there is absolutely no information about the department, but still, how hard is it to have something current like a change in leadership. The fact that the city's web page is stuck in the early 1990s is nothing new, so I'm not sure what you hope to do with this information.
- Marine news. Somewhat.
- Researching issues and topics - very mixed bag on results.
- Was looking for the marina plan and found a plethora of information.
- Pet license info. Classes and rec activities.
- Permit application and process
- Permit info
- Sometimes I find it. Sometimes not.
- Events calendar. yes, with comments above.
- The potholes needed filled and roadside brush needed trimmed. Looking for permit information.
- To rent facility at DM Beach Park, usually, although sometimes phone number given was not answered and no opportunity to leave message. Also have used Fix-it Form -- good response to that.
- Looking for updates and eventually I found what I was looking for.



- Council information and actions taken by City management.
- To find council meeting info.
- Planning department for permits and the like. They are a very helpful nice group!
- I tried to find older copies of City Currents; it was difficult.



## Appendix H: Comments received on Question 11

Would you recommend any of the following improvements to the City's webpage?

- Photos of recent event, such as Waterland, farmers' market, night out against crime
- Not all elderly people have technology.
- A lot of people don't spend a lot of time on the computer we need other easy options.
- I recall looking for info and the website was outdated. This may have been during COVID.
- Section for status of projects underway
- The content is fine, which is more important than the visual appeal. This could use some work but is not a high priority. Again, content counts the most.
- Email links for departments.
- My issues are more about what I don't know that I don't know and how to find out about it.
- ADA and HTML 5 compliance.
- Rebuild the website from the ground up with a more modern look, better organization, and in a way that the city staff can easily update it, so it stays current.
- The fact that these questions are being asked shows a huge disconnect. Why keep studying an issue the city freely admits needs work Just do the work.
- Again, this web site needs to be completely redone. Honestly, a survey such as this is not needed for people to know the web site is about three decades outdated. If the right people haven't figured it out by now, will this survey really open their eyes?
- Not looked at the page forever
- Some pages are not mobile-friendly (I.e., staff directory). Very few visuals, so the city is missing an opportunity to attract visitors and new residents. The website could be a vehicle for presenting the city's story—its amenities and why anyone would want to visit or open a business here. When you land on the home page, one of the main things you see is the Zenith demolition permit (which people may not recognize as Landmark property) and the information is a year old.
- Directness. Honesty.
- More maps to help me understand where a project or event is. I've lived here for more than 35 years, but I don't know all the street names and numbers to understand locations I read about. I would like to be able to opt-in to email updates with frequency between biweekly and monthly.
- Making sure the information is current. Information provided on city sites (e.g., building codes) has not been updated or conflicts with information provided to city employees.
- Searches bring up irrelevant documents instead of links to the information on the website.
- I would love to help redesign the site.
- You're doing a great job!
- intention means everything! Creating anti-camping legislation to target our houseless we are currently pushing off to neighboring Cities with rides to DAY SHELTERS. Shameful at best
- Ensure the whole website is mobile-friendly.



## Appendix I: Comments received on Question 12

How easy is it to get helpful information or assistance in a timely manner when you engage with City staff by phone, email, or in-person?

- A couple of years ago, I had a question. Got a well explained answer.
- More key words. navigation is tricky now.
- blame some of this on COVID.
- It has always been easy to reach the department and the response has been within a day or less.
- Channel 21 not advertised.
- More online options (chat, more options on website)
- I have emailed city council members in the past and they have responded.
- Haven't tried since 2020 and during Covid. Gave up on building projects.
- Identify staff (contact info) with the project, plan, or other topic so one would know who/how to contact them.
- The police are fantastic - Ease of working with Public Works needs a lot of improvement - I'm not talking about problems with laws & requirements - I'm referring to ease of use working with the public works system.
- Try returning emails.
- Everyone except the planning department is good to great.
- Does the City have a tracking system for all citizen requests and questions? It could be used to ensure that a timely response is given.
- I'm grateful for the people who are there to answer our calls and help us.
- Email can be a little slow but talking to someone by phone is ideal.
- Have enough city staff so that they aren't so overloaded that they can't get back to you ever (frequently in my experience) or in a timely fashion. It's bad for businesses, builders, and citizens who live here.
- It depends on the department.
- Don't ignore your constituents.
- It depends on the person - some are super speedy in response and others never respond.
- The city manager gives no answers, most of the council gets defensive and rude. There's only one CM who while I dislike their political leaning responds in a meaningful way.
- I have found the responses to be made from emailing the council prompt, but again I felt like I am being blown off.
- City staff are not terribly responsive, in my experience (except one time when I called). I usually must make multiple attempts before return contact is made.
- A Communications director as the gatekeeper rather than the CAO.
- The parks department is well run.
- Bonnie Wilkins is very quick to answer questions. I greatly appreciate her.
- Once I reached the correct people, they were great.
- Better understand who to request city landscape requests and sidewalk lighting issues in Marina district.
- Sometimes I get a response and occasionally I have entered "fix it" type tickets that haven't received action unless I request multiple times.



## Appendix J: Comments received on Question 13

What are your priorities for improving how the City communicates and engages with the community?

- Use social media more.
- Have a once-a-month public forum for Q&A on topics of interest.
- All are covered in previous responses. Redundant questions.
- All of the above assume I KNOW what is upcoming. To me the major challenge is pushing out the info in the first place (email notifications please!!)
- Needs a little bit of nightlife. Be attractive to younger crowds.
- I don't use social media but, again, just a simple email newsletter would be wonderful.
- A city app or QR codes spread throughout public places that direct people to the events page on the website.
- Consider high-definition digital displays in targeted high visibility locations to replace old fashioned bulletin boards. Locations to start with would be the Marina, City Hall, Redondo Parking Lot, and top of future Green Street/at the Des Moines Theater.
- Don't rely on a single platform Cross reference Pull outdated information off the site like financial studies.
- I cannot stress the last box enough. Completely reimagine the city's website. Again, it should not take a survey to figure that out. It says hold more community meetings or town halls. Have there been any the last year or two? Other than the inaccessible Coffee with a Cop?
- The city should/could do more to communicate/summarize to citizens about what decisions will be made at a Council meeting - simply posting an agenda and packet is - for most folks - information overload and lost. IF there will be a staff PowerPoint shared at the meeting explaining a topic, why not share it in advance (to Council, for crying out loud of course and citizens?). These presentations must be very useful, or they wouldn't take up so much time at a meeting.
- Invest in a communications director who can develop a strategic communications plan based on community input about its information/ communication needs.
- hire someone that knows what they're doing.
- Make it so people who are not online can find out information! We need an off-line communication source.
- I think the city should use social media more, but in a better way. Posting something using a boring city template to one Facebook group and then reposting to others doesn't help if the original communication is bad. The city should hire a skilled communications manager who knows how to communicate visually to reach a wide audience. Spend some time with the City of Kent's communications team - they are best in class.
- Listen to the residents.
- When asking for comments, please provide the context or background so my comments can be thoughtful.
- Make information easier to access and provide feedback. Like an app or other system that people can use more readily.





- If the public speaks - try listening for a change. We might not all PhD types but on many subjects we can out think, out implement, and compromise better than some of the city power-mongers.
- Aren't we paying some company to be working on this ?
- Please use Constant Contact. Then we could decide which council mtgs were important to go to.
- Newspaper
- Post City Council meetings online and repeat on channel 21. What is posted by the City council is usually opinions and not formal meeting minutes. Post other city information on channel 21.
- A monthly publication would be better than a quarterly. More notice for meetings and events would be effective in getting the community involved.
- Foster community spirit and communication in each of the zones outlined at the beginning of the survey.
- Go into the other community areas instead of just the marina matters mentality.
- Bring back the 30 days wait or second reading of new ordinances.



## Appendix K: Comments received on Question 14

Are there any specific communication platforms or methods you believe we should consider adopting in the future?

- Set up USPS
- would like to use email- am willing to opt-in
- Mail out info on backgrounds of all elections
- I really like the coffee with a police chief/officer/mayor idea.
- Make the website easy! One click now you have to scroll and search, etc.
- Mailings. People pay more attention to things they receive in the mail.
- engage with residents.
- hard copy - sent out before major events/decisions. Send it out to residents - about upcoming town halls. list action/steps
- Be on the same page as others within your office/jurisdiction. If your inspectors are willing to pass something and your permit/building office says just the opposite what is that telling you?
- Instagram. It's the most used.
- An email blast or virtual mailing list. Not sure this already exists.
- City blog which is updated frequently and provides options for public comment. Frequent posts on DM Facebook pages.
- I would like to see a social media page like Instagram for our city to disperse information and to highlight community meetings, successes and areas of improvement.
- Attending council meetings via Zoom as night driving is an issue.
- Use TV channel 21 for delivering presentations that were previously presented and are of great interest to the public. (This is playing back prerecorded information - not live presentations.)
- All are covered in previous responses. Redundant questions.
- Just improve website. I'm not on Facebook.
- I'm a boomer so not up on the latest and greatest - but willing to learn.
- Improve websites, expand communications and medium of communications to social media pages, including Instagram, TikTok and potentially others as they become popular.
- Emails!!
- I think communication by zones could be helpful. We all have different community needs.
- A monthly email with specific subjects addressed (subjects like police activity, politics, projects, etc.) chosen by the end user.
- direct to text message
- Using modern digital technologies to communicate.
- YouTube live stream meetings where we can ask questions.
- email communications
- We visited Beaverton, Oregon, recently where a friend is on their urban renewal group that meets monthly to review and provide feedback about ideas the city is looking into. I cannot find an active community review and feedback group in Des Moines. We need this kind of group to provide feedback so that city time and resources are not wasted. Des Moines has so much potential. Meeting with other city officials that are making gradual progress to improving their cities (like Beaverton) would be helpful to hear about their lessons learned.



- Make the website searchable.
- advisory committees- seems everything decided by unaccountable staff.
- A notifications platform that provides Email and text notifications. The challenge is that social media platforms will change in popularity and frequency of use, but phone and text are more stable. Younger generation residents and workers do not use Facebook, nor do many older residents, so you are missing big contingencies at both ends of the age spectrum.
- next-door, Instagram, Facebook
- how about an email list that comes out a couple times a month with links for surveys, info etc.
- Instagram - used by a lot of people with partnership opportunities Twitter (or whatever becomes the new Twitter) Reddit - WSDOT does a great job updating communities here.
- Yes - email or text notifications (resident opt in) with info on upcoming meetings, events, info sessions, issues and other important info.
- Use Des Moines Community Facebook to announce important information.
- Instagram
- Consider building an app.
- Flyer or mailing occasionally to explain where to locate information or service.
- Have a city of Des Moines WA IG and have influencers in the area post on local events and local businesses and show people to come visit the Marina.
- Email newsletter!!!
- As already stated, Instagram. - Do you have an email list? If not, add one for monthly emails with events, projects, business features, etc. - QR codes, just like you used for this survey
- A city app
- Text option got updates.
- Subscription email on a bi-weekly or monthly basis.
- Instagram and Twitter are easy to employ.
- Don't rely on just a single platform to get your message delivered. I missed an important opportunity to meet the police chief candidates because I paid attention only to the department's Facebook page. The department gave about four to five hours' notice.
- Twitter, Facebook, Physical pamphlets/letters in the mail
- I think communication should continue to be offered on many platforms and that the city magazine should have more content about city council decisions and opportunities for citizens to comment or know when they can comment on proposals. It seems like they don't really want residents to know what is going on. I wish the city would put more emphasis on protecting green space and the unsheltered in our midst. This stuff is never discussed out in the open as far as I can tell.
- Email newsletters are an effective and relatively inexpensive engagement tool.
- more about communication ethics is honesty.
- I suggest majoring in ONE PLACE that you would like ALL people to go to get information and be able to comment and participate. Using too many sites means some people will miss out. Let's point everyone first to: <http://www.desmoineswa.gov> and then have that site direct us to others ONLY if absolutely necessary.
- Mailing letter



- Facebook, Instagram, and Threads are all easy to integrate since they are all Meta products. It's easy to cross-post and reach different audiences. Having an emergency management mass communication tool (Early Alert, etc.) or a reverse 911 would be good for things like boil notices.
- Opt-in push IMs for important news/events
- Community meetings
- Consider using X (Twitter) and Facebook to publicize open comments, City Council and other pressing events. Consider having an option for residents to receive SMS (texts) of these same updates.
- e-mail newsletter promoted on website, Facebook, etc.
- An app that can push critical information out within minutes rather than hours or days.
- The city seems to rely on single platform messaging rather than cross platform.
- Twitter/x
- Seeclickfix
- Listen to community members. Instead of plowing ahead with a pet project, take time to hear what community members think is important to them and their families.
- Community radio station
- No, because you don't keep it up to date it's worthless other than a reference footnote.
- E Mail, Text, Mail. If using social media, realize many people either don't use it, nor check frequently, or perhaps don't have a smart phone.
- Not Twitter. I only need one social media account.
- Constant contact and twitter
- Newspaper
- Robocalls for important issues, emergency alerts.
- The ability to aggregate multiples sources and conversely the ability to distribute a piece of information to multiple channels.
- Mail out information packet as to where to locate information.
- Website and social media. Maybe a monthly flyer that can be posted throughout town or downloadable from the web site to share.
- Feet on the ground
- Listserv would be helpful and simple to set up. Less Facebook.



## Appendix K: Comments received on Question 14

Do you have any additional comments or suggestions regarding our communication efforts?

- **Tools and materials for public communication and engagement:**
  - Noticeboard i.e.: marina kiosk - again under-utilized. Posters at Fred Meyer, Safeway - where people go - libraries, restaurants, easy to see.
  - Send email to residents and keep them updated without going to the websites.
  - Less communication required by technology.
  - Maybe a local information board
  - Rather than putting notices up of building plans - land destruction let know via web and how will improve Des Moines overall.
  - More timely information maybe a monthly update
  - Not very timely and frequently does not offer opportunities for public comment or debate. Sounds like a mandate from the city-for example the hotel at the marina proposal.
  - When you have future comment meetings, allow more time for public comment. Put up presentation so people in the back can see, not on a TV monitor. Do not make votes a yes only vote with different choices as the option. What happened to "NO"?
  - Keep improving by hiring an experienced communications person with website experience.
  - Look to other government or public agencies for tools or processes being used to communicate effectively with a large, diverse audience.
  - Find a communications professional with experience in crisis management. The "hotel in the marina" debacle could have been averted if the City had someone who could have been proactive and gotten in front of the issue before it exploded. Planning can prevent crises like these. The City of Kent's communications team is the best. The National Park Service also has a great communications team. Check both out on Facebook and you'll see what Des Moines' communications could be.
  - There's room for improvement! It takes a qualified professional to provide a successful communication plan with implementation.
  - Remote public comment at City Council meetings. Record and broadcast City Council Committee meetings.
- **Expectations to the City and City staff:**
  - It is important that the council major believe and understand the work for Des Moines citizens, not for personal gain or reputation. I don't like the way and have seen them treat certain council members when they don't agree, or someone asks questions.
  - Get residents opinions when building acres of trees have been torn down and replaced with warehouses. Appreciate the efforts to keep homeless "unhoused" encampments out of the city. City needs to deal more with SeaTac regarding airport noise and machinery running at 2am from the airport area Have more activities music in other seasons besides summer.
  - Thank you for seeking feedback. I hope that feedback is heard/processed even if it conflicts with a preconceived perception.



- Make sure this effort moves forward with implementation of recommendations. There could be some loss of interest after the election.
- Think about the intended audience - how the message being communicated will impact them. Along with their possible lack of knowledge on the subject & lack of technical skills in using tools available.
- Change the culture of hiding information. Change the culture to actually seek feedback from the public.
- I think the magazine is great and the website is fine for issues with your home. But we need a better means of communication about the events and life of the city that you are working to create.
- When it comes to municipal government, tell them what you are going to tell them, then tell them, and then tell them what you told them.
- I'm excited that you are looking for ways to increase your communication efforts. Thank you for asking about our experiences and suggestions. In general: - more channels - more often - consider how to be more inclusive with our diverse community. Who's being left out, who are you not reaching? - invest in a: graphic designer, UX consultant, social media/communications manager - does the demographic of your team mirror the demographic of the people you are serving? If not, whose voice/perspective is missing? I look forward to (hopefully!) hearing about the information you gathered through this survey and what you are going to do with it. How can we stay informed? This survey could have been a good opportunity to gather email addresses of people who want to know what's next in this process or stay updated on city happenings.
- We are not the small, sleepy town we once were and the city manager, council, and staff really need to step up their game as the expectations of the community have changed. I will give select city council members major credit for going out of their way to attend and make themselves available to the community at places like the Farmers Market, Marina Mercantile, etc.
- The fact that you're asking questions that have largely been answered by the very fact that a consultant has been hired illustrates a lot of wheel spinning. As noted above, why wait to begin a redesign Start now It's a dynamic product You can always tweak it.
- I cannot emphasize this enough. Reimage the web page. It should have been done yesterday. Again, you don't need a survey to figure that out. The mayor just wrote about pride in the city. The web page hardly demonstrates any pride or welcomes people to the city the way other municipalities do.
- A city of our size needs dedicated communications and community engagement staff. This would not only serve current residents, but it would also enhance economic development efforts by creating positive buzz about the community. Look at Burien. It has none of the natural assets Des Moines has.
- It doesn't seem like all the different parts of City of DM work together. The Arts commission does their own thing, parks and rec do their own thing, city of DM staff do their own thing, police, etc. No one seems to know what the other is doing. Think what great programs and services could be brought to the community if all these organizations worked together.
- Be clear from the beginning and no hidden agendas, take public seriously.



- Do more to ask for engagement from the residents instead of quietly moving through agendas, public comment periods and decisions which affect all residents, especially the property owners (taxpayers).
- I hope this is not the final word on communication. Dialogue is much better than a survey, which cannot be deemed scientific or the slightest bit conclusive.
- **Other issues the City should take actions on:**
  - Enact ordinance to prohibit after-market exhaust systems on cars driving beside boardwalk. This would easily be enforced. Not really different from prohibition upon compression brakes for big rigs. Increased police presence/enforcement along Beach Dr the park and boat launch parking lot. In the past two months, increased police patrols have had a dramatic effect on noise and reckless driving. Haven't eliminated it but I'd guess 70% reduction.
  - Precise clear directives that are appropriate to individual projects due to unusual properties in the area instead of being referred to the general requirements online. There is not one size that fits all and it seems the rules change with new hires. It can be needlessly costly and extremely stressful.
  - I bought my first house near the police station and there are so many extremely loud cars in this neighborhood that drive really fast, it's scary to walk around with my dogs. If we had sidewalks around the neighborhood in 220th towards the park I think it would be a lot safer and look better for the city, they had a bad reputation unfortunately. There's so much potential for upkeep and making this little area appealing. Let's do it.
  - My husband and I are elderly and have lived in Des Moines for 36 years, but now in Wesley Retirement Center. We are not really keeping up with current issues.
  - I would like to see more info on upcoming projects and plans.
  - Sometimes it seems communications are designed to look like keeping people informed while making it hard to know what is going on - or coming up. I'm really hoping you can help!
  - Need more locations and more often with facts, events. Many times, just driving around I find what is happening before hearing anything.
- **Encouragements and appreciations:**
  - We live in the information age. Effective communication is vital to a successful business, organization, and governmental agency. Invest in your communication efforts and you'll not only better promote the City of Des Moines, but you can bring together and connect your community by doing so.
  - I have attended the Redondo community meetings, and I am very pleased that we now have those meetings. I have become far more interested in the community since we started.
  - Thank goodness for councilman Harris' Facebook otherwise I would never know anything.
  - Thanks for doing this!
  - We Des Moines!
  - The city has improved its communications. The survey is an example. Thank you!
  - Do more, do better!
  - Like the effort.



- Thank you for asking.
- Not perfect but getting better.
- Keep up the good work.
- Thank you for the survey!





## City of Des Moines Communications Assessment Peer City Interview Summary

### Introduction

The City of Des Moines is conducting a comprehensive assessment of internal and external communications and engagement practices to learn how to serve the evolving needs of a diverse and growing city. The City has conducted interviews with City staff members, Councilmembers, held two focus groups, and hosted a community-wide survey. Another element of the assessment was to select a peer city to interview and learn about their communications strategies, internal and external, and community engagement.

While the City strove to interview a peer with a Council-Manager form of government like itself, it selected the City of Edmonds, which has a strong-mayor government, to interview as a peer city because of their:

- Similar population size – Des Moines has a population of nearly 33,000 while Edmonds has a population of nearly 43,000
- Similar geographic elements – both have waterfronts and are situated next to I-5
- Dedicated communications professional on staff

The consultant team virtually interviewed Kelsey Foster, Communications Strategist/Public Information Officer (PIO), for an hour on December 22, 2023. See Appendix A for the interview questions.

### Interview Highlights

The City of Edmonds did not have a dedicated communications staff person until 2019, when the outgoing mayor included a part-time communications staff position in the next budget cycle. This part-time role expanded into a full-time position when the City recognized the value and need for a dedicated communications professional. The current Communications Strategist/PIO, Kelsey Foster, has been in the role for three years and is still building out the City's communications strategies and practices. While her position sits in the Mayor's office, she serves all City departments. She works closely with the police department's PIO when needed, for example, when hosting tabletop exercises to respond to natural disasters. As her position is relatively new, Kelsey continues to educate her colleagues and City Councilmembers on her role and the support and skillset she can bring to all departments and their communications needs.

### Edmonds Communications Strategy

While still developing the City's communications and engagement strategies and practices, Kelsey shared some insights.

- Kelsey strives to build communication request timelines that have sufficient lead time in order to prioritize and plan communications based on urgency or strategic needs. Sufficient lead time allows buffer room in cases when more urgent requests or events occur and need immediate attention and focus. As city staff adjust to having more centralized, structured communications through Kelsey, rather than having to handle communications themselves as individual departments, they are adjusting to getting materials to Kelsey sooner to post or send out. As the central person, Kelsey is able to see all communications needs from across the City and can plan when the most strategic time is to release different communications.
- She has a focus on building relationships with colleagues to educate them about her role and the support and skillset she brings to support the City's communications and engagement needs.
  - This work to build inter-City relationships supports information sharing so that Kelsey can proactively help create marketing plans for big upcoming events.
- In addition to building relationships within the City, Kelsey has a network of communications/PIO professionals from neighboring cities that meets monthly to support one another and share best practices.
- The Mayor mandated that all press releases must go through Kelsey to improve consistency. While Kelsey is the central person, some departments write their own press releases while Kelsey supports others by helping write, format, or make the content accessible for the public.
- Kelsey wants to incorporate more relational, human-centered stories as part of the City's communications.
- Be realistic about what can be done consistently and done well, which means not using every possible communications tool available, especially with a communications team of one person. Kelsey prioritizes using tools that will reach community members and meet their needs.

### Community Engagement

The City of Edmonds uses hyper local media to advertise events, meetings, and share surveys. With limited resources, the City tries to use creative strategies for their community engagement. One example Kelsey gave was asking a city planner to identify specific households within a 1.5-mile radius from a project area to send project postcards. Additionally, the city used yard signs posted at pedestrian access points within a 1.5-mile radius of the project to reach people who walked or rolled within the project area. The City's current strategy is to be as proactive as possible in their communications and outreach.

### Tools and Methods

The City uses several different tools and methods to effectively reach people, including:

- Launching a quarterly printed newsletter one year ago to reach people who prefer to get their news and communications in print form.
- Using Facebook and Instagram social media platforms, which get pretty good engagement. There is a City Facebook and several active Edmonds community Facebook pages. The City will occasionally run targeted ads for specific projects.

- Planning to host a “Civic 101” course to help community members learn about what the different City departments do and the roles and responsibilities of Council versus staff. The City of Lynnwood hosts these and inspired the City of Edmonds to host one.

The City wants to connect in ways that community members want to engage, and especially connect with community liaisons and leaders.

#### **City Council and Staff Communications**

Overall, Councilmembers and City staff have very limited communications with one another since there is a distinct separation between roles. Department directors do engage more directly with Councilmembers. The City Council handles their own communications and business, with little overlap with the City communications strategist/PIO. Councilmembers do engage in community events and have hosted workshops, such as one on budgets with the community when there were concerns about a budget shortfall.

#### **Key Advice for City of Des Moines**

Kelsey shared that her key advice is to get to know neighboring communications professionals to build a support network and learn what others are doing and if there are opportunities to cross promote community events. It is also important to build relationships within the community, especially with community liaisons or leaders, so community members can support spreading City communications.

## Appendix A: Interview Questions



### City of Des Moines Communications Assessment Peer City Interview Questions

#### Format

1-hour virtual interview with one to two City staff members focused on the City's communication strategy and community engagement.

#### Introduction

The City of [Des Moines](#) is conducting a comprehensive assessment of internal and external communications and engagement practices to learn how to serve the evolving needs of a diverse and growing city. I am part of the consultant team supporting the [City](#) in this work. We've conducted interviews with City staff members, Councilmembers, held two focus groups, and hosted a community-wide survey. Another element of the assessment is to select a peer city, Edmonds, to interview and learn about their communications strategies, internal and external, and community engagement, so that's what we're doing today!

#### Questions

1. Please tell us about your roles and responsibilities [at the City](#), related to communications, and one thing you love about your community.
2. How would you describe your communications, internally and externally, strategy? What are your guiding stars?
3. How would you describe your community engagement strategy?
4. What tools and methods do you use?
5. How do you get feedback about those tools and methods? How do you know if they're reaching their intended audience?
6. What do you consider your most effective tools and methods?
7. Do you provide any training or orientation for your Councilmembers or for staff members around communications protocols or policies?
8. Can you describe how elected officials and staff interact and communicate, both formally and informally?
9. What do you think works well with your communications? Are there any gaps you are seeing? Any challenges?
10. What is a key piece of advice or lessons [learned](#) you would share with us regarding your internal and external communications strategy?

Thank you so much for your time and insights today!

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Peer City Interview Questions  
December 2023

**A G E N D A I T E M**

BUSINESS OF THE CITY COUNCIL  
City of Des Moines, WA

SUBJECT: RFP Executive Search Recruitment  
Firm Update

FOR AGENDA OF: March 7, 2024

DEPT. OF ORIGIN: Human Resources

DATE SUBMITTED: February 29, 2024

ATTACHMENTS:

- 1. RFP responses
- 2. Scoring Sheet
- 3. Scoring Reference Sheet

CLEARANCES:

- City Clerk \_\_\_\_\_
- Community Development \_\_\_\_\_
- Courts \_\_\_\_\_
- Emergency Management \_\_\_\_\_
- Finance \_\_\_\_\_
- Human Resources *AG*
- Legal \_\_\_\_\_
- Marina \_\_\_\_\_
- Police \_\_\_\_\_
- Parks, Recreation & Senior Services \_\_\_\_\_
- Public Works \_\_\_\_\_

APPROVED BY CITY MANAGER

FOR SUBMITTAL: *[Signature]*

**Purpose and Recommendation**

The purpose of this agenda item is for the City Council to review the reference information received from the six (6) vendors whom responded to the City’s Request for Proposal (RFP) for an executive search recruitment firm to conduct the recruitment for the City Manager vacancy.

**Motion**

**Motion 1: None**

**Background**

On November 9, 2023, the Council transitioned former City Manager Michael Matthias to the role of Interim Chief Economic Director and appointed Tim George as the Interim City Manager. The Council indicated they would like to retain an executive search recruitment firm to conduct the recruitment of the new City Manager. The RFP was released on January 19, 2024 to solicit bids from these specialized vendors. The City received six (6) responses and now the Council must and identify which one is best qualified to meet the needs of the Council.

Information on the vendors' references will be provided at this meeting as well as an overview of the selection process. Council may also ask staff any questions they may have or request additional action be taken prior to selection.

On March 14, it is anticipated that the Council will select their preferred vendor to facilitate the City Manager recruitment.

Attachment #1

**VENDOR  
#1**

**PROPOSAL FOR  
EXECUTIVE RECRUITMENT SERVICES**

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**City Manager  
City of Des Moines, Washington**

**February 20, 2024**

**This proposal is valid for 60 days**



**Strategic** Government Resources  
P.O. Box 1642, Keller, Texas 76244  
Office: 817-337-8581

JJ Peters, President of Executive Recruitment  
[JJPeters@GovernmentResource.com](mailto:JJPeters@GovernmentResource.com)



February 20, 2024

Hon. Mayor Traci Buxton and City Council  
City of Des Moines, Washington

Dear Mayor Buxton and Council Members,

Thank you for the opportunity to submit this proposal to assist the City of Des Moines in your recruitment for a new City Manager. At SGR, we take pride in our unique ability to provide personalized and comprehensive recruitment services to meet your specific needs.

We would like to highlight some key aspects that set SGR apart from other recruitment firms and enable us to reach the most extensive and diverse pool of applicants available:

- SGR is a recognized thought leader in local government management and is actively engaged in local government operations, issues, and best management practices.
- SGR has conducted executive recruitments for over 450 local government clients in 37 states, and we value the long-term relationships we have developed with many of our clients who continue to partner with us on future recruitment needs.
- We have a broad community of over 16,000 followers on LinkedIn, one platform we utilize to connect with a wide range of active and passive candidates across the nation.
- Our Servant Leadership e-newsletter, with a subscriber base of over 40,000 in all 50 states, announces all SGR recruitments, further extending our reach. Your position will also be posted on SGR's website and our Job Board.
- In addition, SGR sends targeted emails to our opt-in Job Alert subscriber database including over 5,000 city management professionals.

We are enthusiastic about the prospect of conducting this recruitment for the City of Des Moines, and we are available to schedule a meeting at your convenience to discuss further.

Respectfully submitted,

Jeri J. Peters, President of Executive Recruitment  
[JJPeters@GovernmentResource.com](mailto:JJPeters@GovernmentResource.com)



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## About SGR

Strategic Government Resources, Inc. (SGR) exists to help local governments become more successful by recruiting, assessing, and developing innovative, collaborative, and authentic leaders. SGR was incorporated in Texas in 2002 with the mission to facilitate innovative leadership in local government. SGR is fully owned by former City Manager Ron Holifield, who spent two high-profile decades in city management and served as a City Manager in several cities.

SGR's business model is truly unique. Although we are a private company, SGR operates like a local government association. Most of SGR's principals are former local government officials, allowing SGR to bring a perspective and depth of local government expertise to every project that no other firm can match.

SGR's Core Values are Customer Service, Integrity, Philanthropy, Continuous Improvement, Agility, Collaboration, Protecting Relationships, and the Golden Rule.

SGR is a full-service firm, specializing in providing solutions for local governments in the areas of recruitment and retention, leadership development and training, innovation and future readiness, and everything in between.

With 30 full-time employees, 1 part-time employee, 27 recruiters, 17 facilitators, and multiple consultants who function as subject matter experts on a variety of projects, SGR offers comprehensive expertise.

The company operates as a fully remote organization, with team members located in Texas, Arizona, California, Colorado, Florida, Georgia, Maine, Missouri, Montana, New York, North Carolina, Ohio, Oklahoma, Oregon, South Carolina, and Utah.

View all SGR team members and their bios at: <https://sgr.pub/MeetTeamSGR>.

## **SGR's Unique Qualifications**

### **Extensive Network of Prospects**

SGR is intent on being a leader in executive recruitment and firmly believes in the importance of proactively building a workforce that reflects the diversity of the communities we serve. We leverage an extensive and diverse network to reach potential applicants.

- Your position will be announced in SGR's Servant Leadership e-newsletter, which reaches over 40,000 subscribers across all 50 states.
- We will send targeted emails to over 5,000 opt-in subscribers of SGR's City Management Job Alerts.
- Your position will appear on SGR's Website, <https://sgr.pub/SGRWebsite>, which attracts approximately 20,000 visitors per month.
- Your position will be posted on SGR's Job Board, <https://sgr.pub/SGRJobBoard>, which typically has over 2,000 job listings at any given time and receives approximately 16,000 unique visitors per month.
- SGR implements a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page.
- We frequently collaborate with various local government associations, including the League of Women in Government, Alliance for Innovation, and the National Forum for Black Public Administrators.
- Approximately 65% of semifinalists selected by our clients learn about open recruitments through our website, servant leadership e-newsletter, job board, job alert emails, social media, or personal contact.

### **Collective Local Government Experience**

Our recruiters have decades of experience in local government, as well as regional and national networks of relationships. Our executive recruiters leverage the professional networks of all SGR recruiters when recruiting for a position, enabling outreach to a wide and diverse array of prospective applicants. SGR team members are active on a national basis in local government organizations and professional associations. Many SGR team members frequently speak and/or write on issues of interest to local government executives. SGR can navigate relevant networks as both peers and insiders.

### **Listening to Your Unique Needs**

SGR devotes significant time to actively listening to your organization and helping you define and articulate your needs. We work diligently to conduct a comprehensive recruitment process tailored specifically to your organization. SGR dedicates a prodigious amount of energy to understanding your organization's unique culture, environment, and local issues to ensure an alignment in terms of values, philosophy, and management style perspectives.

While we have established systems for achieving success, we are a “boutique” firm capable of adapting to meet a client's specific needs and providing insights on the pros and cons of their preferred approach.

#### **Trust of Candidates**

SGR has a track record of providing remarkable confidentiality and wise counsel to candidates and next-generation leaders, earning their trust. As a result, we can bring exceptional prospects to the applicant pool. Candidates trust SGR to assess the situation accurately, communicate honestly, and maintain their confidentiality to the greatest extent possible.

#### **Accessibility and Communication**

Your executive recruiter will keep you informed of the search status and will be readily accessible throughout the recruitment process. Candidates and clients can reach the recruiter at any time via cell phone or email. Additionally, the recruiter maintains communication with active applicants, ensuring they are well-informed about the community and the opportunity.

#### **Comprehensive Evaluation and Vetting of Candidates**

SGR offers a comprehensive screening process designed to ensure a thorough understanding of candidate backgrounds and to minimize surprises. Our vetting process for a full service recruitment includes the following key components:

- Prescreening questions and technical review of resumes
- Cross-communication among our recruiters regarding candidates who have been involved in previous searches, providing greater insight into their background and skills.
- Written questionnaires to gain insights beyond what is available through a resume.
- Recorded one-way semifinalist interviews.
- All-inclusive media reports that far surpass automated Google/LexisNexis searches, tailored to each candidate based on their previous places of residence and work.
- Thorough, automated, and anonymous reference checks that provide feedback on candidates from a well-rounded group of references.
- Background checks completed by a licensed private investigation firm.

#### **Executive Recruitment Clients**

SGR has partnered on executive recruitments with more than 450 local government clients in 37 states. We take great pride in the long-term relationships we have developed with many of our clients who continue to partner with us on future recruitment needs.

View a full list of our Executive Recruitment Clients at: <https://sgr.pub/ERClientList>.

## **DEI in Recruitments**

SGR is deeply committed to equal employment opportunity and considers it an ethical imperative. We unequivocally reject any form of bias, expecting that candidates be assessed solely based on their ability to perform the job. Encouraging underrepresented demographic groups to apply is a vital aspect of our commitment. While we cannot guarantee the composition of semifinalist or finalist groups, SGR actively fosters relationships and contacts on a national scale to ensure meaningful participation of underrepresented groups. Our recruitment process is consistently evaluated and refined to incorporate a focus on equity and inclusion.

Statistics are a testament to our commitment to diversity and inclusion. In our 2022 placements, 32% of candidates were female and 20.5% indicated they were a person of color. Within SGR, our team of six executives includes three women and one person of color, and 72% of SGR's staff members are women. Our internal hiring practices are designed to attract diverse talent from various backgrounds and experiences. We understand the importance of words, ensuring our recruitment materials are inclusive and reflect an equity-focused perspective.

We also actively recommend advertising placements to attract a diverse applicant pool, leveraging partnerships with organizations such as the League of Women in Government, the Local Government Hispanic Network, and the National Forum of Black Public Administrators. Tracking candidate demographic data helps us proactively recruit traditionally underrepresented candidates for senior management positions in local government. We welcome feedback from our clients and candidates, using post-recruitment surveys to refine our processes and outcomes.

## Project Personnel

**David Tuan, Senior Vice President**

[DavidTuan@governmentresource.com](mailto:DavidTuan@governmentresource.com)

817-337-8581



David Tuan joins SGR with 10 years of experience working for local government, serving in positions as City Administrator, Director of Public Works, and Senior Civil Engineer for the City of Williston, North Dakota. David's public service background includes knowledge of municipal and state government, finance, public works, public safety, planning and zoning, and airports. A practitioner of the servant leadership philosophy, David believes that investing time in mentoring and coaching a team can yield the greatest growth.

David has a Bachelor of Science degree in Civil Engineering from the University of North Dakota and extensive leadership training following four years of service in the Canadian Armed Forces as an officer in a combat engineering role. As a servant leader, he continues to prioritize public service and has held numerous board positions for local North Dakota non-profits and volunteer organizations including Lions Club International, the Williston Council for the Aging, and the Great Open Spaces City Manager's Association.

David and his partner Kristin reside in Bozeman, Montana, with their two dogs.

## Approach and Methodology

A full-service recruitment typically entails the following steps:

- 1. Organization/Position Insight and Analysis**
  - Project Kickoff Meeting and Develop Anticipated Timeline
  - Stakeholder Interviews and Listening Sessions
  - Develop Recruitment Brochure
- 2. Recruitment Campaign and Outreach to Prospective Applicants**
  - Advertising and Marketing
  - Communication with Prospective Applicants
  - Communication with Active Applicants
- 3. Initial Screening and Review by Executive Recruiter**
- 4. Search Committee Briefing to Review Applicant Pool and Select Semifinalists**
- 5. Evaluation of Semifinalists**
  - Written Questionnaires
  - Recorded One-Way Semifinalist Interviews
  - Media Searches - Stage 1, as described below
- 6. Search Committee Briefing to Select Finalists**
- 7. Evaluation of Finalists**
  - Comprehensive Media Searches - Stage 2, as described below
  - Background Investigation Reports
  - DiSC Management Assessments (if desired, supplemental cost)
  - First Year Plan or Other Advanced Exercise
  - Press Release Announcing Finalists (if requested)
- 8. Interview Process**
  - Face-to-Face Interviews
  - Stakeholder Engagement (if desired)
  - Deliberations
  - Reference Checks (may occur earlier in process)
- 9. Negotiations and Hiring Process**
  - Determine Terms of an Employment Offer
  - Negotiate Terms and Conditions of Employment
  - Press Release Announcing New Hire (if requested)

## **Step 1: Organization/Position Insight and Analysis**

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### **Project Kickoff Meeting and Develop Anticipated Timeline**

SGR will meet with the organization at the outset of the project to discuss the recruitment strategy and timeline. At this time, SGR will also request that the organization provide us with photos and information on the community, organization, and position to assist us in drafting the recruitment brochure.

### **Stakeholder Interviews and Listening Sessions**

Stakeholder interviews and listening sessions are integral to SGR's approach. SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your specific needs. Obtaining a deep understanding your organizational needs is the crucial foundation for a successful executive recruitment. In collaboration with the organization, SGR will compile a list of internal and external stakeholders to meet with regarding the position. These interviews and listening sessions will identify potential issues that may affect the dynamics of the recruitment and contribute to a comprehensive understanding of the position, special considerations, and the political environment. This process fosters organizational buy-in and will assist us in creating the position profile.

### **Develop Recruitment Brochure**

After the stakeholder meetings, SGR will develop a recruitment brochure, which will be reviewed and revised in partnership with your organization until we are in agreement that it accurately represents the sought-after leadership and management attributes.

To view sample recruitment brochures, please visit:

<https://sgr.pub/OpenRecruitments>

## **Step 2: Recruitment Campaign and Outreach to Prospective Applicants**

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### **Advertising and Marketing**

The Executive Recruiter and the client work together to determine the best ways to advertise and recruit for the position. SGR's Servant Leadership e-newsletter, with a reach of over 40,000 subscribers in all 50 states, will announce your position. Additionally, we will send targeted emails to opt-in subscribers of SGR's Job Alerts, and your position will be posted on SGR's website and Job Board. SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page. Furthermore, we will provide a recommended list of ad placements to be approved by the client, targeting the most effective venues for reaching qualified candidates for that particular position.

### **Communication with Prospective Applicants**

SGR maintains regular communication with interested prospects throughout the recruitment process. Outstanding candidates often conduct thorough research on the available position before submitting their resumes.



As a result, we receive a significant number of inquiries, and it is crucial for the executive search firm to be well-prepared to respond promptly, accurately, and comprehensively, while also offering a warm and personalized approach. This initial interaction is where prospective candidates form their first impression of the organization, and it is an area in which SGR excels.

#### **Communication with Active Applicants**

Handling the flow of resumes is an ongoing and significant process. On the front end, it involves tracking resumes and promptly acknowledging their receipt. It also involves timely and personalized responses to any questions or inquiries. SGR maintains frequent communication with applicants to ensure they remain enthusiastic and well-informed about the opportunity. Additionally, SGR communicates with active applicants, keeping them informed about the organization and community.

#### **Step 3: Initial Screening and Review by Executive Recruiter**

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SGR uses a triage process to identify high-probability, medium-probability, and low-probability candidates. This triage ranking is focused on overall assessment based on interaction with the applicant, qualifications, any known issues concerning previous work experience, and evaluation of cultural fit with the organization.

In contrast with the triage process mentioned above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to ensure that the minimum requirements of the position are met and determine which preferred requirements are satisfied. This sifting process examines how well candidates' applications align with the recruitment criteria outlined in the position profile.

#### **Step 4: Search Committee Briefing to Review Applicant Pool and Select Semifinalists**

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At this briefing, SGR will conduct a comprehensive presentation to the Search Committee and facilitate the selection of semifinalists. The presentation will include summary information on the process to date, outreach efforts, the candidate pool demographics, and any identified trends or issues. Additionally, a briefing on each candidate and their credentials will be provided.

#### **Step 5: Evaluation of Semifinalists**

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The review of resumes is a crucial step in the executive recruitment process. However, resumes may not fully reveal an individual's personal qualities and their ability to collaborate effectively with others. In some instances, resumes might also tend to exaggerate or inflate accomplishments and experience.

At SGR, we understand the significance of going beyond the surface level of a resume to ensure that candidates who progress in the recruitment process are truly qualified for the position and a suitable match for the organization. Our focus is to delve deeper and gain a comprehensive understanding of the person behind the resume, identifying the qualities that make them an outstanding prospect for your organization.

During the evaluation of semifinalist candidates, we take the initiative to follow up when necessary, seeking clarifications or additional information as needed. This approach ensures that we present you with the most qualified and suitable candidates for your unique requirements. At SGR, our ultimate goal is to match your organization with individuals who possess not only the necessary qualifications but also the qualities that align with your organizational culture and values.

#### **Written Questionnaires**

As part of our thorough evaluation process, SGR will request semifinalist candidates to complete a comprehensive written exercise. This exercise is designed to gain deeper insight into the candidates' thought processes and communication styles. Our written instrument is customized based on the priorities identified by the Search Committee. The completed written instrument, along with cover letters and resumes submitted by the candidates, will be included in the semifinalist briefing book.

#### **Recorded One-Way Semifinalist Interviews**

Recorded one-way interviews will be conducted for semifinalist candidates. This approach provides an efficient and cost-effective way to gain additional insights to aid in selecting finalists to invite for an onsite interview. The interviews allow the Search Committee to evaluate technological competence, demeanor, verbal communication skills, and on-camera presence. Additionally, virtual interviews provide an opportunity for the Search Committee to ask candidates questions on specific topics of special interest.

#### **Media Searches - Stage 1**

"Stage 1" of our media search process involves the use of the web-based interface Nexis Diligence™. This platform is an aggregated subscription-based platform that allows access to global news, business, legal, and regulatory content. These media reports at the semifinalist stage have proven helpful by uncovering issues that may not have been previously disclosed by prospective candidates. The recruiter will communicate any "red flags" or noteworthy media coverage to the Search Committee as part of the review of semifinalists with the Search Committee.

#### **Step 6: Search Committee Briefing to Select Finalists**

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Prior to this briefing, SGR will provide the Search Committee with a briefing book on the semifinalist candidates via an electronic link. The briefing book includes cover letters, resumes, and completed questionnaires.

If applicable, a separate email with the link to view the recorded online interviews is sent to the Search Committee. The objective of this meeting is to narrow the list to finalists who will be invited to participate in onsite interviews.

## **Step 7: Evaluation of Finalists**

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### **Comprehensive Media Searches - Stage 2**

“Stage 2” of our media search process includes the web-based interface Nexis Diligence™, supplemented by Google as an additional tool. By combining both resources, we offer an enhanced due diligence process to our clients, enabling efficient and thorough vetting of candidates and minimizing the risk of overlooking critical information. The Stage 2 media search consists of a more complex search, encompassing social media platforms, and has proven to be instrumental in identifying potential adverse news about the candidate that may not have been disclosed previously. The media search provides the Search Committee with an overview of the candidate’s press coverage throughout their career. View a sample media report at: <https://sgr.pub/SGRMediaReport>.

### **Background Investigation Reports**

Through SGR’s partnership with a licensed private investigation firm, we are able to provide our clients with comprehensive background screening reports that include the detailed information listed below. View a sample background report at: <https://sgr.pub/SGRBackgroundReport>.

- Social security number trace
- Address history
- Driving record (MVR)
- Federal criminal search
- National criminal search
- Global homeland security search
- Sex offender registry search
- State criminal court search for states where candidate has lived in previous 10 years
- County wants and warrants for counties where candidate has lived or worked in previous 10 years
- County civil and criminal search for counties where candidate has lived or worked in previous 10 years
- Education verification
- Employment verification for previous 10 years (if requested)
- Military verification (if requested)
- Credit report (if requested)

### **DiSC Management Assessments (if desired, supplemental cost)**

SGR utilizes the DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management assessment provides a comprehensive analysis and report on the candidate’s preferences in five crucial areas: management style, directing and delegating, motivation, development of others, and working with their own manager. View a sample report at: <https://sgr.pub/SGRDiSCReport>.

For assessments of more than two candidates, a DiSC Management Comparison Report is included, offering a side-by-side view of each candidate's preferred management style. View a sample comparison report at: <https://sgr.pub/SGRDiSCCompare>.

### **First-Year Plan or Other Advanced Exercise**

SGR will collaborate with your organization, if desired, to create an advanced exercise for the finalist candidates. One such example is a First-Year Plan, where finalist candidates are encouraged to develop a first-year plan based on their current understanding of the position's opportunities and challenges. Other exercises, such as a brief presentation on a topic to be identified by the Recruiter and Search Committee, are also typically part of the onsite interview process to assess finalists' communication and presentation skills, as well as critical analysis abilities.

## **Step 8: Interview Process**

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### **Face-to-Face Interviews**

SGR will arrange interviews at a date and time convenient for your organization. This process can be as straightforward or as elaborate as your organization desires. SGR will aid in determining the specifics and assist in developing the interview schedule and timeline. We will provide sample interview questions and participate throughout the process to ensure it runs smoothly and efficiently.

### **Stakeholder Engagement**

At the discretion of the Search Committee, we will closely collaborate with your organization to involve community stakeholders in the interview process. Our recommendation is to design a specific stakeholder engagement process after gaining deeper insights into the organization and the community. As different communities require distinct approaches, we will work together to develop a tailored approach that addresses the unique needs of the organization.

### **Deliberations**

SGR will facilitate a discussion about the finalist interviews and support the Search Committee in making a hiring decision or determining whether to invite one or more candidates for a second interview.

### **Reference Checks**

SGR uses a progressive and adaptive automated reference check system to provide insights on candidates' soft skills from a well-rounded group of references. References may include elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, and civic leaders. SGR's reference check platform is anonymous, proven to encourage more candid and truthful responses, thus providing organizations with more meaningful and insightful information on candidates. SGR delivers a written summary report to the organization once all reference checks are completed. The timing of reference checks may vary depending on the specific search process and situation. If finalists' names are made public prior to interviews, SGR will typically contact references before the interview process. If the finalists' names are not made public prior to interviews, SGR may wait until the organization has selected its top candidate before contacting references to protect candidate confidentiality.

## **Step 9: Negotiations and Hiring Process**

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### **Determine Terms of an Employment Offer**

Upon request, SGR will provide draft employment agreement language and other helpful information to aid in determining an appropriate offer to extend to your preferred candidate.

### **Negotiate Terms and Conditions of Employment**

SGR will assist to whatever degree you deem appropriate in conducting negotiations with the chosen candidate. SGR will identify and address any special needs or concerns of the selected candidate, including potential complicating factors. With our experience and preparedness, SGR is equipped to facilitate win-win solutions to resolve negotiation challenges.

### **Press Release (if requested)**

Until employment negotiations are finalized, you should exercise caution to avoid the embarrassment of a premature announcement that may not materialize. It is also considered best practice to notify all senior staff and unsuccessful candidates before any media exposure. SGR will assist in coordinating this process and in crafting any necessary announcements or press releases.

### **Satisfaction Surveys**

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SGR is committed to following the golden rule, which means providing prompt, professional and excellent communication while always treating every client with honor, dignity and respect. We request clients and candidates to participate in a brief and confidential survey after the completion of the recruitment process. This valuable feedback assists us in our ongoing efforts to improve our processes and adapt to the changing needs of the workforce.

### **Post-Hire Services**

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We offer post-hire services, such as executive coaching, team-building retreats, and performance review assistance at the six-month or one-year mark. For more information or to request a customized proposal, please visit <https://www.governmentresource.com/leadership-development-training-resources>.

## Typical Timeline \*

The timeline below is an example only, and we will work with you to finalize and approve a timeline, with adjustments made if needed after the position is posted.

Initial Steps Prior to Posting Position:	
<ul style="list-style-type: none"> <li>• Contract Execution</li> <li>• Kickoff Meeting to Discuss Recruitment Strategy and Timeline</li> <li>• Organization/Position Insight and Analysis</li> <li>• Stakeholder Interviews and Listening Sessions</li> <li>• <b>Deliverable:</b> Draft Recruitment Brochure</li> <li>• <b>Deliverable:</b> Recommended Ad Placements</li> <li>• Organization Approves Ad Placements</li> <li>• Search Committee Reviews and Approves Brochure</li> </ul>	<p><i>Timing varies and usually takes a minimum of 2-3 weeks.</i></p>

Task	Week
<ul style="list-style-type: none"> <li>• Post Position and Firm up Timeline</li> <li>• Recruitment Campaign and Outreach to Prospective Applicants</li> <li>• Initial Screening and Review by Executive Recruiter</li> </ul>	Weeks 1-4
<ul style="list-style-type: none"> <li>• Search Committee Briefing to Review Applicant Pool and Select Semifinalists</li> </ul>	Week 5
<ul style="list-style-type: none"> <li>• Questionnaires</li> <li>• Recorded One-Way Semifinalist Interviews</li> <li>• Media Searches - Stage 1, as described in Approach/Methodology</li> </ul>	Week 6
<ul style="list-style-type: none"> <li>• <b>Deliverable:</b> Semifinalist Briefing Books via Electronic Link</li> <li>• <b>Deliverable:</b> Recorded Online Interviews, if applicable</li> </ul>	Week 7
<ul style="list-style-type: none"> <li>• Search Committee Briefing to Select Finalists</li> </ul>	Week 8
<ul style="list-style-type: none"> <li>• Comprehensive Media Searches - Stage 2, as described in Approach/Methodology</li> <li>• Background Investigation Reports</li> <li>• Disc Management Assessments (if desired, supplemental cost)</li> <li>• First-Year Plan or Other Advanced Exercise (if desired)</li> </ul>	Weeks 9-10
<ul style="list-style-type: none"> <li>• <b>Deliverable:</b> Finalist Briefing Books via Electronic Link</li> </ul>	Week 11
<ul style="list-style-type: none"> <li>• Face-to-Face Interviews</li> <li>• Stakeholder Engagement (if desired)</li> <li>• Deliberations</li> <li>• Reference Checks (may occur earlier in process)</li> <li>• Negotiations and Hiring Process</li> </ul>	Week 12

*\* Timeline is dependent upon Search Committee availability and Holidays. Organization agrees to timely provide photos/graphics and information necessary to develop recruitment brochure, narrow candidate field, and conduct candidate screening; failure to do so, may in SGR's reasonable discretion, extend timeline and can negatively impact the outcome of the process.*

## Fee Proposal

**Not-to-Exceed Price: \$27,900**

**Not-to-Exceed Price is comprised of:**

- **Fixed Fee of \$25,400**
- **Up to \$2,500 in Ad Placements (billed at actual cost)**

**The Fixed Fee includes:**

- Stakeholder Interviews and Listening Sessions
- Production of a Professional Recruitment Brochure
- Recruitment Campaign and Outreach:
  - Outreach to Prospective Applicants
  - Custom Graphics for Email and Social Media Marketing
  - Announcement in SGR's Servant Leadership e-Newsletter
  - Post on SGR's Website
  - Ad on SGR's Job Board
  - Two (2) Targeted Job Blasts to SGR's Opt-In Subscriber Database
  - Promotion on SGR's LinkedIn
- Application Management, Screening, and Evaluation
- Semifinalist Evaluation:
  - Questionnaires for up to 15 Semifinalists
  - Recorded One-Way Interviews for up to 15 Semifinalists
  - Media Searches – Stage 1 Reports for up to 15 Semifinalists
- Semifinalist Briefing Books via Electronic Link
- Comprehensive Stage 2 Media Reports for up to Five (5) Finalists
- Background Investigation Reports for up to Five (5) Finalists
- Finalist Briefing Books via Electronic Link
- Reference Checks for up to Five (5) Finalists
- Two (2) Onsite Visits by the Recruiter for 1-3 days each, Inclusive of Travel Costs

**Reimbursable Expenses included in the not-to-exceed price:**

- Ad placements up to \$2,500 will be billed at the actual cost with no markup for overhead and are incorporated into our not-to-exceed price. Ad placements over and above \$2,500 will be billed back at actual cost with no markup for overhead.

**Reimbursable Expenses not included in the not-to-exceed price:**

- Ad placements over and above \$2,500 will be billed back at actual cost with no markup for overhead.

**Supplemental Services/Other Expenses not included in the fixed or not-to-exceed price:**

- There may be additional charges for substantial and substantive changes made to the recruitment brochure after the brochure has been approved by the Organization and the position has been posted online. Organization would be notified of any supplemental costs prior to changes being made.
- At your request, SGR can conduct an online stakeholder survey for \$1,500 to help identify key issues or priorities that you may want to consider prior to launching the search. SGR provides recommended survey questions and sets up an online survey. Stakeholders are directed to a web page or invited to take the survey by email. A written summary of results is provided to the Organization. Please note that this type of survey may extend the recruitment timeline.
- Online interviews over and above the 15 included in the Fixed Fee - \$250 per candidate.
- Additional comprehensive stage 2 media reports over and above the maximum of five (5) included in the fixed price above - \$750 per candidate.
- Additional background investigation reports over and above the maximum of five (5) included in the fixed price above - \$500 per candidate.
- Additional reference checks over and above the maximum of five (5) included in the fixed price above - \$250 per candidate.
- DiSC Management assessments - \$175 per candidate.
- Semifinalist and finalist briefing materials will be provided to the Organization via an electronic link. Should the Organization request printing of those materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost.
- Additional onsite visits by the recruiter over and above the two (2) onsite visits included in the fixed price are an additional cost. Travel time and onsite time are billed at a professional fee of \$1,000 per day. Meals are billed back at a per diem rate of \$15 for breakfast, \$20 for lunch, and \$30 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost with no markup for overhead.
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.
- If the organization desires any supplemental services not mentioned in this fee proposal, an estimate of the cost will be provided at that time, and no work shall be done without approval.

**Billing**

SGR will bill the fixed fee in four (4) installments: 30% upon contract execution, 30% after the applicant pool is presented, 30% after finalist interviews, and 10% upon acceptance of employment. Ad placement expenses and supplemental services/other expenses will be billed as incurred or provided.



## **Terms and Conditions**

- The organization agrees not to discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation, national origin, disability, marital status, or any other basis that is prohibited by federal, state, or local law.
- The organization agrees to refer all prospective applicants to SGR and not to accept applications independently during the recruitment process.
- The organization agrees to provide SGR with any candidates that were previously accepted as applicants for the given position before engaging SGR to conduct the recruitment for the subject position.
- If the organization wishes to place ads in local, regional, or national newspapers, the organization shall be responsible for paying directly for the ads and for placing the ads using language provided by SGR.
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.

## **Placement Guarantee**

SGR is committed to your satisfaction with the results of our full service recruitment process. If, for any reason, you are not satisfied, we will repeat the entire process one additional time, and you will be charged only for expenses as described in the Fee Proposal under Supplemental Services. Additionally, we promise not to directly solicit any candidate selected under this engagement for another position while they are employed with your organization.

In the event that you select a candidate fully vetted by SGR, who subsequently resigns or is released for any reason within 12 months of their hire date, we are committed to conducting a one-time additional executive search to identify a replacement. In this case, you will only be charged for related expenses as described in the Fee Proposal.

If your organization circumvents SGR's recruitment process and selects a candidate who did not participate in the full recruitment process, the placement guarantee will be null and void. Additionally, SGR does not provide a guarantee for candidates placed as a result of a partial recruitment effort or limited scope recruitment.

## City & County Management Recruitments, 2019-Present

### In Progress

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- Brunswick, Maine (pop. 16,000) - Town Manager
- Coffeyville, Kansas (pop. 9,000) - City Manager
- Duncan, Oklahoma (pop. 23,000) - City Manager
- DuPont, Washington (pop. 10,000) - City Administrator
- Edwardsville, Kansas (pop. 4,700) - City Manager
- Leander, Texas (pop. 80,000) - City Manager
- Marysville, Kansas (pop. 3,500) - City Administrator
- Orono, Maine (pop. 10,000) - Town Manager
- San Juan County, Washington (pop. 19,000) - County Manager
- Scarsdale, New York (pop. 18,000) - Village Manager
- Topeka, Kansas (pop. 125,000) - City Manager
- Treasure Island, Florida (pop. 7,000) - City Manager

### 2023

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- Camp Verde, Arizona (pop. 12,000) - Town Manager
- Cleburne, Texas (pop. 33,000) - City Manager
- Bristol, Tennessee (pop. 27,000) - City Manager
- Dobbs Ferry, New York (pop. 11,000) - Village Administrator
- Gatesville, Texas (pop. 16,000) - City Manager
- Glastonbury, Connecticut (pop. 35,000) - Town Manager
- Great Bend, Kansas (pop. 15,000) - City Administrator
- Justin, Texas (pop. 5,000) - City Manager
- Lafayette, Colorado (pop. 30,000) - City Administrator
- Laredo, Texas (pop. 256,000) - City Manager
- Largo, Florida (pop. 84,000) - City Manager
- Lawton, Oklahoma (pop. 90,000) - City Manager
- Mexia, Texas (pop. 7,000) - City Manager
- Nassau Bay, Texas (pop. 5,000) - City Manager
- Navajo County, Arizona (pop. 106,000) - County Manager
- Ottawa, Kansas (pop. 12,500) - City Manager
- Parker, Arizona (pop. 3,500) - Town Manager
- Rowlett, Texas (pop. 68,000) - City Manager
- Shawnee, Kansas (pop. 69,000) - City Manager
- Snoqualmie, Washington (pop. 14,000) - City Administrator

- Snyder, Texas (pop. 11,000) - City Manager
- Stillwater, Oklahoma (pop. 48,000) - City Manager
- Trophy Club, Texas (pop. 13,000) - Town Manager
- Williston, North Dakota (pop. 29,000) - City Administrator

## 2022

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- Aledo, Texas (pop. 5,500) - City Manager
- Blaine, Washington (pop. 6,000) - City Manager
- Crandall, Texas (pop. 4,000) - City Manager
- Dalhart, Texas (pop. 8,500) - City Manager
- Edinburg, Texas (pop. 100,000) - City Manager
- Fort Collins, Colorado (pop. 175,000) - City Manager
- Frisco, Colorado (pop. 3,000) - Town Manager
- Graham, Texas (pop. 8,000) - City Manager
- Hutto, Texas (pop. 40,000) - City Manager
- Johnston, Iowa (pop. 24,000) - City Administrator
- Kennebunk, Maine (pop. 11,000) - Town Manager
- Kennedale, Texas (pop. 9,000) - City Manager
- Ketchikan, Alaska (pop. 8,000) - City Manager/Public Utilities General Manager
- Klamath Falls, Oregon (pop. 22,000) - City Manager
- Leawood, Kansas (pop. 34,000) - City Administrator
- Levelland, Texas (pop. 14,000) - City Manager
- Live Oak, Texas (pop. 16,000) - City Manager
- Madisonville, Texas (pop. 4,500) - City Manager
- Manor, Texas (pop. 15,000) - City Manager
- Marshall, Texas (pop. 23,000) - City Manager
- Mineral Wells, Texas (pop. 15,000) - City Manager
- Mont Belvieu, Texas (pop. 8,000) - City Manager
- Montgomery, Texas (pop. 2,400) - City Administrator
- Nassau Bay, Texas (pop. 5,000) - City Manager
- Parkville, Missouri (pop. 7,000) - City Administrator
- Rocky Hill, Connecticut (pop. 21,000) - Town Manager
- Sunnyvale, Texas (pop. 8,000) - Town Manager
- Tolland, Connecticut (pop. 15,000) - Town Manager
- Walla Walla, Washington (pop. 34,000) - City Manager
- West Lake Hills, Texas (pop. 3,000) - City Administrator
- Wethersfield, Connecticut (pop. 26,000) - Town Manager
- Wickenburg, Arizona (pop. 7,500) - Town Manager

## 2021

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- Bainbridge Island, Washington (pop. 25,000) - City Manager
- Breckenridge, Texas (pop. 5,000) - City Manager
- Bridgeport, Texas (pop. 6,500) - City Manager
- Briarcliff Manor, New York (pop. 8,000) - Village Manager
- Chandler, Arizona (pop. 270,000) - City Manager
- Chanhassen, Minnesota (pop. 27,000) - City Manager
- Chickasha, Oklahoma (pop. 16,000) - City Manager
- Choctaw, Oklahoma (pop. 12,000) - City Manager
- Clermont, Florida (pop. 44,000) - City Manager
- Flower Mound, Texas (pop. 79,000) - Town Manager
- Johnson City, Tennessee (pop. 65,000) - City Manager
- Kennett Square, Pennsylvania (pop. 6,000) - Borough Manager
- Lago Vista, Texas (pop. 8,000) - City Manager
- Lamar, Colorado (pop. 7,500) - City Administrator
- Monett, Missouri (pop. 9,000) - City Administrator
- North Port, Florida (pop. 77,000) - City Manager
- Port Chester, New York (pop. 30,000) - Village Manager
- Sherwood, Oregon (pop. 20,000) - City Manager
- Snoqualmie, Washington (pop. 14,000) - City Administrator
- Spokane, Washington (pop. 220,000) - City Administrator

## 2020

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- Argyle, Texas (pop. 4,000) - Town Administrator
- Bay City, Texas (pop. 17,000) - City Manager
- Bedford, Texas (pop. 49,000) - City Manager
- Boerne, Texas (pop. 16,000) - City Manager
- Castroville, Texas (pop. 3,000) - City Administrator
- Clinton, Connecticut (pop. 13,500) - Town Manager
- Commerce, Texas (pop. 9,000) - City Manager
- Covington, Georgia (pop. 14,000) - City Manager
- DeSoto, Texas (pop. 56,000) - City Manager
- Duncanville, Texas (pop. 40,000) - City Manager
- Hutchinson, Kansas (pop. 42,000) - City Manager
- Hutto, Texas (pop. 30,000) - City Manager
- Iola, Kansas (pop. 5,500) - City Administrator

- Johns Creek, Georgia (pop. 84,000) - City Manager
- Joplin, Missouri (pop. 50,000) - City Manager
- Miami, Oklahoma (pop. 13,500) - City Manager
- Mission Hills, Kansas (pop. 3,500) - City Administrator
- Nacogdoches, Texas (pop. 33,000) - City Manager
- Santa Fe, Texas (pop. 13,000) - City Manager
- Tigard, Oregon (pop. 53,000) - City Manager
- Westworth Village, Texas (pop. 3,000) - City Administrator

## 2019

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- Blaine, Minnesota (pop. 65,000) - City Manager
- Bullard, Texas (pop. 4,000) - City Manager
- Campbell County, Wyoming (pop. 46,000) - Commissioners' Administrative Director/County Administrator
- Canyon, Texas (pop. 15,000) - City Manager
- Copperas Cove, Texas (pop. 34,000) - City Manager
- Killeen, Texas (pop. 145,000) - City Manager
- Kingsville, Texas (pop. 26,000) - City Manager
- Lamar, Colorado (pop. 7,500) - City Administrator
- Lenexa, Kansas (pop. 55,000) - City Manager
- Mineral Wells, Texas (pop. 15,000) - City Manager
- Orange, Texas (pop. 19,000) - City Manager
- Palm Coast, Florida (pop. 86,000) - City Manager
- South Windsor, Connecticut (pop. 26,000) - Town Manager
- Springfield, Oregon (pop. 62,000) - City Manager
- Terrell, Texas (pop. 17,000) - City Manager
- Tolland, Connecticut (pop. 15,000) - Town Manager
- Vail, Colorado (pop. 5,000) - Town Manager
- Venus, Texas (pop. 5,000) - City Administrator
- Victoria, Texas (pop. 67,000) - City Manager
- West Lake Hills, Texas (pop. 3,000) - City Administrator

## References

### **City of Walla Walla, Washington**

**Population: 34,000**

Pamela Taylor, Human Resources Director

[PTaylor@wallawalla.gov](mailto:PTaylor@wallawalla.gov)

509-524-4319

City Manager Recruitment, 2022

### **City of Klamath Falls, Oregon**

**Population: 21,000**

Michael (Mike) Swanson, City Attorney

[MSwanson@klamathfalls.city](mailto:MSwanson@klamathfalls.city)

541-810-2175

City Manager Recruitment, 2022

### **City of DuPont, Washington**

**Population: 10,000**

Ronald Frederick, Mayor

[RFrederick@dupontwa.gov](mailto:RFrederick@dupontwa.gov)

253-964-8121

City Administrator Recruitment, 2024





# CITY ADMINISTRATOR

## DuPont, Washington



# THE COMMUNITY

Tucked against the Nisqually Reach along the southern end of Puget Sound, about 15 miles north of Olympia and 20 miles south of Tacoma along the I-5 corridor, the City of DuPont is an island of calm amid the hustle and bustle of Western Washington, a small-town community bolstered by rich history and strong commercial growth.

The 5.86-square-mile city, home to just under 10,200 residents, has a long tradition of welcoming visitors and providing homes to families. The fertile plains, abundant wildlife, and easy access to the Puget Sound made it an ideal environment for early Nisqually tribes to trade and thrive. In 1833, the British-owned Hudson’s Bay Company established Fort Nisqually, a center of trade and agriculture for decades.

Growth began in earnest in 1906, as hundreds of workers and their families settled around the E.I. DuPont de Nemours Company’s explosive manufacturing plant. The plant’s explosives were used for some of the world’s most significant construction projects, including the Panama Canal and Grand Coulee Dam, and munitions for both World Wars. The company town’s village became the city’s first planned community, offering parks, walking trails, a clubhouse, a general store, and a hotel. “The Village” has since earned a spot on the National Register of Historic Places, and it remains the only company town in the state with most of its 110 historic homes intact.

Today, DuPont is home to a wide variety of local businesses as well as several corporations, including CalPortland, Amazon, Kimberly Clark, FedEx, and Dania, and the community pairs its commercial success with exceptional quality of life for its residents.

DuPont’s other community partners include the Nisqually and Cowlitz Indian Tribes, the Joint Base Lewis-McChord military base and the Steilacoom school district.

Like the rest of Western Washington, the area is a playground for nature lovers. The City boasts nearly 500 acres of open space and natural areas and maintains 50 acres of developed parks as well as 12 miles of trails and bike lanes. Puget Sound offers opportunities for fishing, boating, and other watersports, and the nearby Billy Frank Jr. Nisqually National Wildlife Refuge features four miles of hiking trails, birding, hunting, and more. Adventurers can head over to Anderson Island for camping, swimming, and wildlife watching. Golfers have their choice of several courses, including DuPont’s The Home Course, which will be hosting the Pelzer Golf Northwest Open in 2024.

DuPont hosts a slew of festivals throughout the year as well, including Concerts in the Park, the DuPont-Hudson’s Bay Festival & BBQ Competition, the Mayor’s Cup golf tournament, the annual Parks & Recreation Auction, and Holiday Tree Lighting. Over the summer, families also enjoy browsing the DuPont Farmers Market — and year-round, they can take a step back in time at the Lewis Army Museum or DuPont Historical Museum. Beyond the restaurants, shopping, and cultural opportunities within





## THE COMMUNITY, *continued*

DuPont's city limits, residents have easy access to communities in Pierce, King, and Snohomish counties through area highways and the ST Express Bus, into Tacoma and Seattle thanks to Sounder commuter rail, and to the world thanks to Seattle-Tacoma International Airport.

The Steilacoom Historical School District serves DuPont schoolchildren, and families interested in a Montessori education can attend Children's Village Montessori through age 7. Residents seeking higher education have their choice of Pierce College Fort Steilacoom, Clover Park Technical College, Pacific Lutheran University, and Saint Martin's University within 10 miles, or Tacoma Community College, Bates Technical College, University of Puget Sound, South Puget Sound Community College, University of Washington Tacoma, Faith Evangelical College & Seminary, and The Evergreen State College within 25 miles.

The median household income in DuPont runs just north of \$98,400, and average homes are priced around \$385,500. Property owners enjoy one of the lowest property tax rates in the region.

## *A rich history, a vibrant future*





# GOVERNANCE & ORGANIZATION

The City of DuPont is a code city with a mayor-council form of government. The City Council consists of seven part-time, nonpartisan members elected at large to serve staggered, four-year terms with elections held every two years.

The City Council is responsible for enacting legislation and making general policy decisions governing the City, while the mayor — also a nonpartisan, part-time elected position — serves as the organization’s chief executive officer, assisted by a full-time professional city administrator. The mayor also appoints commissioners to the City’s municipal agencies with approval by the City Council, including the Civil Service Commission, DuPont Historical Society, Lodging Tax Advisory Committee, Parks & Recreation Commission, Planning Commission, Tree Advisory Commission, and Transportation Benefit District.

DuPont has nearly 70 employees and an annual budget of just under \$28 million this year. The community is a proud recipient of the Well City Award and Tree City USA designation and is a Purple Heart City.

## MISSION

To provide high-quality municipal services that are affordable, accessible, and encourage maximum participation.

## VISION

To be a welcoming and inclusive community with a balance of public safety, quality of life, economic vitality, and environmental and historic preservation.





## ABOUT THE POSITION

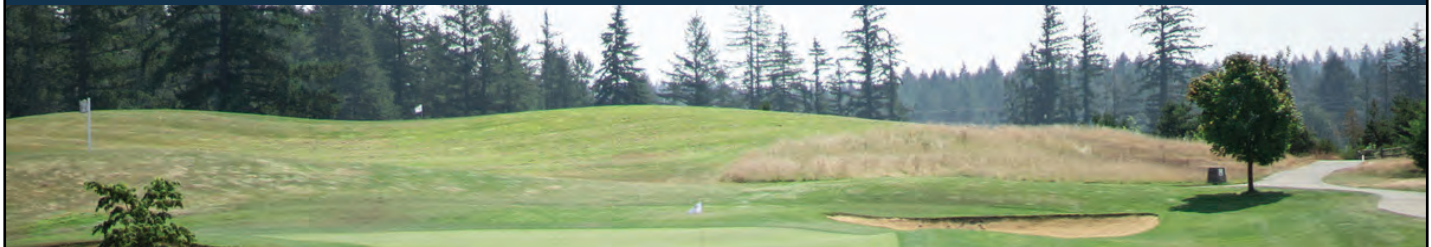
Under the mayor's authority, DuPont's City Administrator is the organization's chief administrative officer and directs all aspects of city government, providing operational leadership, supervision of City employees, customer service and response, media liaison, and staff support to the mayor and City Council.

This position oversees all City departments including Police, Fire, Legal Services, Public Services/Planning, Finance, Human Resources, and Community Relations/City Clerk. The City Administrator also oversees the functions of economic development, parks and recreation, information technology services, risk management, community relations, and intergovernmental relations. This position assists with the mayor's administrative and policy-related responsibilities and directs the preparation of the City's budget while balancing service-level demands with scarce financial resources and personnel.

Essential duties include:

- ▶ Working closely with departmental leaders in the shared pursuit of the City's vision, goals, and strategies as identified in the City's adopted Strategic Plan.
- ▶ Providing leadership and direction in developing short- and long-term plans; gathering, interpreting, and preparing data for studies, reports, and recommendations; and ensuring the implementation of all adopted policies.
- ▶ Ensuring effective and efficient use of budgeted funds, personnel, materials, facilities, and time.
- ▶ Providing professional advice to the Mayor, City Council, department leadership, agencies, commissions, and civic groups.
- ▶ Preparing and submitting a preliminary annual City budget consistent with the organization's vision and goals and administering the adopted budget.
- ▶ Representing the City's positions and interests at regional forums, state legislature, committees, and workgroups.





## OPPORTUNITIES & CHALLENGES

Developing trust and credibility with the leadership team, Mayor and City Council, and residents — as well as DuPont’s diverse community groups, business community, school district, and the state legislature — will be critical to the new City Administrator’s success and should be their top priority. Other opportunities and challenges to focus on in the years ahead include:

- *Economic Development and Sustainable Growth* - DuPont is a small city on the verge of growth, and appropriate land development is key to the community’s future. The new City Administrator will be integral in developing a strategic and sustainable growth plan that pairs long-term financial planning with land use, infrastructure, environmental protection, and affordable housing policies. This plan must include evaluating revenue, exploring additional revenue sources, land use policies, and staffing resources needed to support and sustain the community’s infrastructure and growth. A focus on tourism and strategic development will also be essential to assist in revenue generation.
- *Affordable Housing* - DuPont is planning for an additional 5,184 people and needs to accommodate 1,960 more housing units by 2050. A significant project in the planning stages, Patriot’s Landing, will allow for the construction of two multifamily buildings, and state mandates regarding affordable housing will be an important component of upcoming land use and development discussions.
- *Organizational Efficiency* - Working closely with the leadership team, the selected candidate will seek opportunities to streamline workflow processes using technology to provide the highest level of service to internal and external customers.
- *Community and Business Engagement* - The new hire will develop a robust communication plan that uses a variety of sources, including social media and DuPont’s website, to keep residents and stakeholders informed of projects, events, and other points of interest.
- *Public Safety* - Keeping DuPont residents safe is among leadership’s highest priorities. The development of a plan for the recruitment and retention of police officers, maintaining collaborative working relationships with Police and Fire labor groups, keeping a focus on crisis management, and evaluating future needs for emergency services will be a priority for the new City Administrator.

### Key Priority Projects:

- Comprehensive Plan update in 2024
- Planning for new community center
- State Farm flagship site development
- Old Fort Lake sub-area plan
- Strategic Plan for Tourism

# IDEAL CANDIDATE

The City of DuPont is seeking an experienced and forward-thinking leader with a strong knowledge base in municipal operations to become its next City Administrator. This is a rare career opportunity to make a difference in a beautiful, close-knit community that celebrates its past while looking to its bright future.

Candidates should be seasoned and politically savvy leaders with a successful track record of creating and sustaining an organizational culture that encourages teamwork and promotes health and productive relationships with City staff, the Mayor, and the City Council, as well as among regional and statewide stakeholders. The next City Administrator will be comfortable working with diverse community and cultural groups and ideally have worked with private/public partnerships. City leaders are looking for someone approachable, open-minded, creative, and collaborative who guides staff when needed while trusting and empowering them to perform.

DuPont is searching for a strategic leader who can efficiently evaluate needs, execute solutions, and make tough, ethical decisions while modeling respect, integrity, collaboration, and a commitment to excellence.

The ideal candidate is a strong communicator who understands how to be responsive to the needs of a diverse constituency, a visible leader who regularly engages with staff and community partners, and someone who embraces an open-door policy, approaching their work with a steady temperament and warm sense of humor. They are confident and progressive, with a mind for strategy, efficiency, and effectiveness, and they hold themselves and their staff accountable while supporting the work/life balance that keeps DuPont so desirable.

## WHY DUPONT?

- ▶ Join a talented, committed, cohesive leadership team with a supportive mayor and City Council and work collaboratively to continue delivering this award-winning community's high-quality services and amenities.
- ▶ Be part of the team that leads DuPont to the next level in its strategic and sustainable development plan.
- ▶ Embrace an opportunity to initiate strategic economic development initiatives that bring thoughtful growth and prosperity to DuPont.
- ▶ Enjoy a small-town environment surrounded by natural beauty.





# EDUCATION & EXPERIENCE

The ideal candidate will have graduated from an accredited four-year college or university with a degree in public administration, political science, business management or a closely related field or other administrative experience; plus five (5) years of experience as a municipal administrator or executive.

Master's degree, ICMA-CM and/or CPM is desirable.

Experience in municipal finance, long-range planning, land use, and working with public safety in a full-service city of similar or larger size and complexity is very desirable.



# COMPENSATION & BENEFITS

The City of DuPont is offering a competitive salary of \$163,896- \$190,000 for this position, commensurate with experience and qualifications. The City's comprehensive benefits package includes medical, dental, and vision insurance; health reimbursement accounts; 11 paid holidays, six floating holidays, monthly sick leave accruals, and 21 vacation days annually; and flexible work schedules.

DuPont also participates in the Washington State Department of Retirement Systems and contributes \$100 monthly to 457(b) plans.

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# APPLICATION PROCESS

[Please apply online](#)

For more information on this position, contact:

**Debra Stapleton, Senior Vice President**  
[DebraStapleton@GovernmentResource.com](mailto:DebraStapleton@GovernmentResource.com)  
602-206-3536



*The City of DuPont, Washington, is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists will be subject to a comprehensive background check.*

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# RESOURCES

**City of DuPont**  
[dupontwa.gov](http://dupontwa.gov)

**Administration Department**  
[dupontwa.gov/65/Administration](http://dupontwa.gov/65/Administration)

**Economic Development Department**  
[dupontwa.gov/139/Active-Development-Projects](http://dupontwa.gov/139/Active-Development-Projects)

**DuPont Comprehensive Plan**  
[dupontwa.gov/138/Planning-Documents](http://dupontwa.gov/138/Planning-Documents)

**Tacoma Chamber of Commerce**  
[tacomachamber.org](http://tacomachamber.org)





**Agreement for Executive Recruitment Services (“PROJECT”)  
to City of Des Moines, Washington (“CLIENT”) between  
CLIENT and Strategic Government Resources, Inc. (“SGR”)**

SGR and CLIENT (together, “Parties”) agree as follows, effective upon the date of the later signature below, in consideration of the mutual promises contained in this Agreement and other good and valuable consideration, the sufficiency of which each Party hereby acknowledges.

**1. SGR promises and agrees:**

- A. To perform the services described in SGR’s Proposal for PROJECT dated February 20, 2024 (“PROPOSAL”) in response to CLIENT’s Request for Proposals dated January 19, 2024 (“RFP”), substantially in the timeframe projected in the PROPOSAL.
- B. To honor the Placement Guarantee stated in the PROPOSAL.
- C. To comply with all applicable open records, public information and similar laws, and consult with CLIENT if SGR is asked for information before disclosure, unless prevented by court order or law from doing so.

**2. CLIENT promises and agrees:**

- A. To pay SGR promptly as billed or invoiced for such services in accordance with the amounts stated in PROPOSAL, including Reimbursable Expenses and costs of any Supplemental Services or Other Expenses that CLIENT selects. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.
- B. To timely provide photos/graphics and information necessary to develop recruitment brochure, narrow candidate field, and conduct candidate screening and interviews; failure to do so may, in SGR’s reasonable discretion, extend timeline and can negatively impact the outcome of the process.
- C. To respond to drafts of documents and reports in a timely manner; failure to do so may, in SGR’s reasonable discretion, extend timelines and can negatively impact the outcome of the process.
- D. To refer all prospective applicants to SGR and not to accept applications independently during the recruitment process.
- E. To provide legal opinions to SGR regarding when and if any information relating to the PROJECT must or should be released in accordance with public information laws or legal process.
- F. That if CLIENT receives an open records request, CLIENT shall notify and share the request with SGR in writing as soon as possible but within no more than three (3) business days of receipt and that CLIENT shall provide sufficient time for SGR to notify and provide advance notice to the impacted individuals prior to CLIENT releasing the required information with protected information redacted.
- G. To directly reimburse finalists for travel-related expenses relating to in-person interviews.
- H. That CLIENT is ultimately responsible for candidate selections and CLIENT will not discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation,



national origin, disability, marital status, or any other basis that is prohibited by federal, or applicable state, or local law.

- I. To comply with the Fair Credit Reporting Act.
- J. To cooperate with SGR to enable SGR to perform its obligations to CLIENT.

**3. Additional Terms and Conditions:**

- A. The PROPOSAL is incorporated herein for all purposes including all terms defined therein, but if there is any conflict or inconsistency between the terms or conditions of this Agreement, this Agreement controls.
- B. SGR may substitute personnel other than those initially placed, who have substantially equivalent training and experience and subject to approval of CLIENT, due to factors such as SGR employee/consultant turnover, developing needs of the PROJECT, or CLIENT's request.
- C. CLIENT grants SGR permission to use any name, logo, or other identifying mark of CLIENT in SGR's social media content to refer to the relationship established by this agreement.
- D. Remedies
  - i. CLIENT can terminate this agreement at any time for no reason upon giving SGR seven (7) days advance written notice of the termination date. In such an event, SGR shall be compensated for all work satisfactorily performed up to and through the termination date.
  - ii. SGR can terminate this agreement upon seven (7) days advance written notice of the termination date to CLIENT if CLIENT has failed to promptly pay in full any undisputed portion of any bill or invoice (if the dispute is in good faith) or has failed to perform its contractual promises in a manner that materially impedes SGR's ability to perform. In such an event, SGR shall be compensated for all work satisfactorily performed up to and through the termination date.
- E. CLIENT acknowledges that the nature of executive recruitment is such that SGR engages in discussions with prospects through the process who may or may not ultimately become a candidate, and that SGR is utilizing its proprietary network of relationships to identify and engage prospective candidates, and that premature release of such proprietary information, including names of prospective candidates with whom SGR may be having conversations as part of the recruitment process, may be damaging to the prospects, CLIENT, and SGR. Accordingly, CLIENT acknowledges and, to the extent permitted by law, agrees that all information related to this search is proprietary, and remains the property of and under the exclusive control of SGR, regardless of whether such information has been shared with CLIENT.
- F. There are no third-party beneficiaries to this Agreement.
- G. If any term or condition of this Agreement is invalidated by final judgment of a court of competent jurisdiction or becomes impossible to perform, the Parties will confer about whether to continue performance without amending the Agreement, without prejudice to either Party's right to terminate the Agreement without cause.
- H. This Agreement embodies the complete and final understandings, contract, and agreement between the Parties, superseding any and all prior written or verbal representations, understandings, or agreements pertaining to this PROJECT. This Agreement can be modified

only by signed written amendment. Electronic communications purporting to amend this Agreement will be effective only if the electronic communication includes specific reference to this Agreement or PROJECT.

- I. This Agreement will be governed by the substantive laws of the State of Washington without regard to the jurisdiction's choice-of-law doctrines. Venue for any litigation relating to this Agreement will be exclusively in King County of the State of Washington.
- J. To the extent it may be permitted to do so by applicable law, CLIENT does hereby agree to defend, hold harmless, and indemnify SGR, and all officers, employees, and contractors of SGR, from any and all demands, claims, suits, actions, judgments, expenses, and attorneys' fees incurred in any legal proceedings brought against them as a result of action taken by SGR, its officers, employees, and contractors, providing the incident(s), which is (are) the basis of any such demand, claim, suit, actions, judgments, expenses, and attorneys' fees, arose or does arise in the future from an act or omission of SGR acting within the course and scope of SGR's engagement with CLIENT; excluding, however, any such demand, claim, suit, action, judgment, expense, and attorneys' fees for those claims or any causes of action where it is determined that SGR committed official misconduct, or committed a willful or wrongful act or omission, or an act or omission constituting gross negligence, or acted in bad faith. In the case of such indemnified demand, claim, suit, action, or judgment, the selection of SGR's legal counsel shall be with the mutual agreement of SGR and CLIENT if such legal counsel is not also CLIENT's legal counsel. A legal defense may be provided through insurance coverage, in which case SGR's right to agree to legal counsel provided will depend on the terms of the applicable insurance contract. The provisions of this paragraph shall survive the termination, expiration, or other end of this agreement and/or SGR's engagement with CLIENT.
- K. Notices related to this Agreement will go to the respective Parties as follows but either Party can change the addressee for notices to that Party by written notice to the other Party.
  - i. For the purposes of this Agreement, legal notice shall be required for all matters involving potential termination actions, litigation, indemnification, and unresolved disputes. This does not preclude legal notice for any other actions having a material impact on the Agreement.
  - ii. Any notice required be given by this Agreement shall be deemed to have been given within three (3) days of emailing or depositing in the mail.

**Legal Notices:**

**SGR**

Attn: Melissa Valentine, Corporate Secretary  
PO Box 1642  
Keller, TX 76244  
[Melissa@GovernmentResource.com](mailto:Melissa@GovernmentResource.com)

**CLIENT**

Attn: \_\_\_\_\_  
Address: \_\_\_\_\_  
Email: \_\_\_\_\_

**PROJECT Representative:**

**SGR**

Jeri J. Peters  
President of Executive Recruitment  
[JJPeters@GovernmentResource.com](mailto:JJPeters@GovernmentResource.com)  
817-337-8581

**CLIENT**

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Email: \_\_\_\_\_  
Phone: \_\_\_\_\_

**Billing and Invoicing:**

**SGR**

Attn: Finance  
[Finance@GovernmentResource.com](mailto:Finance@GovernmentResource.com)  
817-337-8581

**CLIENT**

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Email: \_\_\_\_\_  
Phone: \_\_\_\_\_

- L. Unless sooner terminated, this Agreement shall terminate at such time as the PROJECT is completed and the requirements of this Agreement are satisfied, except that duties of payment, of information disclosure, any representations and warranties, and placement guarantee survive this Agreement.
- M. The Parties and each individual who executes this Agreement on behalf of a Party represent and warrant to the other Party that as to each Party's respective signatory, that signatory is authorized by their Party to execute this Agreement and to bind their Party hereto.
- N. Time is of the essence to this Agreement.
- O. This Agreement may be executed in counterparts which together will comprise the Agreement.
- P. This Agreement is subject to appropriation of funds by CLIENT.

**Strategic Government Resources, Inc.**

**CLIENT**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

Printed Name: Jeri J. Peters

Printed Name: \_\_\_\_\_

Title: President of Executive Recruitment

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

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

VENDOR #2

**Proposal**  
for  
**City Manager**  
**Recruitment Services**



**Leadership is Key to the Sustainability of Any Organization**

*Character, integrity, and the commitment of a leader inspires those in the workplace to go the extra mile and can greatly influence the team's success in achieving its objectives.*

**Finding great leaders is what we do!**

***PROTHMAN***

**Executive Recruitment**

***Interim Staffing. Application Software. Job Board.***

## **TRANSMITTAL LETTER**

### **ABOUT PROTHMAN**

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

### **OUR EXPERTISE**

**Firsthand Knowledge of Local Government:** Our lead consultants have dedicated their lives to local government and joined Prothman upon retiring from their distinguished careers. Our 22 years of recruiting experience, combined with each of our consultants' 30+ years of local government experience, provides our clients with a solid and effective team that can handle any senior level or highly specialized position recruitment.

**Recruitment Knowledge and Experience:** The Prothman team has conducted over 850 recruitments and interim placements. We have read and screened over 16,000 resumes, and we have personally interviewed over 8,000 semifinalist candidates. We know how to read between the lines, filter the fluff, and drill down to the qualities and experiences required to be a good manager.

### **OUTREACH EXPERTS**

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

### **OUR PROVEN PROCESS**

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

### **CONTACT INFORMATION**

Owner/CEO: Sonja Prothman – sonja@prothman.com, 206.368.0050  
371 NE Gilman Blvd., Suite 310, Issaquah, WA 98027  
Submittal Date: February 20, 2024

### **COMMITMENT TO PERFORM**

We are confident in our ability to recruit an experienced and qualified candidate who will be the perfect "fit" for your organization. We commit to performing the services provided in the Scope of Work and this proposal is firm and irrevocable for one year. We are prepared to start as soon as you are!

  
Sonja Prothman

## **STATEMENT OF QUALIFICATIONS – PROJECT TEAM**

### **Steve Worthington – Project Lead**

Steve joined Prothman in 2012 and brings over 30 years of successful leadership in local government and is currently serving his third four-year term as a Council Member for the City of University Place, Washington. Prior to retirement after six years as the City Manager for the City of Fife, WA, Steve served as Community Development Director for six years in Fife and for nine years for the City of Cheney, WA. Steve was also an economic development specialist for the Spokane Economic Development Council, a member of the Association of Washington Cities Legislative Task Force, and an Economic Development Board Tacoma/Pierce County Trustee. Steve has a Bachelor of Arts degree in Speech Communications from the University of Washington, and a Master of Public Administration degree from Eastern Washington University.

### **Cliff Moore – Project Support**

Cliff Moore joins Prothman after a 30-year career in public service. Cliff's background includes service as the County Manager of Thurston County, WA, and City Manager of Yakima, WA. Cliff also served as Director of the Planning and Land Use Department in Thurston County and held senior administrative positions at Washington State University in Pullman and executive leadership positions at the university's extension offices in both Jefferson and Thurston Counties. Prior to his years of public service, 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 received his master's degree from the University of San Francisco, and he is fluent in Spanish.

### **Sonja Prothman – Project Support**

As owner and CEO, Sonja directs the day-to-day operations of the Prothman Company and has over 17 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.

### **Barry Gaskins – Project Support**

Barry has been a key member of the Prothman team for 18 years and is responsible for office and candidate management. His attention to detail and understanding of timeliness to the customer and candidates is remarkable. Barry works with the lead consultant in following through with scheduling interviews, arranging candidate travel, managing candidate application packets, and assembly of candidate information to give to the client. Barry came to us from the Bill & Melinda Gates Foundation where he served as a Program Assistant for four years in the US Library Program. Barry earned his bachelor's degree from California State University.

### **Jared Eckhardt – Project Support**

Jared has been a key member of the Prothman team for over seven years and is responsible for profile development and candidate outreach. Jared works one-on-one with the client for position profile development and works with Sonja and 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.

## Recruitments Last 4 years

**Annenberg Foundation, CA**  
Director of Accounting & Finance

**City of Ashland, OR**  
Human Resources Director

**Town of Avon, CO**  
Public Works Director

**City of Bainbridge Island, WA**  
Public Works Manager

**Bainbridge Island Fire Dept., WA**  
Deputy Fire Chief

**Basin Recreation, UT**  
Business Manager

**Beacon Hill  
Water & Sewer District, WA**  
Accounting Clerk

**City of Belgrade, MT**  
City Manager

**City of Bellingham, WA**  
Police Chief

**Port of Bellingham, WA**  
Dir. of Real Estate & Asset Mgmt.  
Marine Terminals Business Manager  
Director of Aviation

**Ben Franklin Transit (WA)**  
General Manager  
Financial Services Manager  
Director of Marketing  
Safety & Environmental Svcs. Mgr.  
Senior Manager of Operations  
Chief People Officer  
Chief Planning & Dev. Officer  
Senior Mgr. of Human Resources  
Senior Mgr. of Customer Experience  
Chief Financial Officer  
Senior Manager of Finance

**BERK Consulting, WA**  
Senior Planner

**City of Bingen, WA**  
City Administrator

**City of Boardman, OR**  
Deputy City Manager

**Bonner County, ID**  
Information Systems Manager  
Staff Engineer  
Network Engineer  
Data Systems Analyst  
Comptroller

**City of Box Elder, SD**  
City Engineer  
City Clerk

**City of Bremerton, WA**  
Engineering Project Mgr. – Transp.

**City of Brier, WA**  
Police Chief

**Brighton Fire Rescue District, CO**  
Fire Chief

**City of Buckley, WA**  
City Administrator

**Cannon Beach Fire & Rescue, OR**  
Fire Marshal

**Cedar River  
Water & Sewer District, WA**  
Operations Manager

**Chelan County Public Utility  
District (WA)**  
Procurement & Contracting Mgr.

**Clallam Transit, WA**  
Finance Manager

**Clark County, WA**  
Public Works Director  
Capital Project Manager III  
Preservation Section Manager  
Engineering Svcs. Division Mgr.  
Roads Capital Programming Mgr.  
County Engineer

**Port of Clarkston, WA**  
Executive Director

**Clatsop County, OR**  
Director of Public Health

**City of College Place, WA**  
Public Works Director

**Columbia 911  
Communications District, OR**  
Chief Financial Officer

**Columbia Industries, WA**  
Chief Financial Officer  
Chief Operating Officer

**Columbia River Fire & Rescue, OR**  
Fire Chief

**City of Connell, WA**  
City Administrator

**City of Coquille, OR**  
City Manager  
Finance/HR Director

**City of Corvallis, OR**  
Building Official  
Assistant Building Official

**City of Covington, WA**  
Community Development Director

**Cowlitz 2 Fire & Rescue, WA**  
Fire Chief

**Cowlitz 911 (WA)**  
Executive Director

**Cowlitz–Wahkiakum Council  
of Governments, WA**  
Planner II / III

**Crook County, OR**  
Finance Director

**Douglas County, OR**  
Chief Financial Officer  
Deputy Finance Officer

**Douglas County, WA**  
Planning Director

**Douglas County Sewer Dist. #1, WA**  
District Manager

**Duvall–King County Fire  
District 45, WA**  
Deputy Fire Chief

**City of Eagle Point, OR**  
Public Works Director

**East Grays Harbor Fire & Rescue, WA**  
Fire Chief

**El Dorado County, CA**  
Chief Administrative Officer

**City of Ellensburg, WA**  
City Manager

**Elmhurst Mutual Power, WA**  
Director of Finance & Administration

**Enumclaw Fire, WA**  
Deputy Fire Chief

**City of Ephrata, WA**  
City Administrator

**Town of Erie, CO**  
Finance Director

**Port of Everett, WA**  
Chief Financial Officer

**Federal Public Defender –  
Northern District of California**  
Computer Systems Administrator

**City of Federal Way, WA**  
Economic Development Director

**City of Ferguson, MO**  
City Engineer  
Community Development Director

**City of Fircrest, WA**  
Police Chief

**Flathead County, MT**  
Health Officer

**Foothills Rails-to-Trails  
Coalition, WA**  
Executive Director

**Town of Friday Harbor, WA**  
Town Administrator

**Garfield County, WA**  
Public Works Director

**Gig Harbor Fire & Medic One, WA**  
Fire Chief

**City of Gillette, WY**  
Police Chief

**Graham Fire & Rescue, WA**  
Chief Financial Officer/Secretary  
Executive Assistant  
Human Resources Director

**City of Grandview, WA**  
City Administrator

**Grant County Fire District 8, WA**  
Fire Chief

**Grant Transit Authority, WA**  
General Manager

**City of Grants Pass, OR**  
Fire Chief  
Superintendent – Wastewater

**Gunnison County, CO**  
Human Resources Director  
IT Director  
Dep. Dir. of Health & Human Svcs.  
Planning Manager

**Hood River County, OR**  
County Administrator

**City of Hubbard, OR**  
City Administrator

**Intercity Transit, WA**  
Development Director

**Island County, WA**  
County Administrator

**Town of Jackson/START Bus, WY**  
Transit Director

**Jefferson County, OR**  
Community Development Director  
Human Resources Manager  
Finance Director

**Jefferson County, WA**  
County Administrator  
Community Development Director  
Central Services Director  
Wastewater Project Manager

**City of Kalispell, MT**  
Fire Chief

**City of Keizer, OR**  
City Manager

**City of Kenai, AK**  
Finance Director

**City of Kennewick, WA**  
Community Planning Director

**Key Peninsula Fire Dept., WA**  
Fire Chief

**King County Fire District #2, WA**  
Fire Chief

**Kitsap Transit, WA**  
Human Resources Director

**Kittitas County, WA**  
Budget & Finance Director  
Planning Manager

**City of Klamath Falls, OR**  
City Engineer

**Klickitat County, WA**  
Fiscal Manager  
Chief Accountant  
Sr. Planner – Long Range Planning

**Lake Cushman  
Maintenance Company (WA)**  
General Manager

**City of Laurel, MT**  
City Planner

**Lewis County, WA**  
911 Communications Director

**Lewis County Fire District 6, WA**  
Fire Chief

**Lewis–Mason–Thurston  
Area Agency on Aging, WA**  
Chief Financial Officer

**City of Lewiston, ID**  
Public Works Director

**Port of Lewiston, ID**  
General Manager  
Broadband Mgr. / Operations Mgr.

**City of Liberty Lake, WA**  
City Administrator

**City of Lincoln City, OR**  
City Manager

**Lincoln County, OR**  
Human Resources Director  
Public Works Director  
County Administrator

**Link Transit, WA**  
Chief Executive Officer

**Livermore Amador Valley  
Transit Authority, CA**  
Capital Projects Manager

**Lopez Island Fire & EMS, WA**  
Fire Chief

**City of Loveland, CO**  
Police Chief  
Parks & Recreation Director

**Loveland Fire Rescue Authority, CO**  
Fire Chief

**City of Madras, OR**  
City Manager

**Mason County, WA**  
County Administrator  
Human Resources Administrator

**Mason Transit Authority, WA**  
General Manager

**City of McMinnville, OR**  
City Engineer

**City of Mills, WY**  
Assistant Fire Chief

**City of Monroe, WA**  
City Clerk

**Morrow County, OR**  
County Administrator  
Public Health Nurse Supervisor  
Finance Director

**City of Moses Lake, WA**  
Municipal Services Director  
Human Resources Director  
Finance Director  
Engineering Services Director  
Assistant City Manager



**City of Mukilteo, WA**  
Finance Director

**Mukilteo Water District, WA**  
General Manager

**North Lake Tahoe Fire Protection District, NV**  
Fire Marshal

**City of Olympia, WA**  
Water Resources Director  
Transportation Director  
Drinking Water Utility Director

**Port of Olympia, WA**  
Planning/Environmental Sr. Mgr.  
Airport Senior Manager  
Marine Terminal Senior Manager  
Finance Director  
Capital Assets Manager  
Director of Strategic Projects

**Ouray County, CO**  
Road & Bridge Superintendent  
Registered Nurse – Health Educator

**Pacific City Water–Sanitary, OR**  
Authority Manager

**Pacific County, WA**  
Public Works Director

**Pacific Transit System, WA**  
Director

**City of Pasco, WA**  
Senior Traffic Engineer  
HR Director

**Pierce County, WA**  
Court Reporter

**City of Port Angeles, WA**  
Senior Engineer – Transportation

**City of Port Townsend, WA**  
Deputy Public Works  
Director/City Engineer

**City of Powers, OR**  
Police Chief

**PUD #1 of Whatcom County, WA**  
General Manager

**City of Rawlins, WY**  
City Manager

**City of Ridgefield, WA**  
Public Works Director

**Rio Blanco County, CO**  
Road & Bridge Director

**City of Salem, OR**  
Chief Accountant

**City of Sandpoint, ID**  
Utilities Director  
City Planner  
Civil Engineer

**City of Sedona, AZ**  
Director of Community Development

**City of Sedro–Woolley, WA**  
Finance Director

**City of Sequim, WA**  
Public Works Director

**City of Sheridan, WY**  
Police Chief

**City of Sherwood, OR**  
Police Chief

**Skookum Contract Services, WA**  
Utility Manager

**South King Fire & Rescue, WA**  
Assistant Chief of Operations

**City of South Lake Tahoe, CA**  
Human Resources Analyst  
Building Official  
Parks & Recreation Director

**South Pierce Fire & Rescue, WA**  
District Secretary/Finance  
Officer

**Southwest District Health, ID**  
Clinical Specialist

**City of Spearfish, SD**  
City Administrator

**Spokane Airports, WA**  
Exec. Asst./Confidential Secretary

**City of Spokane Valley, WA**  
City Manager

**Sunrise Water Authority, OR**  
Project Engineer

**Town of Superior, CO**  
Public Works & Utilities Director

**Suquamish Seafood Enterprises, WA**  
Staff Accountant

**City of Sutter Creek, CA**  
Public Works Director

**City of Tacoma, WA**  
Deputy City Manager  
City Treasurer

**Tahoe Regional Planning Agency, NV**  
Executive Director

**City of The Dalles, OR**  
City Manager

**City of Thornton, CO**  
Parks & Recreation Director  
City Development Director  
Presiding Municipal Judge

**Thurston County, WA**  
Public Health & Social Services Dir.  
Road Operations Supervisor

**Tillamook County Transportation District, OR**  
General Manager

**City of Toppenish, WA**  
Police Chief  
City Manager  
Public Works Director  
Administrative Services Director

**City of Troutdale, OR**  
Public Works Director

**Tualatin Hills Park & Rec. Dist., OR**  
Sports Manager  
Recreation Manager

**City of Vineyard, UT**  
City Manager

**Town of West Yellowstone, MT**  
Town Manager

## **PROPOSED SCHEDULE**

One of our first tasks will be to coordinate and commit to a schedule. Then, we protect your dates on a master schedule to assure we never miss a commitment. We provide you with our cell phone numbers 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. Our recruitments take approximately 10-14 weeks to complete, depending on the scope and direction from the client.

## **PROPOSED TIMELINE**

**Blue highlighted / bolded events represent meetings with the client.**

<b>Date</b>	<b>Topic</b>
<b>Weeks of March 18, 25 &amp; April 1, 2024</b>	<b>Work Contract. Travel to Des Moines for stakeholder interviews. Gather information for position profile. Send profile for review and edits.</b>
April 8, 2024	Post Profile and Start Advertising
April 17, 2024	Send Direct Mail
May 19, 2024	Application Closing Date
Weeks of May 20 & 27, 2024	Prothman screens applications & interviews top 6 – 12 candidates
<b>Week of June 3 – 7, 2024</b>	<b>Travel to Des Moines for Work Session to review semifinalists and pick finalists, and design final interviews</b>
<b>Week of June 17 or 24, 2024</b>	<b>Travel to Des Moines for Final Interview Process</b>

## **REFERENCES**

### **City of Chehalis, WA – City Manager (in progress)**

Contact: Jill Anderson, City Manager  
janderson@ci.chehalis.wa.us, 360.345.1042

### **Economic Development Council of Mason County, WA – Executive Director (in progress)**

Contact: Karin Leaf, Business Development Manager  
karin@choosemason.com, 360.426.2276

### **Port of Bellingham, WA – Engineering Manager (in progress), Aviation Director, Marine Terminals Business Development Mgr., Dir. of Real Estate & Asset Mgmt.**

Contact: Rob Fix, Executive Director  
robfix@portofbellingham.com, 360.220.0395 cell

## **EXECUTIVE SUMMARY**

Prothman has been in the business of finding highly qualified candidates for placement in local government organizations of various sizes with varying political ideologies for 22 years. We understand politics, Board and Council dynamics, and community passion, and we are experts in facilitating. We have designed our recruitment process so that all stakeholders are included, listened to, and treated with respect. Our company takes pride in and stakes its reputation on finding qualified candidates who are the right "fit" for our clients.

### **Some of our Executive Management Recruitments – In Progress**

City Manager – City of Chehalis, WA; City Manager – City of Milton-Freewater, OR; Executive Director – Port of Olympia, WA; Executive Director – MACECOM, WA; Chief Executive Officer – Kelso Longview Chamber of Commerce, WA; Executive Director – Economic Development Council of Mason County, WA; Executive Director – Port of Moses Lake, WA; Executive Director – Spokane Arts, WA; Public Works Director – City of Pasco, WA; Harbor Master – Port of Skagit, WA; Finance Manager – Mason Transit Authority, WA; Community Development Director – Jefferson County, OR; Finance Director – Jefferson County, OR; Fire Chief – Wellington Fire Protection District, CO; Fire Chief – Red, White & Blue Fire District, CO.

## **PROPOSED SCOPE OF WORK**

### **1. Develop a Tailored Recruitment Strategy**

#### **Project Review**

The first step will be to:

- ◆ Review the scope of work and project schedule

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

**We will travel to Des Moines 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 you desire in your next City Manager. We will:

- ◆ Meet with City Council
- ◆ Meet with Interim City Manager
- ◆ Meet with Assistant City Manager / HR Director
- ◆ Meet with Leadership Team
- ◆ Meet with other staff, as directed
- ◆ Meet with community and other stakeholders, as directed
- ◆ Review all documents related to the position

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

We will develop a profile of your ideal candidate. Once the Position Profile is written and approved, it will serve as the foundation for our determination of a candidate's "fit" within the organization and community. Profiles include the following:

- ◆ **A description of the ideal candidate's qualifications**
  - Years of related experience and 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 nationally in professional publications, journals, and related websites.
- ◆ **Targeted Direct Mail Recruitment Brochures** sent directly to hundreds of city/county management professionals who are not actively searching for a new position.
- ◆ **Focused Candidate Outreach** via personal emails and personal networking from our database of city/county management professionals.
- ◆ **Posting the Position Profile on Prothman's Facebook and LinkedIn pages, and on the Prothman website**, which receives over five 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:** Using the Position Profile as our guide, we will screen the candidates for qualifications based on the resumes, applications, and supplemental question responses (to determine a candidate's writing skills, analytical abilities, and communication style). 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 4 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 Des Moines** 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 3 to 6 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**
  - **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 the candidates' application materials and sample interview questions and are the tool that keeps the final interview process organized.
- ◆ **Final Interviews with Candidates**

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

## **FEE & EXPENSES**

### **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 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.

Professional fees are 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 Des Moines will be responsible for reimbursing expenses Prothman incurs on your behalf for each recruitment. Expenses for each recruitment include:

- Trade journal, LinkedIn, and associated website advertising (approx. \$1,700 - \$2,100)
- Direct mail announcements (\$1,900)
- Consultant travel: No Charge
- Interview Packets and Shipping: No Charge
- Background checks performed by Sterling (approx. \$170 per candidate)

### **Other Expenses**

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

### **Cancellation**

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

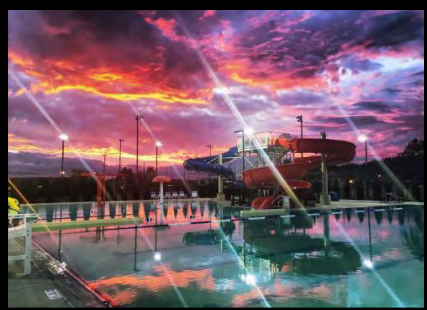
### **Equal Opportunity**

We can assure you that we recognize the importance and wisdom of a diversity 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 qualified and diverse pool of candidates.

All qualified applicants are considered in accordance with applicable laws prohibiting discrimination on the basis of race, religion, color, gender, age, national origin, sexual orientation, physical or mental disability, marital status or veteran status or any other legally protected status. We will provide assistance in the recruitment, application and selection process to applicants with disabilities who request such assistance.

## EXAMPLE OF POSITION PROFILE





## CITY MANAGER

**\$165,000 - \$179,000**

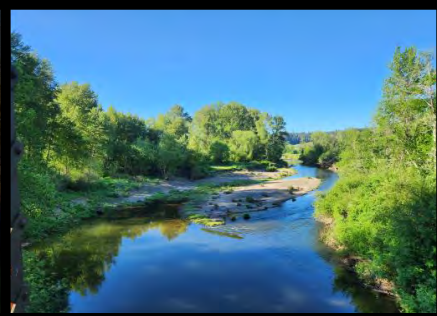
*Plus Excellent Benefits*

*Apply by*

**February 25, 2024**

*First Review, Open Until Filled*

**PROTHMAN**





**THE COMMUNITY**



Located along Western Washington’s I-5 corridor midway between Seattle and Portland, Chehalis is a close-knit community where historic charm, character, and a rich heritage are preserved and cherished. The region is

brimming with interesting and unique businesses and attractions and boasts three districts on the National Register of Historic Places. Residents have quick and easy access to many cultural activities, fairs, concerts, and a wide assortment of annual events. From its start as a pioneer logging, milling and agricultural community to today’s mix of residential, retail, light industrial and manufacturing, Chehalis is a community where neighbors know they can rely on one another for help and support.



Housing in the Chehalis area includes options ranging from new construction to renovated historic homes. In addition, acreage is readily available in the immediate area with scenic timber and farmlands giving way to spectacular views of snow-capped mountains.

The area offers unparalleled scenic locations and outdoor opportunities, including nearby Mt. St. Helens, Mt. Rainier, and the beautiful Pacific Ocean. Just a short drive away, residents and visitors can ski and snowmobile at White Pass, water ski on 23-mile long Riffe Lake, fish for record-size salmon and steelhead on the Cowlitz River or play a round of golf on one of several area courses.



Chehalis has over 300 acres of parks with exceptionally popular recreation programs. Over the last ten years the City has renovated the major components of Recreation Park, its most active facility. In 2014 the renovated Gail and Carolyn Shaw Aquatics Center opened to thousands of eager attendees thanks to the incredible financial support and dedication of area civic groups, individuals, and businesses. This effort led to the City’s renovation of the rest of the Park, which included major improvements to the City’s Sports Complex and Penny Playground which were completed in 2021. Now, the Park attracts hundreds of residents and visitors daily to enjoy athletic competitions, walks, musical performances, and the incredibly popular all-new Penny Playground, which offers inclusive play equipment for kids of all abilities. The \$4 million dollar project was made possible because of the City’s unique partnership with the non-profit Chehalis Foundation, which raised more than \$1 million. Those donations helped the City secure the state and federal grants needed to fill the remaining funding gaps. Recreation Park stands as testament to the continuing support and generosity of the Chehalis community.

The City also has a very positive working relationship with the Chehalis School District. The District serves 2,600 students with comprehensive and challenging academic and extra-curricular programs. The District has a national reputation for excellence, consistently providing students with a solid foundation for advanced education and trades. Recent additions to the Chehalis School District include two new elementary school buildings and the addition of a state-of-the-art STEM center at its high school, WF West. Centralia College is nearby, offering over 50 academic and transfer programs, including several accredited Bachelor of Applied Science programs.

**THE CITY**

The City of Chehalis operates under a Council-Manager form of government with seven councilors. Four of the Councilors are elected by district and three are elected at-large. The Councilors serve staggered 4-year terms, and the Mayor is chosen biennially by the Council. Chehalis is a full-service city with 11 departments, including Airport, Building and Planning, City Clerk, City Manager, Finance, Fire, Human Resources, Municipal Court, Parks and Recreation, Police, and Public Works, along with a contracted City Attorney. There are four bargaining groups, including the Chehalis Police Officer's Guild, IAFF 2510 for Firefighters, and two Teamsters 252 Unions for non-uniformed and non-commissioned staff. The current collective bargaining agreements expire on December 31, 2025. The City had a 2023 budget of \$36,255,773, with 111 FTEs. During the summer months, around 30 part-time seasonal workers support Public Works, Parks and Recreation, and the aquatics center.

**THE POSITION**

Working under the policy guidance and direction of the City Council, the City Manager is the Chief Administrative Officer for the city, providing executive leadership and representation on all matters concerning city government. This position is responsible for planning, directing, managing, and reviewing all activities and operations of the city. This includes coordinates programs, services, and activities among city departments and outside agencies, ensuring the financial integrity of the organization, representing the city's interests, and providing highly responsible and complex policy advice and administrative support to the Mayor and City Council. To view a full job description please view the attachment found [here](#) or visit [www.prothman.com](http://www.prothman.com).



**OPPORTUNITIES & CHALLENGES**

1. After a long history of stable staff, Chehalis is undergoing a generational transformation as long-time staff have stepped away from their careers and numerous career opportunities have become available for new and existing employees. Staff recruitment, development, and retention of both senior leadership and line employees brings an opportunity for the new City Manager to recraft the culture and design of service delivery in the city.
2. The incoming City Manager will need to work with the City Council to set goals and priorities through strategic planning. The City Manager is expected to then translate these into actionable plans, ensuring staff meets essential milestones. This process can help determine the timing of key development areas and infrastructure extensions, along with the adoption of development standards that match the community's vision. Leadership by the incoming City Manager will be key to assigning appropriate resources and keeping the local economy moving in the correct direction.
3. Development opportunities are lining up in Chehalis. Given its attractive location and other assets, numerous developments are underway or seeking approvals from the city. This includes property in the City's Urban Growth Area and on the municipality's airport property. These projects have stretched staff resources and are pushing the limits of the City's infrastructure.
4. Water systems and other infrastructure components are due for replacement. While utility fees have been flat for an extended period, the cost of system replacement needs to be factored into the rates. As well, grants and external funding opportunities need to be identified and secured to assure system reliability and capacity for near term growth.

**THE IDEAL CANDIDATE**

**Education and Experience:**

A bachelor's degree in public administration, business administration, political science, or a related field, and eight (8) years of experience in municipal management, including at least four (4) years as an assistant city manager, department head, or equivalent with supervisory responsibilities; and evidence of ongoing professional training and contacts, or an equivalent combination of education and experience is required. A master's degree in a related field is desired. Candidates must have no felony convictions or disqualifying criminal history, be bondable, and have possession of a valid Washington State driver's license, or ability to obtain one by start of employment and with no record of suspension or revocation in any state.

**Necessary Knowledge, Skills & Abilities:**

- Experience in working in/with local government.
- Experience working with both career and entry level staff, while managing and mentoring a team.
- Municipal financial management experience in scale with the city's current budget.
- Experience working with a City Council or Board of Directors to build achievable goals that will take the agency to the next level of service.
- Knowledge and experience of completing economic development projects that produce living wage jobs and economic multipliers.
- Political acumen and sensitivity to be effective within a broad range of interests with success in the realm of community politics.
- Exceptional written and oral communication skills to clearly communicate the strategic vision to the community and staff in a concise manner.

- A track record for delivering results, building accountability for staff at all levels, and creating a positive working environment characterized by teamwork and innovation.
- The ability to communicate with community members on a timely basis regarding the mission, needs and goals of the city.
- Demonstrated leadership in mentoring and motivating employees with an open door, with an ability to quickly relate to people.
- Clear ethics and integrity.

**COMPENSATION & BENEFITS**

- **\$165,000 - \$179,000 DOQ**
- Medical, Dental, and Vision Insurance
- Washington PERS
- Employee Assistance Program (EAP)
- Employer-funded Life Insurance Policy
- Employee AD&D Policy
- Deferred Compensation Programs (optional, employee funded)
- Generous Vacation
- 12 Days Sick Leave (8 Hours per Month)
- 10 Paid Holidays, plus 1 Floating Holiday

**For more information on the community and City of Chehalis, please visit:**

[www.ci.chehalis.wa.us](http://www.ci.chehalis.wa.us)  
[www.experiencechehalis.com](http://www.experiencechehalis.com)

The City of Chehalis is an Equal Opportunity Employer. All qualified candidates are strongly encouraged to apply by **February 25, 2024** (first review, open until filled). Applications, supplemental questions, resumes and cover letters will only be accepted electronically. To **apply online**, go to [www.prothman.com](http://www.prothman.com) and click on "Open Recruitments", select "City of Chehalis, WA – City Manager" and click "Apply Online," or click [here](#). Resumes, cover letters, and supplemental questions can be uploaded once you have logged in.



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

371 NE Gilman Blvd., Suite 310  
 Issaquah, WA 98027  
 206.368.0050

## EXAMPLE OF INVITE LETTER





# PORT of OLYMPIA

Washington

## EXECUTIVE DIRECTOR

**\$175,000 - \$225,000**

*Plus Excellent Benefits*

First review of applications will be:

**December 10, 2023**

*(This position is open until filled)*

**Apply at [www.prothman.com](http://www.prothman.com)**

Dear Colleague,

Prothman is currently recruiting for the **Executive Director** position for the **Port of Olympia, Washington**. We invite you to review the position details on the back page, and 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 AREA



Thurston County, where Olympia is located, offers a vibrant and diverse community that combines urban amenities with breathtaking natural beauty. Nestled between the majestic Olympic Mountains and the picturesque Puget Sound, this region provides an unparalleled quality of life. Residents enjoy a thriving arts and cultural scene, a strong sense of community, and a wide range of outdoor recreational opportunities, including hiking, boating, and exploring the stunning nearby national parks.

The Port of Olympia, Washington States Capital City, serves as a gateway for international trade and a hub for local businesses, recreation, and tourism, making it a key driver of economic development in the region. It is a vital economic engine, responsible for managing and operating an international breakbulk marine terminal, the 7th largest marina and boatyard in the state of Washington, a regional airport with general aviation use and a full service commercial real estate division.

## THE ORGANIZATION

Established in 1922, the Port of Olympia has a proud history in Thurston County. The Port serves the community by promoting trade, supporting family-wage jobs, and improving the environment. Today, more than 5,000 jobs and nearly \$715.5 million in economic activity in Thurston County depend on the Port of Olympia.

The Port is currently governed by three elected commissioners who set policies and objectives for the organization. However, the county recently approved a proposition to increase the number of commissioners from three to five by electing an additional two in the 2023 general election. The five commissioners will serve in five separate newly created districts, each serving a four-year term. The commissioners appoint the Port's Executive Director, who is responsible for the ongoing management of the Port's enterprises and facilities.



The Port operates with 49 FTEs utilizing 2023 budgeted operating revenues of \$15,889,591 and a capital budget of \$2,571,576.

The Port's departments and business units include Operations (Marine Terminal, Airport, Swantown Marina and Boatworks, and Maintenance), Economic Development and Real Estate, Strategic Initiatives and Commission Relations, which includes Communications, Marketing and Government Affairs, Environmental Planning and Programs, Human Resources and Administrative Services, and Finance and Contracting.

From the commercial center at NewMarket Industrial Campus and the diversified specialty Marine Terminal, to the vibrant Swantown Marina and Boatworks and the strategically located Olympia Regional Airport, the Port is committed to fostering economic growth in the South Puget Sound region and serving the needs of global customers. The Port values its relationships with the community, customers, Squaxin Island Tribe, Nisqually Indian Tribe, Chehalis Tribe, municipal governments, Joint Base Lewis–McChord (JBLM), and many regional economic development partners.

## THE POSITION

Reporting to the five-member Commission, the Executive Director serves as the Chief Executive of the Port of Olympia and is responsible for all activities of the Port. This person will provide strategic direction and promote the mission, vision, values and strategic goals of the Port that are defined through consensus with the Commission.

The next Executive Director will have the unique chance to lead a dedicated team and collaborate with various stakeholders to drive strategic initiatives that promote job creation, sustainable growth, and environmental stewardship. The incoming Director will play a crucial role in driving the success of the Port, while ensuring its operations align with organizations values, mission, and strategic goals. The Director's vision and expertise will contribute to the Port's reputation as a progressive and environmentally conscious organization. This prestigious role presents an incredible opportunity for a visionary leader to shape the future of this vital economic engine and contribute to the growth and prosperity of the entire Thurston County region.

**Please visit [www.prothman.com](http://www.prothman.com) to review the full position profile and compensation package, and to learn more about Prothman.**



VENDOR #3

FEBRUARY 2024

# City Manager Recruitment Proposal

FOR THE CITY OF DES MOINES, WA

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PRESENTED BY

**Greg M. Prothman**

President, GMP Consultants

**GMP CONSULTANTS**

Greg@gmphr.com

(206) 714-9499

www.gmphr.com







February 20, 2024

Ms. Traci Buxton  
Mayor  
City of Des Moines  
21630 11<sup>th</sup> Ave So  
Des Moines, WA 98198

Dear Mayor Buxton,

Thank you for the opportunity to provide a proposal to assist the City of Des Moines with the recruitment of its next City Manager. GMP is well positioned to partner with the City as we are currently conducting management searches for:

- City of Kennewick, WA – City Manager
- City of Shady Cove, OR – City Administrator
- City of Brainerd, MN – City Administrator
- City of Moab, UT – Assistant City Manager
- Grays Harbor County, WA – County Administrator

GMP has recently completed management searches for:

- City of Lacey, WA - City Manager
- City of Tumwater, WA - City Administrator
- City of Mountlake Terrace WA – City Manager
- City of Pasco – City Manager
- Lewis County WA – County Manager
- City of Oak Park Heights, MN
- City of Canby, OR – City Administrator
- City of Belgrade, MT – Assistant City Manager,

These and other recently completed searches provide us with an excellent knowledge of both Washington and national city management candidates.

Having conducted 600 total recruitments including over 100 city/county manager recruitments, we believe GMP's proven process provides a best practices approach to attracting high-quality candidates and ensuring a good fit for your organization. We have earned a reputation for providing superior service and building lasting relationships with both clients and candidates.

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

Sincerely,

Greg M. Prothman  
President  
GMP Consultants



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## ABOUT GMP CONSULTANTS

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

### Our Qualifications

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

### Our Philosophy

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

### Why Choose GMP?

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

- **Service & Relationship** - Our consultants bring a reputation for providing outstanding service and building lasting relationships with both clients and candidates.
- **People First** - We work closely with you and your candidates through every stage of the recruitment process, creating a welcoming candidate experience and ensuring an effective recruitment outcome.
- **Team Approach** – With nine former city managers our consulting group works as a team to leverage their networks to assist with each assignment and give your challenges thorough and creative thinking.



## PROJECT TEAM MEMBERS

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### **Bob Larson – Senior Consultant**

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

### **David Timmons - Consultant**

David brings to his clients a historic career of knowledge gathered over forty-five-years involving local, state, federal programs, and public/private development successes. He is best known as someone who can take on the impossible and deliver creative, strategic, and innovative solutions. David spent 40 years as a municipal manager, starting in Michigan in 1977 continuing as a manager in Vermont for 12 years before coming to Washington and serving a 20-year tenure as the manager of City of Port Townsend, WA. He holds degrees from Northwestern Michigan College and Michigan State University with majors in Parks and Recreation and Community Development and minors in Criminal Justice and Economics. David is a life member of the International City Management Association and has served on many professional committees at the national and international levels including ICMA and USAID.

### **Kate Hansen – Project Manager**

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

### **Sarah Marsh – Content Designer**

Sarah brings a background across nonprofit, business, government, and education sectors. She holds an M.B.A in Organizational Behavior & Development from the University of Vermont. She also publishes in the field of American History and is the author of two award-winning children's books with Disney-Hyperion and Little, Brown. Sarah has a heart for researching and highlighting what makes a community and organization special.

### **Brenda Gabbitas - Candidate Manager**

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

## WORKPLAN & APPROACH

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### INFORMATION GATHERING & RECRUITMENT PROFILE DEVELOPMENT

#### Review and Finalize Search Process and Schedule

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

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

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

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

### STRATEGIC MARKETING

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

Targeted ad placement will include:

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

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

### CANDIDATE SCREENING AND SHORTLIST PRESENTATION

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

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



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

**FINAL INTERVIEWS & SELECTION**

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

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

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

**Final Interviews & Selection** - The Council (and advisory panels if used) interview finalists. We will facilitate a debrief with all panel participants. After the debrief, we will facilitate the evaluation process, help the decision makers come to consensus, discuss next steps, and organize any additional candidate referencing or research if needed.

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

**RECRUITMENT SCHEDULE EXAMPLE**

Recruitments take approximately 90 days to complete.

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

## PROFESSIONAL REFERENCES

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### **City of Mountlake Terrace, WA**

Kyoko Matsumoto Wright, Mayor  
kmatsumotowright@mltwa.gov  
425 9671948  
*City Manager*  
*Public Works Director*

### **City of Lakewood, WA**

John Caulfield, City Manager  
jcaulfield@cityoflakewood.us  
253-983-7703  
*City Manager*

### **Gunnison County, CO**

Matthew Birnie, County Manager  
MBirnie@gunnisoncounty.org  
970-641-3061  
*County Manager*  
*Assistant county manager*

### **City of Belgrade, MT**

Neil Cardwell, City Manager  
ncardwell@cityofbelgrade.net  
406-388-3760  
*City Manager (2)*  
*Assistant City Manager*  
*Human Resource Director*

## PROFESSIONAL FEE

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The fee for conducting a City Manager recruitment is \$19,500. The professional fee covers all consultant and staff time required to conduct the recruitment. Professional fees are billed in three equal installments: at the beginning, halfway, and upon completion of the final interviews. The City of will be responsible for reimbursing expenses incurred on the City's behalf.

Expenses include:

- Websites, job boards and other advertising (approx. \$1,400 - 1,800 est.)
- Direct mail announcements (approx. \$1,300 - \$1,800 est.)
- Consultant travel: Mileage at IRS rate and \$65 per hour, plus hotel for overnight accommodation
- Background checks (approx. \$225 per candidate)

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

## GUARANTEE & WARRANTY

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Should the selected candidate leave the employment of the City within the first 18 months of appointment, we will conduct one additional recruitment for the cost of expenses only, if requested to do so within six months of the employee's departure. If the major elements of the process are followed and a candidate is not chosen, we will repeat the recruitment once with no additional professional fee, the only cost to you would be the expenses.

**CITY/COUNTY CAO SEARCHES CONDUCTED AND MANAGED BY GMP CONSULTANTS**

**In progress Recruitments**

**City of Kennewick, WA**  
City Manager  
**Greys Harbor County, WA**  
County Administrator  
**City of Shady Grove, OR**  
City Administrator  
**City of Brainard, MN**  
City Administrator  
**City of Moad, UT**  
Assistant City Manager

**Recently Completed**

**Lewis County, WA**  
County Manager  
**City of Belgrade, MT**  
Assistant City Manager  
**City of Tumwater, WA**  
City Administrator  
**City of Canby, OR**  
City Administrator  
**City of Oak Park Heights, MN**  
City Administrator  
**City of Cottage Grove, OR**  
City Manager

**Completed in the last 12 months**

**City of Pasco, WA**  
City Manager  
**City of Mountlake Terrace, WA**  
City Manager  
**City of Lacey, WA**  
City Manager  
**City of Sammamish, WA**  
City Manager  
**City of Livingston, MT**  
City Manager  
**City of Astoria, OR**  
City Manager

**All Management Recruitments**

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

**City of Sheridan, WY**  
City Administrator

**City of Shoreline, WA**  
City Manager (2)  
Deputy City Manager

**City of South Lake Tahoe, CA**  
City Manager

**City of Spearfish, SD**  
City Administrator

**City of Spokane Valley, WA**  
City Manager  
Deputy City Manager

**City of Stanwood, WA**  
City Administrator

**City of Stevenson, WA**  
City Administrator

**City of Sultan, WA**  
City Administrator

**City of Sun Valley, ID**  
City Administrator

**City of Sunnyside, WA**  
City Manager

**City of Thorne Bay, AK**  
City Administrator

**City of Toledo, OR**  
City Manager

**City of Troutdale, OR**  
City Manager

**City of Tumwater**  
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 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

**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 [gmpwr.com](http://gmpwr.com). Copyright © 2023 by GMP Consultants, . All rights reserved.

# CITY MANAGER

## MOUNTLAKE TERRACE, WA



### Why Apply?

This is an exceptional opportunity to lead the growing City of Mountlake Terrace – a well-managed organization with a strong staff and supportive council serving a vibrant and diverse population of 22,000 just north of Seattle. The City is poised for unprecedented growth related to its strategic location along I-5 and both a new light rail station and Town Center that will bring redevelopment and investment in the community. If you are looking for a friendly community with a great quality of life, a stable Council-Manager form of government, and a financially stable City with a positive organizational culture, this may be the right opportunity.







## *Welcome to* **MOUNTLAKE TERRACE**

Located just 14 miles north of Seattle along the I-5 corridor, Mountlake Terrace is a friendly and diverse community surrounded by towering evergreen trees and beautiful mountain views. Residents appreciate the city's convenient location, quiet and walkable neighborhoods, cultural and recreational opportunities, and first-class schools.

Mountlake Terrace is centrally located in the Puget Sound region with easy access to major employers such as Boeing, Microsoft, Starbucks, Amazon, and four hospital systems within 10 miles. The city serves as the southern gateway to Snohomish County—the fastest growing county in Washington State. Mountlake Terrace will soon be connected to Seattle, Bellevue, and other regional cities by light rail. With multiple public transit options and easy access to both I-5 and I-405, the city's appeal continues to grow.

Amid this regional growth, Mountlake Terrace has preserved its small-town atmosphere and community spirit. The city's Recreation Pavilion is a community gathering place, offering an award-winning leisure pool and lazy river. Beautiful Lake Ballinger is popular for fishing, boating, beach play and picnicking. The city maintains 260 acres of parks and playfields as well as miles of trails, including the Lakeview Trail connecting the Mountlake Terrace Transit Center to the regional Interurban Trail. And the privately-owned 18-hole Nile Shrine Golf Course is open to the public.

Mountlake Terrace offers a high quality of life in the suburbs with close proximity to big city amenities and Pacific Northwest outdoor recreation. The region is served by two commercial airports: Paine Field in Everett is only 10 miles north of Mountlake Terrace. SeaTac International Airport is located 27 miles south of the city.





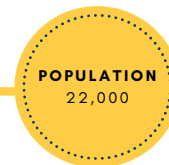
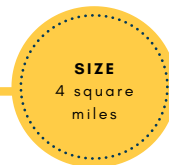
# THE CITY OF MOUNTLAKE TERRACE



Incorporated in 1954, the City of Mountlake Terrace is governed by a seven-member City Council that serves under a Council/Manager form of government. The City Council is elected at-large and Councilmembers serve staggered four-year terms. The City Council elects their Mayor for the following two years at the first meeting of each even numbered year.

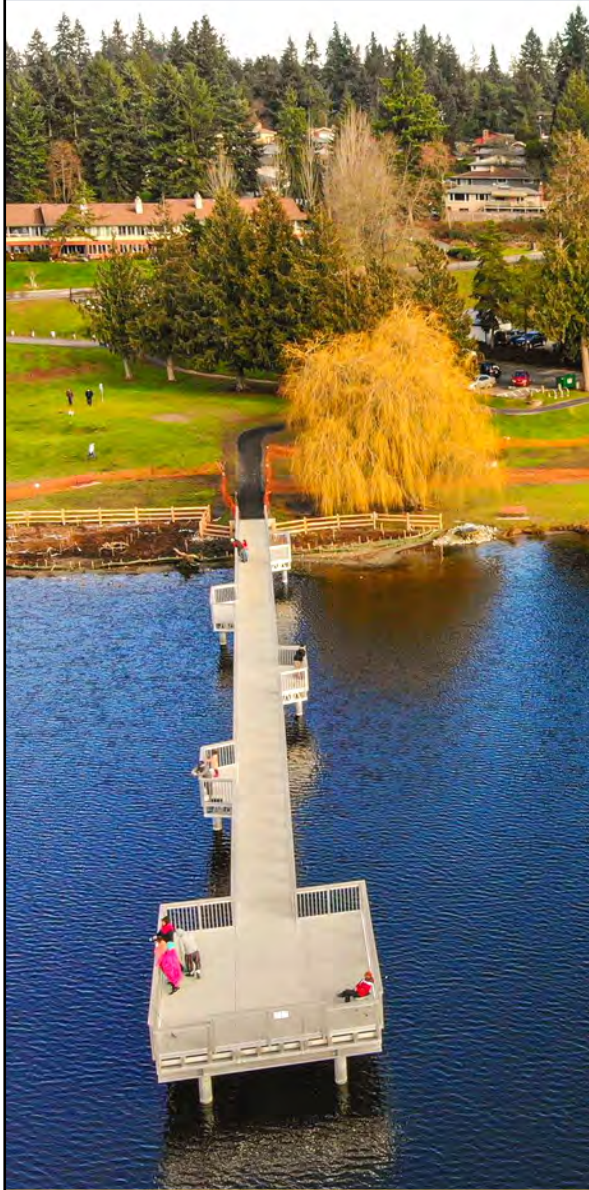
Mountlake Terrace operates with an All Funds budget total of \$127.7 million, a General Fund operating budget of \$34.4 million, and a team of 155 FTEs and 77 PTEs. The city's [Civic Campus](#) hosts the Mountlake Terrace Library, City Hall and Police Department, along with Fire Station 19, which is staffed and operated by South Snohomish County Fire & Rescue. City services are provided through a combination of city employees, public and private contracts, and community volunteers.

Mountlake Terrace is reinventing its downtown to create a vibrant, attractive Town Center with shops, restaurants, brew pubs, offices, clinics, a library, and a variety of housing options. The 68-acre downtown zone will feature wider sidewalks, street trees, and a public plaza for community use.



The City has a friendly and welcoming atmosphere where both Council and staff embrace the organization's vision and values. Staff and city council enjoy a positive and supportive relationship with a high level of trust between senior staff, CMO's office, and council members. The Council works well together and respects each other's opinions. They debate an issue, make a decision, and then move on to the next issue at hand. Both Council and Staff want collaborative discussions and working relationships to address and resolve issues. Staff can be trusted to make decisions and implement the results.

# THE CITY OF MOUNTLAKE TERRACE



“Many years of hard work including strategic planning, comp plan revisions and zoning changes are coming to fruition and MLT is approaching the apex of an exciting transformation especially in its Town Center.”

“MLT is genuine PNW – rural to urban – we’ve got it all – it’s a hidden gem.”

—CITY COUNCIL MEMBERS

## DEPARTMENTS

- City Manager (City Clerk/Community Relations, Records Management and contracted City Attorney)
- Finance
- Human Resources
- Information Technology
- Municipal Court & Jail Services (contracted)
- Police
- Fire (contracted through South County Fire)
- Community & Economic Development
- Public Works (Engineering, Streets, Water, Sewer, Stormwater & Fleet)
- Recreation Parks & Facilities.

## VISION

Mountlake Terrace is a dynamic, engaged, innovative and welcoming city with a vibrant Town Center providing jobs, services, entertainment and activities, surrounded by safe, connected and sustainable neighborhoods with a variety of housing choices for all, pride in their network of parks and recreation programs that support active lifestyles, and celebrate arts, culture and diversity.

## VALUES

- Feeling safe and welcome throughout the community
- Housing choices for all incomes levels
- An informed and engaged community
- Active and passive parks that provide a variety of recreation opportunities for all ages and abilities
- Sidewalks and bike lanes connecting all neighborhoods together
- Events that celebrate arts, neighborhoods and culture
- A vibrant Town Center and economic vitality that provides jobs, services and activities



# OPPORTUNITIES & CHALLENGES

- 1) **A Changing Population & Culture** - The community is transitioning and is more diverse than 20 years ago. How it adapts to and accommodates a changing culture and population will be of paramount importance and a critical priority. At the same time, residents and businesses need to be engaged and assured that these changes will improve the community and make it stronger and more resilient. The challenge will be how to maintain the community's good qualities as it evolves and grows.
- 2) **DEI** - Support, develop and execute the organization's and community's diversity, equity and inclusion (DEI) outreach and efforts. The community is transitioning with changes in its culture, ethnic groups and demographics. It will experience population growth and in so doing will need to embrace and adapt to its new residents and determine how to engage and include them in building community. Included in this issue is how the demographics of the community is reflected in city staff.
- 3) **Succession Planning** - The organization will continue to experience changes in its department heads and supervisors primarily via retirements. Leadership and management vis-à-vis staff evaluation and succession planning will be critical to the success of the organization. Identifying potential future managers and supervisors and developing their skills will play an important role in succession planning.
- 4) **Vision & Goals** - The City Council, the community and City organization embrace a comprehensive community vision and set of goals which is embedded in the council-approved strategic plan. The next city manager will need to diligently and methodically address, adhere to and help achieve each of the items over the next several years and - unless Council agrees to modify the plan - do so without deviating from it.
- 5) **Strategic & Financial Planning** - The City's facilities and physical infrastructure will require capital maintenance and replacement over the next several years. The development of strategic and financial plans will be necessary to inform, support, guide and assist future councils in making critical decisions regarding these essential assets. Along with those plans, a careful evaluation of the staffing needs that will enable and realize timely completion of projects will be paramount to achieving success.
- 6) **Fire & EMS** - The City's services contract with South Snohomish County Fire and EMS is set to expire year-end 2024. Discussion with Council regarding the options to consider for delivery of these services and planning for same needs to be undertaken post-haste. This will be followed by pursuing the preferred course of action approved by Council.
- 7) **Management Systems** - Several management systems are outdated and obsolete including a market-competitive classification and compensation system, HR records system, equity and fairness between union and non-union employees, recruiting and retention programs, and technology systems. These items along with others will need to be addressed through the City's budget processes over the next several years.
- 8) **Volunteerism** - The City enjoys strong resident volunteerism as evidenced by its active advisory commissions and board. Their individual and collective effectiveness has the potential to be enhanced and strengthened through the development and implementation of a management system to improve working relationships between and with each of them and the city council.





# THE CITY MANAGER



The City Manager, who serves as the chief executive officer, is responsible for implementing the policies and goals of the City Council and provides leadership, coordination and development of city departments. The City Manager is appointed by, reports directly to, and serves at the pleasure of the City Council. Currently, the direct reports to the City Manager include the Assistant City Manager, City Clerk, IT Manager, HR Manager, and all Directors.

## THE IDEAL CANDIDATE

- Fiscally responsible with a broad understanding of all city operations, especially utilities. Development and redevelopment negotiating skills and experience and track record of working positively and successfully with developers.
- A confident and self-assured demeanor that will engender trust with council and staff; proven skills in making timely, clear and unambiguous decisions.
- Has an understanding and appreciation of the importance of diversity, equity, and inclusion and has demonstrated ability and success connecting with diverse groups of people.
- Will regularly and frequently engage mayor and council members and seek their input, especially after the long period of isolation wrought by the Covid pandemic.
- A good communicator who is responsive to councilmembers, the community, and the city staff; and who actively listens and follows up to resolve issues. Solution-oriented and responds to issues and inquiries in a constructive way with transparency.
- Skill in leading and facilitating policy discussions that support and enable council to reach consensus especially on difficult issues. The ability to be candid in providing responses to Council and to disagree without being disagreeable.
- A leader as well as a manager, one who sets an example for city staff in demonstrating integrity, honesty, and trustworthiness. Manages staff with empathy and understanding, demonstrates appreciation for good work, and inspires employees to build a long tenure.
- A commitment to empowering employees and a demonstrated ability to effectively delegate with trust without losing track of objectives and timelines.

# 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 7 years progressively responsible management experience. An advanced degree in public administration or related field is preferred. However, any combination of education and experience providing the knowledge, skills, and abilities necessary for successful performance is qualifying. The City of Mountlake Terrace is committed to fostering [diversity, equity, and inclusion](#) in its government and community, and encourages applicants from all backgrounds to apply. The City Council does not require Mountlake Terrace residency, however, they prefer residency in the larger community or in fairly close proximity.

# COMPENSATION & BENEFITS

The City of Mountlake Terrace is offering a salary range of \$175,000 to \$210,000 for this position dependent upon experience and qualifications.

The comprehensive benefits package includes:

- Medical, Dental, Vision Insurance
  - City pays 80% of premium for dependents
- Group Life Insurance (3x annual salary)
- 12 days Vacation Leave
- 12 days Sick Leave
- 12 Holidays, including 1 floating
- WA State Retirement System (PERS)
- 401(a) MEBT defined contribution savings program
  - City matches 4.96% salary
- Employee Assistance Program (EAP)
- Section 125 "Flex" plan (optional)
- 2 Section 457 Deferred Compensation programs (optional)

# LEARN MORE

[City of Mountlake Terrace](#)

[2021-2022 Biennial Budget](#)

[2022 City Council Vision & Goals](#)

[Org Chart](#)

[Comprehensive Plan](#)

[Town Center Plan](#)

[City News & Events](#)

[MLT News](#)

[HeraldNet - Mountlake Terrace](#)



## TO APPLY

Apply Online: [gmphr.com](https://gmphr.com)

First Review: January 25, 2023

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



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# CITY MANAGER

City of Sammamish, WA



Dear Colleague,

GMP Consultants is assisting the City of Sammamish, 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 other chief administrative officers who may be interested?

Thank you for your consideration and assistance.

Greg M. Prothman, GMP Consultants  
206-714-9499





## THE CITY OF SAMMAMISH



The City of Sammamish, WA is seeking an inspiring City Manager to lead this vibrant community 20 minutes east of Seattle. Sammamish is a family friendly city of 66,000, known for offering suburban living amid natural beauty with easy access to big city amenities. 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.

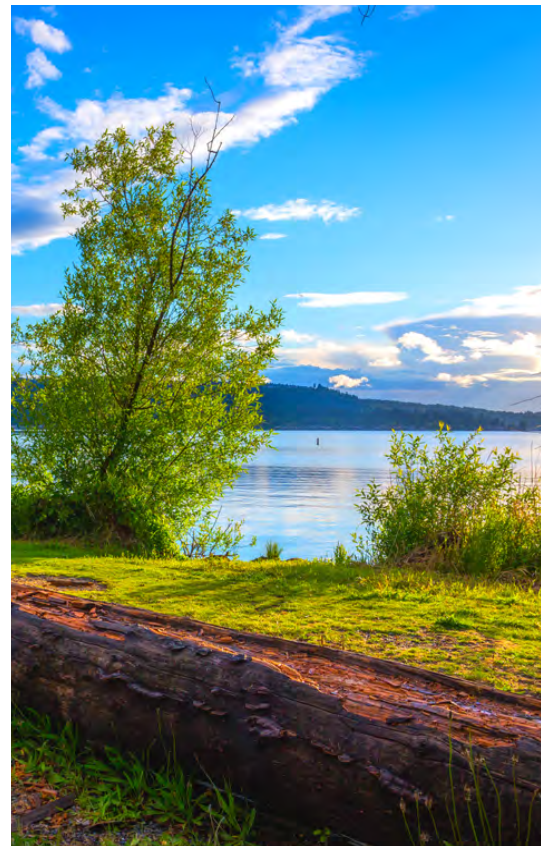
Incorporated in 1999, the City of Sammamish operates as a non-charter optional code city with a Council- Manager form of government. Operating on a biennial 2021-2022 budget of \$276 million with a team of 139 FTE's, the City of Sammamish provides a full range of municipal services and contracts for police, fire, water, and sewer services.

## THE IDEAL CITY MANAGER

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.

- A bachelor's degree from an accredited college or university in Business Administration, Public Administration or a closely related field. Advanced degree preferred.
- 7+ years progressively responsible management experience.
- 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.



**LEARN  
MORE**

More Info: [gmphr.com](http://gmphr.com)

First Review: September 11, 2022

Contact: Andrew Neiditz, GMP Consultants  
[aneiditz@gmphr.com](mailto:aneiditz@gmphr.com) / 253-732-8081





# Request for Proposal (RFP)

For  
Executive Search Firm  
For City Manager Recruitment



**VENDOR #4**

Adrienne (AJ) Johnson-Newton | Assistant City Manager  
21630 11<sup>th</sup> Ave S, Suite A Des Moines, WA 98198  
Ph.: 206.870.6722 Email: [ajohnson@desmoineswa.gov](mailto:ajohnson@desmoineswa.gov)  
Due date: Feb 20, 2024 / 4pm PST



MERRAINE – GOVERNMENT STAFFING  
David Gantshar | President & Managing Director  
[dg@merraine.com](mailto:dg@merraine.com) | direct 845.570.4292  
544 NW University Blvd., Suite #101 | Port St. Lucie, FL 34986  
main 845.290.1900 | [www.merrainegov.com](http://www.merrainegov.com)



## INSTRUCTIONS:

### PROPOSAL REQUIREMENTS

- Submit an electronic copy in PDF via email to [ajohnson@desmoineswa.gov](mailto:ajohnson@desmoineswa.gov) on or before Tuesday, February 20, 2024, by 4:00 pm PST.

The proposal shall include, but not be limited to, the following:

1. Title Page: The title page must consist of the request for the proposal's subject, the company's name, the name, address, telephone number, and email address of the contact person, and the date of the proposal.
2. Table of Contents
3. Transmittal Letter: A signed letter of transmittal briefly stating the Proposer's understanding of the services to be provided, the commitment to perform the services, a statement as to why the Proposer believes itself to be best qualified to provide City Manager recruitment services to the City of Des Moines, how soon the vendor would be prepared to begin services and a statement that the proposal is a firm and irrevocable offer for six (6) months from the date of submittal for consideration in the RFP process.
4. Qualifications: Please include the background and experience of those professionals who would be involved in your firm's recruitment and selection process.
5. Detailed Proposal: The detailed proposal must address all deliverables, including recognition of desired public participation and full City Council involvement as outlined in the Scope of Services of this RFP.
6. Cost: All costs associated with the recruitment process, including details on proposed payment terms.
7. References: Provide the City with at least THREE (3) references from municipalities utilizing **the firm's services. \*Please note that the City will contact the references provided by vendors.**



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### B. ATTACHMENT

- a. Proposal Retainer Fee Agreement

=====

Links/Brochures:

A copy of our flipbook: <https://heyzine.com/flip-book/1ebd384b9e.html>





**MerraineGov**  
The Leading Experts in Government Staffing

February 9, 2024

Adrienne (AJ) Johnson-Newton PHR, SHRM-CP  
Assistant City Manager  
21630 11<sup>th</sup> Ave S,  
Suite A Des Moines, WA 98198  
Ph.: 206.870.6722  
Email: [ajohnson@desmoineswa.gov](mailto:ajohnson@desmoineswa.gov)

**Dear Ms. Newton,**

Since 2001, Merraine Group Inc. has been a leading recruitment firm working with governmental organizations as well as social service organizations in all fifty (50) states. To date, our firm has worked with more than 1800 clients across the United States. In addition, Merraine has been **recognized as one of the "Top Ten" recruitment firms in the nation for thirteen consecutive years** (*source: Modern Healthcare*). As a WBENC (*Women's Business Enterprise*) certified firm, Merraine is honored to "*practice what we preach.*"

In the pages that follow, we have attempted to share with you a little about our story. As a family-owned business, we don't have the marketing department so many large firms employ and utilize to prepare their presentations. What we do offer is an unprecedented retention rate, the absolute best guarantee in the business, the greatest access and the only two-shift operation within executive search. Merraine also has the most comprehensive database and a group of recruiters and talent scouts that have distinguished themselves time and time again.

It is our sincere hope you will invite our team to speak with the Search Committee as we are more than confident City of Des Moines will be best served by working with our firm. Whatever your decision, please know you may call on us at any time for questions, strategic counsel and/or to have us share insights pertaining to the healthcare market.

We love what we do and we hope to work with City of Des Moines!

*Meredith*

Meredith Gantshar  
CEO

*David*

David Gantshar  
President & Managing Director



## I. Executive Summary

In the pages that follow, we invite you to learn more about Merraine Group. Better yet, we invite **you to become a "Merrainiac:"**

Merraine Group is uniquely positioned to lead the search efforts on behalf of City of Des Moines in their search for a new President & CEO. As a WBENC (*Women's Business Enterprise*) certified firm and one of the largest family-owned recruitment firms in the United States, our clients have complete and immediate access to all senior leaders of our organization ensuring thorough communication throughout the entire process.

Merraine Group Inc. was formed in 2001, in New City NY, by Meredith Gantshar. **Meredith's vision** was to create a national search firm providing recruitment services to government, service organizations and the social services industry. Originally from Erie, PA her focus was on ensuring municipalities, states and federal government have equal access to top performers across the country. (*The top ten cities in the USA contain roughly 8% – 9% of the US population.*) Conversely, **Merraine's focus has consistently been on reaching passive candidates in across all segments of society** to ensure all qualified candidates had equal access to leadership opportunities. This formula – coupled with a human touch – has been so successful that at the start of COVID Merraine Group was named the 165th fastest-growing, privately held firm in the USA (*source: Financial Times*). For **thirteen consecutive years, Merraine has been called one of the "top ten executive search firms" by Modern Healthcare magazine (see attached)**. As a result, Merraine has established a strong reputation across the country and around the globe. What sets Merraine Group apart is its investment in placing the ideal candidate. Our thorough vetting process ensures the organization can rest assured knowing our hallmarks include exceptional service, speed to market, discretion and superior talent selection. Merraine Group has maintained an industry leading 97.3% retention rate and offers the very best guarantee in the industry.

Merraine Group has spent over two decades hiring individuals that have worked with, cared for, and been exposed to the greatest challenges in patient care. Our firm provides tailored & innovative solutions to ensure government has the same access to talent as private industry. Over the last two decades, we have built an impressive client list of more than 1800 customers all across the country.

The services offered for our retainers include:

- An onsite visit meeting with stakeholders in the hiring decision, providing a consensus informed search strategy.
- A custom-tailored solution for you based upon your search criteria. This will include a dedicated contact with a predetermined timeline for each step of the process.
- Your choice of in-person interviews or recorded videoconference interviews as well as behavioral assessments, background verifications and a multiple step pre-qualification process.
- Guidance for our clients on interviewing techniques, questions and presentation in order ensure the right hire.



- A dossier for each candidate which includes the resume, a questionnaire each candidate must fill out in their own words, reference check(s), salary expectations and a background clearance. This is **preceded by our cover letter of the candidate's qualifications** based on our interview. (*Sample dossier attached including all verifications, references, licensure etc.*)
- Compensation comparison and a smooth salary negotiation after the candidate has been selected.

## **II. Executive Search Successful Placement**

Merraine Group Inc. has extensive experience working on national executive searches in the healthcare and non-profit sectors. Formed in 2001, Merraine Group Inc. has an abundance of experience within the for profit and non-profit communities.

Merraine Group Inc. has offices in 18 cities across the country and has worked with many local municipalities as well as the federal government. Some of the recent government searches we have conducted include for:

- The County of San Bernardino, California
- The City of Boulder, Colorado
- The State of Rhode Island

Should you wish to call some of our references, please feel free to contact below:

- The County of San Bernardino California  
175 W. 5th Street, San Bernardino, CA 92415-0440  
Silvia Zayas  
HR Employment Manager/Sr. HR Analyst - Recruitment  
[szayas@hr.sbcounty.gov](mailto:szayas@hr.sbcounty.gov)  
(909) 387-5575
- City of Loveland  
500 East Third St. Loveland CO 80537  
Natalie Allen, SPHR  
Human Resources Business Partner  
[Natalie.Allen@cityofloveland.org](mailto:Natalie.Allen@cityofloveland.org)  
Office: [\(970\) 962-2378](tel:9709622378) / Fax: [\(970\) 962-2919](tel:9709622919)
- The State of Rhode Island  
3 W Rd., Cranston, RI 02920, United States  
Richard Charest  
Secretary of the RI Executive Office of Health and Human Services  
[Richard.R.Charest@ohhs.ri.gov](mailto:Richard.R.Charest@ohhs.ri.gov)  
[\(401\) 462-5274](tel:4014625274)



### **III. Deliverables to City of Des Moines**

Merraine Group Inc. has worked under the most stringent requirements to meet client deadlines. Our Executive Project Team has completed more than 2,500 searches. As a result, we will tailor our deliverables to meet your expectations. However, the timeline and list below are our recommendation as it pertains to best practices:

- Initial intake meeting on-site with support team attending via ZOOM
- Semi-Monthly meeting to review progress course-correct (as needed) and to answer any queries from the Search Committee
- Mutually agreed upon timeline to ensure the size of the recruitment team is appropriate and meeting objectives
- Merraine representative on-site as needed (upon request) to serve as escort and to accompany candidate to interviews
- **Relocation and "Trailing Spouse/Partner" Program shared for all finalists**

#### Position Profile Development:

Merraine Group has a team of professional writers as well as a social media team that will work with your HR personnel to ensure the position profile we build together is written and developed to ensure it is read and reviewed by key target audiences. The team at Merraine will modify the position profile to fit different channels including electronic and digital marketing campaigns, various social media outlets, a wide range of PR brochures, publications and community bulletins. These position profiles can take the form of not just written descriptions but video position descriptions as well. Merraine Group was the first firm in the industry to make use of this technology and has adapted it as part of our SEO campaigns and in a variety of resources to ensure we are reaching out to candidates in the places they go to seek new positions.

#### Outreach and Advertising strategy:

**As a general rule, Merraine will establish a "benchmark candidate" that meets the objectives** of CITY OF DES MOINES will spell out as a part of the intake process. Our outreach and advertising strategy does not follow traditional venues such as job boards (although we do use them) as most top-flight candidates are not using these forums when searching for a new position. Tools such as LinkedIn, Indeed and a wide variety of social media campaigns are used as well as non-traditional methods including conferences, recruitment of veterans returning to civilian life, online forums, group **presentations, sampling groups and the industry's most extensive database.** From our experience, the candidate you are looking for is most likely not looking for a new role. It is our job to find them through our reach and to ensure their interest is strong by the time they meet you.

#### Candidate Screening:

**Merraine Group's candidate screening process is the most thorough in the business.** The final dossier can include a photograph of the finalist, a summary of our two interviews with them, a written response (from the candidate) to a series of questions, references, a background check and – if so desired – a drug screen. Our actual pre-qualification process always includes one of our Team Leaders as well as



a member of our senior leadership team, a member of our diversity & inclusion team and one of our key researchers. Our process includes a trailing spouse (significant other) program and seeks to gain understanding not just around their skill sets but also around communication, what motivates the candidate, reasons for the relocation, management style, ability to mentor and conflict resolution.

Candidate Presentation:

A sample copy of our candidate dossier and background portfolio can be required to the Search Committee upon request. Actual candidate presentations can be done via ZOOM, teleconference or in person.

Final Interview Process:

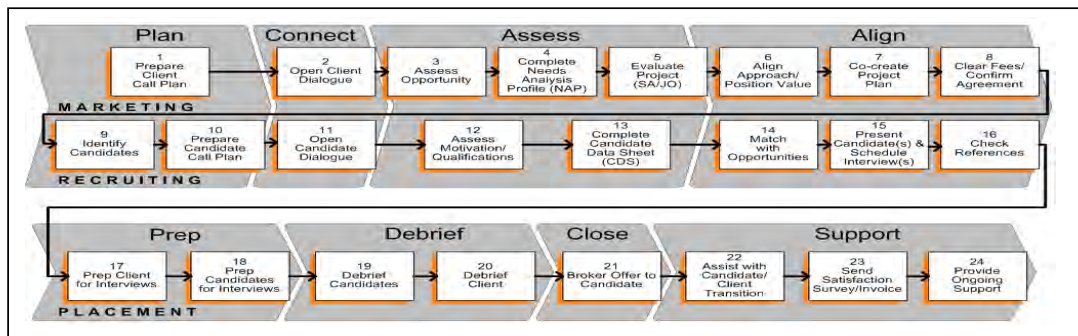
Merraine Group can play as active or as minimal a role in the final interview process as you like. While many of our clients like us to attend the final interviews and to accompany the selected candidates, **some prefer that we simply be "on call" for consultation.** During our intake, we always discuss how detailed you would like this process to be and how many people will serve on your Search Committee. Merraine handles all negotiation and discussions around the offer to ensure the hired candidate is joining your organization fully committed and without any concerns centered around compensation, benefits and/or relocation. We also have a full-scale relocation team to assist each of the candidates so they have fully studied the area and learned more about the organization prior to the final interview process.

Compliance:

Under the direction of Amalia Gantshar, **Merraine's compliance team will conduct a thorough review of** each candidate to ensure we have three to five references, a degree verification, license verifications, arrest and criminal record, sexual predator status and a nine-panel pre-employment drug screen. Merraine works in tandem with our sister company – [www.hrselect.com](http://www.hrselect.com) – to ensure everything is in order before a candidate is selected so there are no surprises.

**Merraine's average timeline (pre-COVID)** for a successful search within the C-Suite was 84 business days for acceptance, another 41 days until start date. In the current, candidate-driven market and post-COVID, we feel this timeline has been slightly ended.

*See flow chart below illustrating Recruitment Steps and estimated timeline.*





- Week 1 Intake with Client
- Weeks 1 Develop internal search strategy
- Weeks 2-3 Marketing/advertising campaign
- Week 3-5 General emails and calls
- Weeks 3-6 Targeted emails and calls
- Weeks 5-7 Interview shortlist Candidates
- Week 5-8 Face-to-face interviews
- Week 6-8 Presentation to client
- Week 8-9 First Round Interviews
- Weeks 9-10 Tour for 3 finalists
- Week 10-11 Offer
- Week 10-12 Set Start Date
- Week 14-17 New Employee Starts

Timeline	Month 1					Month 2				Month 3				Month 4				
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
<b>Intake with Client</b>																		
Develop internal search strategy																		
Marketing/advertising campaign																		
General emails and calls																		
Targeted emails and calls																		
Interview shortlist Candidates																		
Face-to-face interviews																		
Presentation to client																		
<b>First Round Interviews</b>																		
Tour for 3 finalists																		
Offer																		
<b>Set Start Date</b>																		
<b>New Employee Starts</b>																		

#### IV. DEI Policies

##### Diversity, Equity and Inclusion policies

The Merraine Group is an organization committed to promoting a culture of diversity, equity, and inclusion internally and externally.

We understand each and every team member collectively brings value to our company. The individual differences, life experiences, knowledge, creativity, originality, unique capabilities, and talent that our employees invest in their work represents a significant part of not only Merraine Group’s culture but our reputation and achievement as well.

We embrace and encourage our employees’ differences in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees unique.

The Merraine Group’s diversity initiatives are applicable—but not limited—to our practices and policies on recruitment and selection; compensation and benefits; professional development and training; promotions; transfers; social and recreational programs; layoffs; terminations; and the ongoing development of a work environment built on the premise of gender and diversity equity that encourages and enforces:

- Respectful communication and cooperation between all employees.
- Teamwork and employee participation, permit the representation of all groups and employee perspectives.
- **Work/life balance through flexible work schedules to accommodate employees’ varying needs.**
- Employer and employee contributions to the communities we serve to promote a greater understanding and respect for diversity.





All employees of The Merraine Group have a responsibility to always treat others with dignity and respect at all times. All employees are expected to exhibit conduct that reflects inclusion during work, at work functions on or off the work site, and at all other company-sponsored and participative events. All employees are also required to attend and complete annual diversity, equity, inclusion and accessibility awareness training to enhance their knowledge to fulfill this responsibility.

Any employee found to have exhibited any inappropriate conduct or behavior against others may be subject to disciplinary action.

Employees who believe they have been subjected to any kind of discrimination that conflicts with the **company's diversity policy and initiatives should seek assistance from a supervisor or an HR representative.**

### **The Merraine Group's Diversity Recruitment Strategy:**

Diversity is not always visible, yet it is always felt. It is for that reason that a customized approach is applied from the onset. After all, diversity is defined as *the practice of including or involving those from a range of different social and ethnic backgrounds*. The application of diversity is dependent on **an organization's current and conscious state.**

The Merraine Group is committed to providing our clients with diverse and qualified candidate pool.

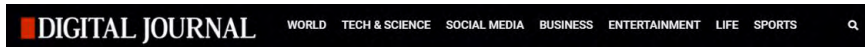
Through our purposeful process designed to *include* versus relying on a keyword-search match, we make it our business to identify and attract the top talent in their fields through our inclusive approach to recruitment. This includes a frequent and consistent outreach to meet underrepresented professionals where they are at, versus relying on them being able to find us including those with non-traditional background.

Our diversity recruitment methodology includes:

- An overt and vocal commitment to partnering with organizations who make DEI a priority.
- Proactive collaboration with ethnically diverse colleges and universities, including multiple Historical Black Colleges and Universities (HBCU) alumni associations.
- Specific and purposeful outreach to women-focused groups
- Gender-neutral and inclusive verbiage in job descriptions
- Targeted advertising within diverse groups to attract those with unique backgrounds.
- Qualifying, based on focusing on achievements versus limiting to preferred certifications.
- An interview process that emphasizes the importance of DEI within your organization
- Consulting clients on an engaging onboarding program, as well as comprehensive diversity training and inclusive succession planning practices.



Recent Article:



## How one firm incorporates diversity, equity, inclusion and accessibility into their recruitment strategy

By Jon Stojan Published July 18, 2023



Photo courtesy Merraine Group Inc.

Amidst the dynamic staffing landscape, where diversity, equity, inclusion and accessibility have become vital imperatives, the task of securing the ideal candidates for critical positions has grown increasingly daunting. In a recent study of top firms in the field, one name rose above the rest in unwavering dedication to excellence in this domain. Enter Merraine Group Inc., an acclaimed national healthcare search firm specializing in the fields of healthcare, human services and education. Merraine is spearheaded by visionary founder Meredith Gantshar and her husband, David Gantshar.

As a leading provider of recruitment services, Merraine has carved a niche in the industry through its **innovative approach to candidate recruitment and screening coupled with the firm's unwavering commitment to "smashing the norms."** Established in 2001, Merraine Group is a firm specializing in executive search and recruitment, interim staffing, RPO (Recruitment Process Outsourcing) as well as **career coaching and training. As a WBENC (Women's Business Enterprise) certified firm, Merraine is committed to a recruitment process devoid of all bias and committed to the recruitment of candidates that fall outside of traditional recruitment sources.** *"Our position,"* according to Meredith Gantshar, Chairperson *"is to ensure we are looking for the most qualified candidate even if they are not particularly easy to find. This meant the tools and methods used by recruitment firms over the last couple of generations had to be rewritten so as to ensure we can find the most qualified candidate regardless of how long it takes."* By challenging these norms and building their own tools, Merraine has been able to establish key performance indicators separating their firm from many of the "well established" industry leaders. Some of these norms include running a two-shift operation, publicly sharing retention rates, offering industry guarantees that go far beyond client expectations and a DEIA strategy that holds the firm to the same standards as their customers. As the sixth largest



executive search firm within health and human services, Merraine has demonstrated its leadership by asking their clients what they need as opposed to watching the competition.

By taking a distinctive approach, Merraine sets itself apart from its competitors. While many organizations delegate tasks to different team members, the firm remains governed by its founders who participate in candidate selection and client development on a daily basis. Through this **hands-on approach, individuals gain a deeper understanding of an organization's culture, allowing them to align themselves with their career goals and aspirations.** President & Managing Director of the firm, David Gantshar, is **known for traveling over 250,000 miles per year.** *"You **can't** know your customer if **you're** not willing to visit them, walk in their shoes, understand their concerns and spend time in their community," says Gantshar. "My priority is to spend 50% of the year on the road with our clients and the other 50% ensuring our recruitment process is aligned with their objectives."*

**Another pivotal aspect differentiating Merraine is its commitment to preserving a hospital's profile throughout the recruitment journey. The firm's diligent professional team works closely with clients, leaving no room for deviation. A key objective of the organization is to deliver the highest quality talent that is meticulously tailored to meet clients' individual needs. A thorough analysis of the client's requirements combined with a keen understanding of their culture has resulted in sophisticated profiling techniques to produce a pre-qualified candidate "shortlist" that perfectly aligns with the client's needs.**

Through outstanding recognition and a track record of success, Merraine has solidified its leadership position. **Laura Burgess, VP of Talent for Merraine remarked** *"In 2022, we had our best year ever with revenues and searches up over 25%. However, what **we're** most proud of are the **company's** successful searches with more than 1,800 organizations and a diversity within our own firm that mirrors the very practices we talk about with our clients every **day.**"*

While Merraine is evidently successful in recruitment, it recognizes that diversity, equity, inclusion and accessibility are crucial elements in the industry. Adopting these principles is more than a matter of social responsibility; it is a strategic imperative that directly impacts patient outcomes, quality of care, education and future generations.

Alfred Hankins, Director of DEIA at Merraine highlights ongoing progress while shedding light on the **disparity regarding establishing dedicated roles for DEIA.** *"Although diversity recruitment efforts have experienced recent growth, numerous healthcare systems still fall short in these **areas,**" he remarks. *The notable sluggishness in this process, reflecting a delayed response, underscores the urgency to expedite these efforts within the field.**

Moreover, the leaders of Merraine emphasize that even when these roles are in place, organization stakeholders may still need to comprehend the significance fully. Recognizing the importance of education, he stresses the need for recruitment efforts to be accompanied by fostering understanding



and appreciation for the pivotal role diversity and inclusion play within health and human services. He asserts that forging partnerships with community organizations and healthcare systems can only promote a shared understanding of the importance of diversity and inclusion in the industry.

Diversity and inclusion extend beyond executive positions, necessitating a workforce embodying cultural awareness, sensitivity, and competency. This imperative arises from the requirement to address disparities in quality caused by factors such as income, ethnicity, and age. Through these concerted efforts, Merraine empowers its clients to enhance outcomes and create an environment that embraces the needs of all individuals.

*“Within the past year, we’ve added a Career Coaching Group built upon the best practices we have witnessed and been teaching for over two decades.” When asked about their success the Gantshar’s is in full agreement, “We believe whatever success we have achieved is due to the amazing team we have assembled and the passion we have for the field. We see what we do as a calling, and it is a real opportunity for us to be able to work with leaders shaping our communities.” Merraine’s steadfast dedication to excellence positions them as agents reshaping recruitment, one candidate at a time.*

*\* Note: Article has been edited for purposes of brevity*

## V. Advertising Budget

*A plan for advertising the positions (including the budget for advertising out-of-pocket expenses.*

### Advertising Plan and Out-of-pocket Expenses

Advertising Plan	
Direct Mail Campaigns	
Electronic Job Boards	
Email Marketing	
Social Media Campaigns	
Google Ads	
Job Fairs	
Conferences / Symposiums	
<b>Total Cost</b>	<b>Marketing Fee - \$4,850*</b>

*\* There will be no additional advertising expenses above the \$4,850.*

As a matter of policy, Merraine Group charges a one-time advertising & marketing fee of \$4,850.00 for all expenses. **Any expense over this preset amount is taken from Merraine’s “side of the ledger.”** This prevents our clients from receiving invoices for charges beyond what has been budgeted.



While Merraine Group utilized 65 different identifiable methods to recruit candidates, our advertising plan is fairly unique. Merraine generally does not make use of job boards and/or other tools that focus on active candidates. It would not be accurate to say these methods are not incorporated into our search strategies. However, over 94% of the candidates our organization placed during the 2023 calendar year were “passive” candidates that were not actively looking for a new role. These candidates are found through a variety of strategies, most of which are not found through advertising. When advertising, Merraine uses tools generally not used by major healthcare systems including social & digital media (i.e., LinkedIn, Facebook, Instagram, TikTok, Snapchat, Z) as well as conference lists, search engine optimization, digital bulletins, direct marketing, client promotions and the usage of web-based advertising. We find these methods far more effective than the tradition job boards such as Monster, CareerBuilder and Indeed. In addition, it has always been our philosophy that our clients want to see us bring them candidates they would otherwise not be able to find on their own. This includes extensive outreach from a DEIA standpoint (see attached information).

#### **VI. Civil or Criminal Litigation**

Merraine Group Inc. has no prior civil or criminal litigation since our inception in the spring of 2001. There has never been any type of litigation filed against Merraine Group Inc.

#### **VII. Exclusivity Disclosure**

Merraine Group does not have any exclusive arrangement that precludes us from the active recruitment of individuals from this RFP.



**VIII. THE MERRAINE TEAM CREDENTIALS**



Meredith Gantshar  
CEO

Meredith is the Founder and CEO at Merraine Group Inc. Originally from western Pennsylvania, Meredith attended the University of Pittsburgh for her **undergraduate studies and later obtained a Master’s in Psychology** from Fairleigh Dickinson University. With a lengthy career in healthcare, Meredith launched the Merraine Group in 2001. As a working Mother and a nationally recognized corporate leader, she has blazed a trail for working women and has led us to record setting growth over the last two decades. Merraine Group is proud to be a WBENC Certified Business (**Women’s Business Enterprise**).



David Gantshar  
President & Managing Director

David received his education at Carnegie Mellon University and worked for major American, British and Canadian firms before starting Merraine Group in 2001. Merraine is today a global leader in recruitment and retention, permanent and interim leadership, RPO (Recruitment Process Outsourcing), organizational development, training and HR **outsourcing. Under David’s leadership, Merraine was recently named to Modern Healthcare’s top ten executive search firms for the thirteenth consecutive year!**

The Merraine Working Team for City of Des Moines



Laura Burgess - VP, Talent Engagement

Laura brings over two decades of experience in leadership, sales and development, including serving as Director of Training for a global BPO Organization. Prior to that she was the Director of Training for MRINetwork where she led consulting efforts on behalf of hundreds of search firms worldwide. Laura focused on advancing their leadership and recruitment **talent in order to best serve their clients. Laura’s passion is growing companies, changing lives and helping her team exceed expectations.**



Alfred Hankins – Director of Diversity, Equity, Inclusion, and Accessibility

Alfred has over 25 years of experience in corporate structure and operations, including serving as Chief Financial Officer for multiple international companies. In this role he was responsible for mergers and acquisitions which allowed him to evaluate the strengths and weaknesses of an organization while also measuring the employee experience. As Director of Diversity and Inclusion his focus is not just on recruiting, but also promoting the benefits of a diverse and inclusive workforce to our clients.





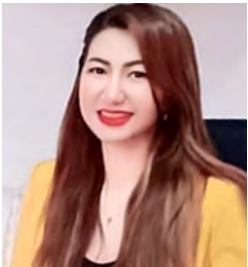
Eli Ledee – Director of Database Analytics & Key Accounts

Eli holds a bachelor's degree in Theatre and Archaeology. She gained 17 years of experience at MTV Networks/Nickelodeon, overseeing the recruitment team. Since joining the group in 2009, Eli has successfully managed interim and permanent searches for healthcare and non-profit roles. Additionally, Eli has played a vital role in populating, scaling, navigating, and searching the Merraine Database.



Fabiana Reis – Social Media & Marketing Manager

**Originally from Brazil, Fabiana received her bachelor's in social communication and advertising.** With over ten years of experience as a marketing professional, and a wealth of knowledge in brand development and digital marketing, she is eager to expand Merraine Group's brand presence.



Jane Nueva – Executive Assistant / Administrative Lead

Jane has a **Master's** degree in Business Administration and act as the Executive Assistant to the President of the Company. She connects with the candidates through interview scheduling process, reference interviews, travel arrangement, relocation services and handles administrative services. Jane has worked with the Executive C-suite for over 10 years across multiple industries of hospitality, media broadcasting and creative communication.

# Proposal Agreement



MERRAINE – GOVERNMENT STAFFING

David Gantshar | President & Managing Director  
[dg@merraine.com](mailto:dg@merraine.com) | direct 845.570.4292  
544 NW University Blvd., Suite #101 | Port St. Lucie, FL 34986  
main 845.290.1900 | [www.merrainegov.com](http://www.merrainegov.com)

# Request for Proposal

For  
Executive Search Firm  
For City Manager Recruitment





**MerraineGov**  
The Leading Experts in Government Staffing

## RETAINER AGREEMENT

February 9, 2024

Adrienne (AJ) Johnson-Newton PHR, SHRM-CP  
Assistant City Manager  
21630 11<sup>th</sup> Ave S,  
Suite A Des Moines, WA 98198  
Ph.: 206.870.6722  
Email: [ajohnson@desmoineswa.gov](mailto:ajohnson@desmoineswa.gov)

Dear Ms. Newton,

We are pleased to confirm the terms of our engagement to recruit candidates for the **City Manager** and any other mutually agreed upon positions. In providing candidates for the position, we will source candidates, match their qualifications to those you desire, check the references of candidates in whom you are interested, create a short list of recommended candidates, liaise with your representatives, and assist you throughout the hiring process.

Our service fee is equal to **twenty-four (24%)** of each candidate's first year's compensation. It will be paid in two installments. The first installment is made up of a \$10,000.00 payment to be paid at the time you approve this Agreement. These payments are non-refundable. The second installment will be paid after you retain the services of a candidate referred by our firm. The total fee will be due ten days after the date the candidate starts (less the \$10,000 engagement fee) or thirty days after the offer letter is signed, whichever comes first.

If the service relationship between you and the candidate is terminated within **90-days** after the date the candidate is to begin, we will replace the candidate at no additional charge. Should such a replacement be needed, you will not be responsible for any additional payments. We will, replace the candidate at no additional charge provided you have given us written notice of the termination and reasons within 5 business days after termination and you paid our fee and any applicable sales, use, or similar tax when due. This guarantee is not applicable if the service relationship is terminated because the position is eliminated or due to a change in job responsibilities, layoff, merger or acquisition, decrease in compensation, or because of insufficient work for the candidate. Since you will determine whether you are satisfied that the candidate has the requisite experience and qualifications for your needs, and that information provided by the candidate and other sources, directly or through us, is accurate, this guarantee is provided as your sole remedy if you are dissatisfied. We do not guarantee the performance of any candidate, and shall not be liable for any claim, loss, or damage resulting from a candidate's acts or omissions.

The candidates will be referred to you in confidence, and we ask that you not refer or identify them to any other company. Should you do so, and the other company enters into a service relationship with the candidate, both companies would be responsible for the payment of the service fee.

You may cancel this agreement at any time by providing written notice of cancellation via fax or mail to our firm, but in such an event you shall not be entitled to a refund of any fees paid. In the case of cancellation, you agree to remain liable to us for the total service fee and applicable expenses.



In the event that you fail to pay us, and demands for payment are required, or in the event of litigation, you will be responsible for payment of all attorney fees, including fees for trial and appeals. As we will be performing our services in the State of Florida, its laws and those of the state and federal courts for Florida shall have exclusive jurisdiction over both of us and will be applicable to our relationship.

In accordance with your policies and ours, we do not discriminate in the referral or acceptance of candidates on the basis of race, color, religion, sex, age, national origin, marital status, disability, or other protected characteristics.

The following definitions are applicable to this Agreement: "Candidate" means a person referred to you by **Merraine – Government Staffing**, directly or indirectly. "Qualified Candidate" means a Candidate who possesses the material qualifications described in the job orders or search assignments for the positions. "Refer" means the disclosure by Merraine Group Inc. of the identity of a candidate by any means, orally or in writing. "Service relationship" means your engagement of the services of a candidate in any position or capacity, including as an employee, independent contractor, consultant, or other representative. "First year's compensation" means an estimate of all compensation expected to be earned by the candidate or paid for the candidate's services during the first year of the service relationship, including wages, salary, draw, fees, commissions, bonuses, relocation allowance, interim housing and other incentives and payments. It is to be determined as of the time when the service relationship is to begin and would not be increased or decreased thereafter.

Thank you for the opportunity to serve you.

Respectfully,

By:

David Gantshar  
President & Managing Director



**MerraineGov**  
The Leading Experts in Government Staffing

By initialing here, I am authorizing Merraine Group Inc. to extend the guarantee period for an additional twelve (12) months for a one-time fee of \$5,000.00 due at the time of hire \_\_\_\_\_.

If this line is not initialed, I understand Merraine Group Inc. will honor the guarantee period stated on the first page of this agreement.

We agree to the terms of this retainer agreement.

\_\_\_\_\_

By:



**MERRAINE GROUP INC.**  
PROVIDING LEADERS FOR HEALTHCARE AND SOCIAL SERVICES

# Meet Our Leadership Team



**Meredith Gantshar**  
CEO

Meredith is the Founder and CEO at Merraine Group Inc. Originally from western Pennsylvania, Meredith attended the University of Pittsburgh for her undergraduate studies and later obtained a Master's in Psychology from Fairleigh Dickinson University. With a lengthy career in healthcare, Meredith worked in diverse areas such as Alzheimer's Research and Dental Health before launching Merraine Group in 2001. As a working Mother and a nationally recognized corporate leader, she has blazed a trail for working women and has led us to record setting growth over the last two decades. Merraine Group is proud to be a WBENC Certified Business (Women's Business Enterprise).



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President & Managing Director

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**Laura Burgess**  
Vice President, Talent Engagement

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**Alfred Hankins**  
Director of Diversity and Inclusion

Alfred has over 25 years of experience in corporate structure and operations, including serving as Chief Financial Officer for multiple international companies. In this role he was responsible for mergers and acquisitions which allowed him to evaluate the strengths and weaknesses of an organization while also measuring the employee experience. As Director of Diversity and Inclusion his focus is not just on recruiting, but also promoting the benefits of a diverse and inclusive workforce to our clients. Alfred enjoys serving as a mentor to teenagers and volunteer community projects.



**Jonathan Fund**  
VP of Operations & Organizational Development

Jonathan spent the early part of his career at KPMG. With a master's degree in Organizational Development, Jonathan is the head of Merraine's Organizational Consulting division. In addition, Jonathan is an officer of the firm and serves on the company's Executive Committee. As Vice President of Operations for the firm, Jonathan has complete oversight for all communication systems, infrastructure, websites and technology across all eighteen offices of Merraine Group.





hereby grants

# National Women's Business Enterprise Certification

to

Merraine Group Inc.

who has successfully met WBENC's standards as a Women's Business Enterprise (WBE).  
This certification affirms the business is woman-owned, operated and controlled and is valid through the date herein.

WBENC National WBE Certification was processed and validated by Women's Business Enterprise Council Florida, a WBENC Regional Partner Organization.

Certification Granted: May 26, 2023  
Expiration Date: May 26, 2024  
WBENC National Certification Number: WBE2301443



Authorized by Nancy Allen, President & CEO  
Women's Business Enterprise Council Florida

NAICS: 561311  
UNSPSC: 80111700



# VENDOR #5

## Executive Search Firm For City Manager Recruitment CITY OF DES MOINES, WASHINGTON

### Proposal

FEBRUARY 20, 2024



Submitted by:

MICHELE MORAWSKI  
ASSISTANT DIRECTOR, CLIENT SERVICES  
630 DUNDEE ROAD, SUITE 225  
NORTHBROOK, IL 60062  
224.415.3791  
mmorawski@govhrusa.com



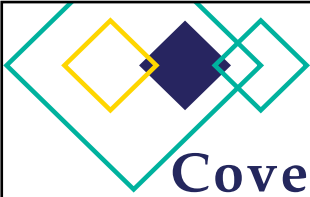
CITY OF DES MOINES

EXECUTIVE SEARCH FIRM FOR CITY MANAGER RECRUITMENT  
FEBRUARY 20, 2024

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# Cover Letter



February 20, 2024

Adrienne (AJ) Johnson-Newton,  
Assistant City Manager  
1st Floor, 400 Robert D Ray Drive,  
Des Moines, IA 50309

**RE: PROPOSAL FOR EXECUTIVE SEARCH FIRM FOR CITY MANAGER RECRUITMENT**

Dear Ms. Johnson-Newton:

Thank you for the opportunity to provide you with a proposal for the City Manager recruitment and selection process for the City Of Des Moines ("City"). Our proposal provides the City with firm qualifications, key experience, a detailed work plan and timeline, and associated fees to provide services that exceed expectations. We provide a tailored, personal approach to executive recruitment and selection and can adapt to your specific requirements for the position.

We have some very exciting news to share. GovHR USA (GovHR) has recently been acquired by MGT of America Consulting, LLC (MGT). MGT is a nationally respected leader in public sector management consulting and technology services with a long track record supporting state, local, and education clients. GovHR and MGT are joining forces to take the next step in offering integrated solutions that can accelerate our most important shared goal: dramatically improving lives by *advancing and lifting up the communities we serve*.

Our consultants have worked in all areas of local government leadership, including city/county management, human resources, public safety, finance, public works, parks and recreation, and utilities. This combined hands-on knowledge and experience has made MGT and GovHR proven leaders in public sector consulting.

As requested, the proposal is a firm and irrevocable offer for six (6) months from the date of submittal for consideration in the RFP process

**MGT CONTACT INFORMATION**

<b>MGT HEADQUARTERS</b>	<b>MGT of America Consulting, LLC</b> 4320 West Kennedy Boulevard   Tampa, Florida 33609 P: 813.327.4717   www.mgtconsulting.com FEIN: 81-0890071
<b>PROPOSAL CONTACT</b>	<b>Michele Morawski, Assistant Director, Client Services</b> 630 Dundee Road, Suite 225   Northbrook, Illinois 60062 224.415.3791   mmorawski@govhrusa.com

Thank you for the opportunity to submit a proposal to the City of Des Moines. Should you have questions on any aspect of this proposal, please contact **Michele Morawski** at **224.415.3791** or **mmorawski@govhrusa.com**.

Regards,

Patrick J. Dyer, Vice President, *Authorized to bind the firm*





# Firm Profile

*We impact the communities we serve – for good.*

MGT began operations in 1974 as a public-sector research firm. Since then, we have significantly expanded our consulting capabilities and client offerings. Today, we are a national consulting firm specializing in **assisting clients in operating more efficiently and effectively.**

MGT has acquired a keen understanding of the structures, operations, and issues facing public entities. This understanding comes from **nearly 50 years** of experience providing innovative yet practical solutions to public sector clients. We provide objective, creative, expert services in the areas of human capital, finance, technology, programming, and planning. We draw on the expertise of our highly qualified staff, most of whom have had prior careers at city-, county-, and state-level government offices. This insider's knowledge of government operations and structure gives MGT a competitive advantage and an ability to hit the ground running from the very start of a project.



**Name:** MGT of America Consulting, LLC (MGT)

**Founded:** 1974

**Locations:** Headquarters in Tampa, Florida; branch offices nationwide

**Staff:** 500+ consultants across the country

**Structure:** Privately held and client-driven

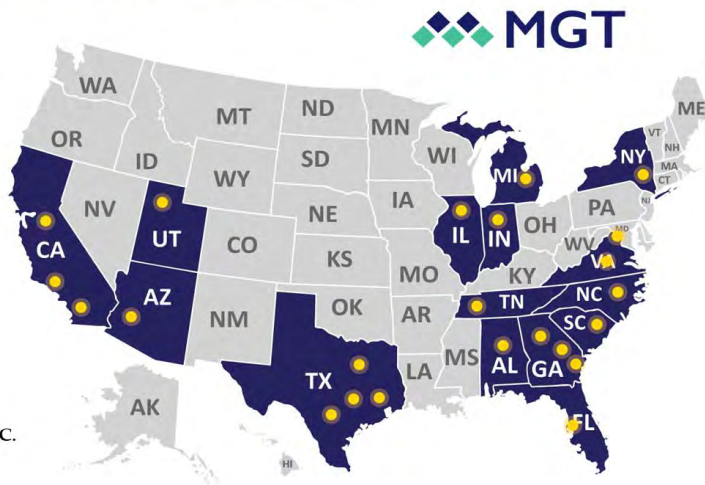
**Lines of Business:** Government Consulting; Education and Financial Solutions; Diversity and Inclusion; Human Capital; Cybersecurity and Technology

Find out more at [www.mgtconsulting.com](http://www.mgtconsulting.com).

MGT has successfully worked with clients on **more than 30,000 projects** to help them adapt to change while maintaining the vision and direction toward their short- and long-term goals. With the recent combination of GovHR, our firm includes **more than 500 professionals and administrative staff** to support our clients' success. MGT's corporate office is in Tampa, Florida, with additional offices nationwide, as shown below.

## NATIONAL FIRM LOCAL FOCUS

- Alabama**  
Birmingham
- Arizona**  
Phoenix
- California**  
Sacramento  
Riverside  
Carlsbad
- Florida**  
Tampa HQ
- Georgia**  
Savannah  
Atlanta  
Alpharetta
- Illinois**  
Chicago Metro
- Indiana**  
Gary
- Michigan**  
Bay City
- New York**  
NYC
- North Carolina**  
Raleigh
- South Carolina**  
Columbia
- Tennessee**  
Nashville
- Texas**  
Dallas  
Austin  
San Antonio  
Houston
- Utah**  
Salt Lake City
- Virginia**  
Richmond
- Washington, D.C.**



## FIRM PROFILE

### Social Impact Solutions

The MGT Social Impact Solutions team has an impressive track record of providing **customized solutions, objective research, creative recommendations, and quality products** that respond to each client's unique needs and time requirements. GovHR is now a part of MGT's Social Impact Solutions Team.

### GovHR USA

GovHR was originally formed as Voorhees Associates in 2009, changed its name to GovHR USA in 2013, and joined MGT (**the nation's leading social impact firm**) in 2023. GovHR provides public management consulting services to local government clients and other public-sector entities across the country. GovHR offers customized executive recruitment services, management studies, and consulting projects for local government and organizations who work with local government. Additionally, GovHR's GovTempsUSA division provides interim staffing solutions to keep operations moving during recruitment.

GovHR's consultants are experienced executive recruiters who have conducted **over 1,250 recruitments** working with cities, counties, special districts, and other governmental entities of all sizes throughout the country. They have held leadership positions within local government, giving them an understanding of the complexities and challenges facing today's public sector leaders.

### GOVHR'S LEADERSHIP



**Heidi Voorhees**  
(847) 380-3240

[HVoorhees@GovHRusa.com](mailto:HVoorhees@GovHRusa.com)

*Ms. Voorhees has conducted more than 400 recruitments in her management consulting career, with many of her clients being repeat clients, attesting to the high quality of work performed for them. In addition to her 22 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, including 10 years as Village Manager for the Village of Wilmette, Illinois.*



**Joellen Cademartori**  
(847) 380-3238

[JCademartori@GovHRusa.com](mailto:JCademartori@GovHRusa.com)

*Ms. Cademartori is a seasoned manager with expertise in public-sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Cademartori has worked in forms of government ranging from Open Town Meetings to Council-Manager. She has supervised all municipal and county departments, from Public Safety and Public Works to Mental Health and Social Services.*



## Our Commitment

MGT embraces the most complex challenges with deep commitment, agility, and local expertise to make a measurable and profound social impact. Simply stated, our promise is:

*We improve lives by advancing and lifting up your community.*

This purpose reflects the company's strong social conscience and service ethic that forms the core of the MGT "Why." MGT models this philosophy by systematically seeking out the highest-impact projects and relationships, encouraging community involvement, and investing in a collaborative and rewarding world-class work environment for employees.

*Impacting  
Communities.  
For Good.*



### Defined by Our Impact

We understand the goals of the City of Des Moines and how this search process will ensure a diverse pool of highly qualified candidates for the City.

The MGT team empowers organizations to enhance their teams through innovations in people, processes, and technology to **lift and strengthen their human resources solutions.**

Part of our success is based upon our **promise to be flexible and responsive.** We are acutely aware of the political, economic, social, and technological factors that impact today's public sector clients. MGT is structured into several primary consulting divisions to support these needs. **We are pleased to have the Government Consulting Experts within the MGT Social Impact Solutions Group responsible for leading the completion of this project.**

*Together, we are revolutionizing the search process to ensure the city thrives with top-tier candidates.*



#### Social Impact Solutions

Our Social Impact Solutions team combines Financial Solutions, Education Solutions, Human Capital, Government Consulting, and Diversity, Equity, and Inclusion (DEI) to provide an integrated team with subject matter expertise and the financial acumen to help municipalities, government agencies, schools, districts, state agencies, and colleges and universities perform at their best and thrive.



#### Technology Solutions

Our Technology Solutions business supports state, local, education, and private companies as they seek to improve and protect their network infrastructure and data for greater resiliency. We offer world-class IT infrastructure management, cyber security, and strategic IT professional staffing.

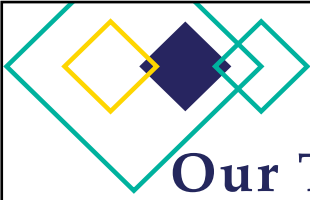
## Why Choose MGT/GovHR?

- ✓ **Unparalleled Expertise and Level of Service.** With executive recruitment experience in 44 states and communities ranging in population from 1,000 to 3,000,000, we are a leader in the field of local government recruitment and selection. More than 40% of our clients are repeat clients, and 94% of surveys show our overall performance rating as **Outstanding** – indicating a plan to use our services and/or highly recommend us in the future.
- ✓ **Delivering the Best.** We conduct comprehensive **due diligence** on candidates. Our state-of-the-art process includes extensive use of social media for candidate outreach and video interviews with potential finalist candidates, ensuring successful recruitment for the City. We will provide important information to potential candidates by developing a high-quality, thorough Recruitment Brochure reflecting our knowledge of your community and your organization. Before we recommend a candidate to you, **we ask probing questions** that will verify their expertise during video interviews, reference calls, and news and social media searches.
- ✓ **A Partner from Start to Finish.** We are your partners in this important process. We welcome you to review all the resumes we receive, and we will share our honest assessment of the candidates. Our goal is your **complete satisfaction**. We can strategize with you on various approaches for meeting your recruiting needs, including evaluating internal candidates, identifying non-traditional candidates who meet your recruitment requirements, succession planning, and mentoring options. We are committed to working with you until you find the best candidate for your position.
- ✓ **Services for Any Budget and Any Search.** We strive to meet the specific needs of our clients by offering several options for recruitment services to meet your budget. Our services range from Full Executive Recruitments to Virtual Recruitments and even Professional Outreach for those wanting to reach a broader network. In the following proposal, we have provided the scope we believe **best fits your needs**.



*"We were very impressed by how efficient they worked, their methodology, their insight, and their professionalism.*

*I would highly recommend MGT and hope to do business with them again for our next study."*



## Our Team

*The success of a consulting engagement is founded on the qualifications of the project team and how it is structured and managed.*

MGT employs a team of professionals with backgrounds in local government and the not-for-profit sector. With the City's staffing needs in mind and due to the significance of this recruitment, we have assigned our highly knowledgeable and experienced consultant, Sarah McKee. She will act as your project manager and primary point of contact for this project. Her biography is attached as **Appendix A**.

### Project Manager & Main Point of Contact



**SARAH MCKEE**

Senior Vice President  
smckee@govhrusa.com  
847-380-3240

Sarah has extensive experience as a local government manager and in non-profit management. She has conducted recruitments for a variety of positions including, City Manager/Administrator, Public Works Director, Fire Chief, Human Resource Director, Director of Development Services, Park and Recreation Director, Building Director, Bridge and Road Director, Court Services Director, 911 Center Director, Community and Economic Development Director, and non-profit Executive Director in various states including Illinois, Indiana, North Carolina, South Carolina, Florida, Texas, Washington, Montana, West Virginia and Colorado. She has also been involved in organizational structure/development studies and strategic planning.

### Proposal Inquiries



**MICHELE MORAWSKI**

Assistant Director of Client Services  
224.415.3791  
MMorawski@GovHRusa.com



# Project Approach & Methodology

*A detailed plan specifically designed for you.*

## Project Understanding

A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to administer your recruitment professionally will provide you with a diverse pool of highly qualified candidates for your position search.

Our clients are informed of the progress of their recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need recruitment information.

We will collaborate with the City Council throughout the process to select the most qualified and suitable candidate to lead the city.



**MGT: EXPERTS IN RECRUITING**  
*"The coordination by the consultant helped to alleviate the workload of internal staff. Consultant was willing to customize the process based on the City's needs."*

## MGT Client Satisfaction Components



## Proposed Work Plan

### PHASE 1 POSITION ASSESSMENT, POSITION ANNOUNCEMENT, & BROCHURE

#### Activities

MGT treats each executive recruitment as a transparent partnership with our client. We believe in engaging with stakeholders early in each recruitment process to fully understand the challenges and opportunities inherent in the position. Understanding the organizational culture is critical to successful

## PROJECT APPROACH & METHODOLOGY

recruitment. We gain this insight and information through meetings (one-on-one and in small groups), surveys, and a review of relevant information. This information is reflected in a polished marketing piece that showcases the organization and the area it serves.

### INFORMATION GATHERING

- ◆ One-on-one or group interviews with stakeholders identified by the City.
- ◆ MGT can establish a dedicated email address for feedback from stakeholders or the community.
- ◆ Community forums (in person or via video) can be used to gather input and feedback.
- ◆ Surveys can be used by department personnel and/or the community to gather feedback.
- ◆ Conversations/interviews with department heads.

A combination of the items listed above can be used to fully understand community and organizational needs and expectations for the position (this proposal includes 12 hours of meetings – additional meetings can be added for a fee of \$150/hour plus actual expenses if incurred). A dedicated email address and one organizational survey are included. A Community Survey can be conducted for \$2,500. Community Forums are conducted as an optional service.

Development of a **POSITION ANNOUNCEMENT** to be placed on websites and social media.

Development of a thorough **RECRUITMENT BROCHURE** for the City's review and approval.

Agreement on a detailed **RECRUITMENT TIMETABLE** – a typical recruitment takes between 90 to 120 days from the time you sign the contract to the appointment of the finalist candidate.

## PHASE 2 ADVERTISING, CANDIDATE RECRUITMENT, & OUTREACH

### Activities

We extensively use social media and traditional outreach methods to ensure a diverse and highly qualified pool of candidates. Our website is well known in the local government industry – we typically have 17,000+ visits monthly to our website and career center. Additionally, our weekly job listings are sent to over 8,000 subscribers.

Phase 2 will include the following:

- ◆ MGT consultants will personally identify and contact potential candidates.
- ◆ Develop a database of potential candidates from across the country unique to the position and the City, focusing on:
  - Leadership and management skills.
  - Size of organization.
  - Experience in addressing challenges and opportunities is also outlined in Phase 1.
  - The database will range from several hundred to thousands of names. An email campaign will be sent to each potential candidate.
- ◆ Placement of the Position Announcement:
  - Public sector online Career Centers.
  - **Social media:** LinkedIn (posted on MGT Executive's LinkedIn news feeds to reach over 50,000 connections), Facebook, and Instagram.



## PROJECT APPROACH & METHODOLOGY

- MGT will provide the City with a list of advertising options for approval.

### PHASE 3 CANDIDATE EVALUATION & SCREENING

#### Activities

Phase 3 will include the following steps:

- ◆ Review and evaluate candidates' credentials with consideration to the criteria outlined in the Recruitment Brochure.
- ◆ Candidates will be narrowed down to those that meet the qualification criteria.
- ◆ Candidate evaluation process:
  - Completion of a questionnaire explaining prior work experience.
  - Live Video Interview (45 minutes to 1 hour) conducted by a consultant with each finalist candidate.
  - References provided by the candidate are contacted.
  - Internet/Social Media search conducted on each finalist candidate.

All resumes will be acknowledged, and inquiries from candidates will be handled personally by MGT, ensuring the City's process is professional and well-regarded by all participating.

### PHASE 4 PRESENTATION OF RECOMMENDED CANDIDATES

#### Activities

Phase 4 will include the following steps:

- ◆ MGT will prepare a Recruitment Report presenting the credentials of those candidates most qualified for the position.
- ◆ MGT will provide an electronic recruitment portfolio containing the candidates' materials and a "mini" resume for each candidate so that credentials are presented uniformly.
- ◆ The City will receive a log of all applicants and may review resumes if requested.
- ◆ Report will arrive in advance of the Recruitment Report Presentation.

MGT will meet with the City to review the recruitment report and provide additional candidate information.

### PHASE 5 INTERVIEWING PROCESS & BACKGROUND SCREENING

#### Activities

Phase 5 will include MGT completing the following steps:

- ◆ Develop the first and second round interview questions for the City's review and comment.
- ◆ Coordinate candidate travel and accommodations.



## PROJECT APPROACH & METHODOLOGY

- ◆ Provide the City with an electronic file that includes:
  - Candidates’ credentials.
  - Set of questions with room for interviewers to make notes.
  - Evaluation sheets to assist interviewers in assessing the candidate’s skills and abilities.

Background screening will be conducted along with additional references contacted:

MGT BACKGROUND SCREENING	
✓ Social Security Trace & Verification	✓ County/Statewide Criminal
✓ US Federal Criminal Search	✓ Civil Search
✓ Enhanced Verified National Criminal	✓ Bankruptcy, Leans, and Judgements
– National Sex Offender Registry	✓ Motor Vehicle Record
– Most Wanted Lists: Federal Bureau of Investigation (FBI), Drug Enforcement Agency (DEA), Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), Interpol	✓ Education Verification – All Degrees Earned
– Office of Foreign Assets Control (OFAC) Terrorist Database Search	<b>Optional:</b> Credit Report – Transunion with score (based on position and state laws)
– Office of the Inspector General (OIG), General Services Administration (GSA), System for Award Management (SAM), Food and Drug Administration (FDA)	<b>Optional:</b>
– All felonies and misdemeanors reported to the National Database	– Professional License Verification
	– Drug Screen
	– Employment Verification

MGT will work with you to develop an interview schedule for the candidates and coordinate travel and accommodation. MGT consultants will be present for all the interviews, serving as a resource and facilitator.

MGT will coordinate a 2-Step Interview process. The first-round interviews will include four to five candidates. The second-round interviews will include two or three candidates. MGT will supply interview questions and an evaluation form.

In addition to a structured interview, the schedule can incorporate:

- ◆ Tour of the City’s facilities.
- ◆ Interviews with senior staff.

## PHASE 6 APPOINTMENT OF CANDIDATE

### Activities

- ◆ MGT will assist you as much as requested with the salary and benefit negotiations and drafting of an employment agreement, if appropriate.
- ◆ MGT will notify all applicants of the final appointment, providing professional background information on the successful candidate.

## Project Timeline

Based on our experience conducting similar projects, we anticipate the proposed project can be completed within 14 weeks of project initiation, as illustrated in **Exhibit 1**.

*Exhibit 1. Proposed Schedule*

WORK PLAN TASKS	WEEK													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Phase 1: Position Assessment, Position Announcement, & Brochure	█	█												
Phase 2: Advertising, Candidate Recruitment, & Outreach			█	█	█	█								
Phase 3: Candidate Evaluation & Screening							█	█	█					
Phase 4: Presentation of Recommended Candidates										█				
Phase 5: Interviewing Process & Background Screening											█	█		
Phase 6: Appointment of Candidate													█	█

## Commitment to Diversity, Equity, & Inclusion in Recruitment

MGT is a leader in diversity, equity, and inclusion (DEI) consulting services, strategic planning, and organization transformation. MGT’s experience working in diverse communities across the United States and working with organizations seeking to change organization culture is critical to the success of all our projects. We have a track record of building awareness, solutions, and direction for systemic change by generating transformative ideas, solutions, information, and practices into operational strategies, which help us stand out in all our projects.

MGT is also one of the original and premier disparity research firms in the country. Disparity studies were the first instance of bringing principles of diversity, equity, and inclusion into the public sector through the procurement process. Since 1990, **MGT has conducted more than 230 public sector disparity studies**. These studies are designed to improve procurement departments, promote, and advance equity, and improve economic outcomes for diverse communities that have been historically marginalized by analyzing policies, practices, and programs to increase the utilization of minority- and women-owned businesses. Clients that have conducted a disparity study are uniquely positioned to increase and improve systematic equity through procurement and contracting, which can promote economic empowerment by creating strong business and employment pipelines in communities of color.

MGT’s GovHR also has a long-standing commitment to DEI. Since the firm’s inception, they have supported, with their time and financial resources, organizations that advance underrepresented populations in local government. These include the National Forum for Black Public Administrators, the Local Government Hispanic Network, The League of Women in Government, and CivicPride. Our Team Members have moderated and spoken on DEI topics at the International City and County Management Association conference and state conferences. Our employees and consultants have undergone Implicit Bias Training, and we are frequent speakers on incorporating equity and inclusion into all levels of local

## PROJECT APPROACH & METHODOLOGY

government. Additionally, we provide a list of DEI resources on the website's homepage at GovHRusa.com.

MGT's GovHR has formally partnered with the National Forum for Black Public Administrators' consulting arm, i4x, in several recruitment and selection processes throughout the country, including Toledo, OH; Fort Collins, CO; Ann Arbor, MI; Oakland, MI; and Arlington, TX. Our partnership reflects our mutual commitment to advancing DEI values and increasing the diversity of local government leaders at the highest levels of local government organizations.

### MGT/GovHR's Recommendations to **RECRUIT** and Retain Top Talent

**RESPONSIVE: ROLL OUT THE WELCOME MAT!** Candidates may struggle with relocating for a new position and being concerned about the "fit" with a new team. It is important to include costs for your top candidate(s) to travel to your location for the final interview process. Our team will work with you to create a welcoming, informative experience for you and the candidate(s).

**ENCOURAGING:** Employee development is a must-have in today's market. Candidates appreciate their employer investing in them as much as they are investing themselves in the job. Consider "up and coming" candidates who may lack one or two preferred skills and assign a mentor or invest in a course to encourage their professional development. A mentor/training program will also help establish a peer-to-peer connection and make them feel more comfortable about the transition to a new job.

**COMPETITIVE:** Our team will guide you in offering a competitive market rate compensation and competitive benefits package attractive to today's candidates. Competitive employers must include relocation expenses and should consider signing bonuses and temporary housing.

**RESOURCEFUL:** Review your job description – do you need public sector experience? Are the years' experience you list essential, or can that be preferred? Consider a more resourceful approach when reviewing candidates' experience. Carefully assess requirements such as Certified Public Accountant (CPA), Professional Engineer, and others that will limit your talent pool – consider using the word "ideally" or "preferably."

**UNDERSTANDING:** These past few years have, without a doubt, changed the work environment. Competitive employers have recognized this and are offering flexible/hybrid/remote work options. Those positions that offer this type of flexibility consistently receive a better candidate response rate.

**INNOVATIVE:** Think about what is unique and attractive about your community and organization and highlight that in your recruitment efforts. Talk about organizational culture and what your values are with respect to your employees. MGT will assist you in being as innovative as possible in your outreach.

**TRANSPARENT:** Some states now mandate listing salary ranges in any job advertisements or postings. More and more companies are showing at least a salary range in their postings to promote pay transparency and equity. Post the salary range you will use for hiring – it is public information. If we make it too difficult for candidates to find out the salary, they will move on to the next opportunity.



## References

### *A leader in local government recruitment and selection.*

More than one-third of the organizations served by MGT's GovHR have contracted for multiple projects; we feel repeat business is the greatest testament to our commitment to customer service and client satisfaction. We encourage you to contact any of our references to learn of our professionalism, ability to meet timelines, and the expertise of our staff.

#### **YAKIMA, WA**

ROBERT "BOB" HARRISON, CITY MANAGER  
129 NORTH SECOND STREET | YAKIMA, WA 98901  
425-414-4357 | [BOB.HARRISON@YAKIMAWA.GOV](mailto:BOB.HARRISON@YAKIMAWA.GOV)

MGT's GovHR provided recruitment and selection services for Assistant City Manager, 2022.- Sarah McKee.



#### **BURIEN, WA**

ADOLFO BAILON, CITY MANAGER  
400 SW 152ND ST., STE. 300 | BURIEN, WA 98166  
206-241-4647 | [ADOLFOB@BURIENWA.GOV](mailto:ADOLFOB@BURIENWA.GOV)  
CATHY SCHROCK, ADMINISTRATIVE SERVICES DIRECTOR  
[CATHYS@BURIENWA.GOV](mailto:CATHYS@BURIENWA.GOV)

MGT's GovHR provided recruitment and selection services for the following positions:

- ◆ Building Official - Professional Outreach, 2023 - Ryan Cotton
- ◆ City Manager, 2022 - Ryan Cotton



#### **BUCKEYE, AZ**

NANCY LOVE, DIRECTOR OF HUMAN RESOURCES  
530 E. MONROE | BUCKEYE, AZ 85326  
623-349-6255 | [NLOVE@BUCKEYEAZ.GOV](mailto:NLOVE@BUCKEYEAZ.GOV)

MGT's GovHR provided recruitment and selection services for City Manager, 2022 - Sarah McKee



#### **BOULDER CITY, NV**

BRYCE BOLDT, HR DIRECTOR  
401 CALIFORNIA AVENUE | BOULDER CITY, NV 89005  
702-293-9295 | [BBOLDT@BCNV.ORG](mailto:BBOLDT@BCNV.ORG)

MGT's GovHR provided recruitment and selection services for the following positions:

- ◆ City Manager, 2021 - Sarah McKee
- ◆ City Attorney, 2021 - Sarah McKee

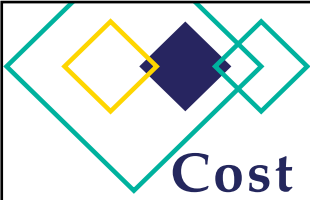


#### **BETHEL, AK**

LORI STRICKLER, CMC, CITY CLERK  
300 CHIEF EDDIE HOFFMAN HIGHWAY | BETHEL, AK 99559  
907-543-1384 | [LSTRICKLER@CITYOFBETHEL.NET](mailto:LSTRICKLER@CITYOFBETHEL.NET)

MGT's GovHR provided recruitment and selection services for the following positions:

- ◆ City Manager, In process - Sarah McKee
- ◆ City Attorney, 2020 - Sarah McKee



# Cost Proposal

*Defined by Impact. Driven by People.  
Dedicated to the Community.*

We take pride in customizing our clients' needs and will work with you to ensure our fees align with your expectations and budget.

## Full Scope Recruitment

Summary of Costs	Price
<b>Recruitment Fee</b>	\$21,500
<b>Recruitment Expenses (not to exceed)</b> Expenses include candidate due diligence efforts	\$1,500
<b>Advertising</b> <i>*Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, the Client is only billed for the actual cost.</i>	\$2,500*
<b>TOTAL:</b>	<b>\$25,500**</b>

*\*\*Consultant travel expenses are not included in the price proposal. If the consultant is requested to travel to the client, travel costs will be estimated at the time of the request. Only actual expenses will be billed to the City for reimbursement.*

Possible in-person meetings could include:

- ◆ Recruitment brochure interview process
- ◆ Presentation of recommended candidates
- ◆ Interview Process

Any additional consultant visits requested by the City (beyond the three visits listed above) will be billed at \$150/hour. The additional visits may also result in an increase in the travel expenses billed.

\*This fee does not include travel and accommodation for candidates interviewed.

## Payment for Fees & Services

- ◆ **1<sup>st</sup> Invoice:** Contract Award (40% of the Recruitment Fee).
- ◆ **2<sup>nd</sup> Invoice:** Presentation of Candidates (40% of the Recruitment Fee & expenses incurred to date).
- ◆ **Final Invoice:** Completion of Recruitment (20% of the Recruitment Fee plus all remaining expenses).

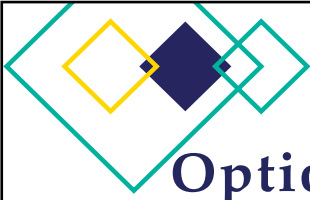
Payment of invoices is due within thirty (30) days of receipt.

## Our Guarantee – Full Scope Recruitment

MGT is committed to assisting our clients until a candidate is appointed. Therefore, no additional professional fee will be incurred if the client does not select from the initial group of recommended candidates and requests additional candidates be developed for interview consideration. If additional advertising beyond Phase I advertising is requested, the City will be billed for actual advertising charges. Reimbursable expenses may be incurred should the recruitment process require consultant travel to the City.

Upon appointment of a candidate, MGT provides the following guarantee: should the selected and appointed candidate, at the request of the City or the employee's own determination, leave the employ of the City within the first 12 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements only. This request must be made within six months of the employee's departure.





# Optional Assessment Center

## *Qualified Assessors to Identify Your Needs.*

If requested, as part of the selection process, MGT will perform an Assessment Center for candidates selected for interview. An Assessment Center is a useful tool for identifying and evaluating the candidates' strengths, areas for improvement, skills, and abilities. MGT consultants will prepare all the related documents and scoring sheets for any three of the following exercises to be completed on the day of the Assessment Center:

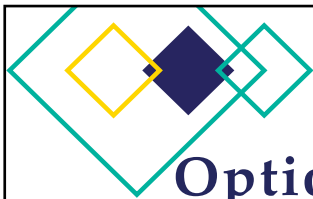
- ◆ In-Basket Exercise
- ◆ Written/Oral Presentation Exercise
- ◆ Leaderless Group Exercise
- ◆ Structured Interview
- ◆ Budget Analysis Exercise
- ◆ Personnel Issues Exercise
- ◆ Other exercise of the City's choosing

Optional Assessment Center Fee: **\$8,500\***

*\*The fee assumes the Assessment Center will be held on one day and be limited to no more than five candidates. For each additional candidate, the fee will increase by \$750.*

The fee includes the preparation of the Assessment Center material and a written report outlining the findings of the Assessment Center as reported by the Assessors. We will assist the City in selecting three professionals from outside the organization to serve as Assessors in evaluating each candidate's strengths and weaknesses. The City will be responsible for paying a \$750 stipend to each Assessor (and possible mileage or other transportation costs for the assessors).

The fee does not include lodging, travel, and meal expenses for the MGT facilitator(s) to be on-site for the Assessment Center. Actual expenses will be billed in addition to the fee. If the City chooses to add the Assessment Center option, the fees and expenses will be billed separately.



# Optional Services

## *The Nation's Recruitment Leader.*

Having a solid plan in place is the only way to reach your long-term vision and goals, and we want to see you thrive. Our variety of services can be personalized to make the most of your strengths and give you an extra layer of support where you need it. We offer the following additional service offerings:

### **GOVTEMPSUSA**

Need an Interim? GovTempsUSA, a division of MGT, specializes in the temporary placement of positions in local government. The firm offers short-term assignments in addition to long-term and outsourced arrangements. Our placement professionals at GovTempsUSA have typically enjoyed distinguished careers in local government and displayed a commitment to public service throughout their careers.

### **RECORDED ONE-WAY VIDEO INTERVIEW OF CANDIDATES**

Candidates we recommend for your consideration can complete a one-way video interview with three to five questions that will be recorded and which you can review electronically at your convenience. This can occur prior to making your decision on which candidates to invite for an interview at a cost of \$100 per candidate.

### **LEADERSHIP/PERSONALITY TESTING**

MGT has experience working with various leadership and personality assessment tools, depending on the qualities and experiences the City seeks in its candidates. These include but are not limited to Luminaspark, Caliper, DISC, and others. Depending on the evaluation type, selected fees can range between \$100 to \$500 per candidate.

### **360° EVALUATION**

As a service to the City, we offer the option of providing you with a proposal for a 360° performance evaluation for the appointed position six months into their employment. This evaluation will include seeking feedback from elected officials, department directors, and any other stakeholder the City feels would be relevant and beneficial. This input will be obtained confidentially with comments known only to the consultant. If you are interested in this option, MGT will prepare a proposal for this service.



# Appendix A. Consultant Biography

The biography of our proposed consultant is provided on the following page.

APPENDIX A. CONSULTANT BIOGRAPHY



Sarah McKee

Senior Vice President | GovHR, within MGT's Social Impact Solutions

**Sarah McKee has extensive experience in local government and non-profit management. Her experience in local government spans over 25 years, including city management, public works management, and large-scale community associations. Additionally, she has worked in parks and recreation as well as community development. These experiences in various states have given her a depth of local municipal government experience, a passion she has had since high school.**



Since joining GovHR USA in 2015, Ms. McKee has conducted recruitments for various local governments and non-profit positions in 23 states throughout the country. She has also completed various organizational analysis studies and provides expert evaluations for classification and compensation studies. Additionally, Ms. McKee has worked with multiple governing bodies nationwide to assist them with developing performance measures and evaluations of their city managers.

Ms. McKee previously served as the village manager in Johnstown, OH (a suburb of Columbus) and as the city manager in Rolling Meadows, IL (a suburb of Chicago). While managing in Johnstown, the community saw a 20% growth in its residential and commercial areas. Ms. McKee was instrumental in establishing their first comprehensive and downtown revitalization plans. During her administration, she successfully acquired various grants for community park renovations and led the community through the Main Street application process.

While serving as the city manager in Rolling Meadows, IL, Ms. McKee developed a retention and expansion program for the community's commercial and industrial businesses. She attracted additional employers to their corporate centers. During her tenure, she was influential in attracting several new businesses to the area, including the expansion of several large employers. During the recession of 2008, she led Rolling Meadows through a workforce reduction, which also included an early incentive retirement program and a successful re-negotiation of police and fire contracts for additional cost savings to the City.

Ms. McKee also has extensive experience in Public Works Administration. Having served as a solid waste and fleet superintendent prior to becoming a public works director, she is known for several innovative ideas that have saved millions of dollars in local governments. While serving as the solid waste superintendent in Paducah, KY, Ms. McKee created the first biosolids waste composting facility in the state. In its first year of operation, the City saved approximately 1M dollars in landfill costs through the diversion of biosolids and yard waste.

Through the International City/County Manager Association's international program and their cooperation with USAID, Ms. McKee was asked to assist the country of Bulgaria in developing their solid waste management program as it transitioned to the European Union from 2003 to 2010. She developed their program, provided training for their environmental experts, and assisted in developing their landfills and composting sites. In addition to Bulgaria, Ms. McKee has worked in Beirut, Lebanon, to develop the Economic Development plan through ICMA.

From 2011-2014, Ms. McKee expanded her experience into non-profit management. She served as the first Executive Director of the Issaquah Highlands Community Association. Issaquah Highlands is an award-winning, large-scale master planned, built green urban village located just east of Seattle, WA. The community association is responsible for the governance and management of over 4,000 housing units, commercial (including a hospital campus), and retail spaces. The community has 1,500 acres of open space with 22 parks, soccer fields, dog parks, sport courts, and play areas. The Association is charged with maintaining all streetscapes and stormwater systems, including their use as irrigation in streetscapes and parks, and managing nine neighborhoods and 13 supplemental neighborhoods, including z-Homes (zero-based energy homes).

Ms. McKee has extensive experience in public works management and has successfully created and helped implement various organizational analysis studies nationwide. Additionally, she has worked with multiple nationwide governing bodies to facilitate their city managers' annual evaluations. This includes developing a guide for the governing bodies and assisting with the city manager's performance goals.

APPENDIX A. CONSULTANT BIOGRAPHY



Sarah McKee

Senior Vice President | GovHR, within MGT's Social Impact Solutions

**Professional Education**

Master of Public Administration with an emphasis in Organizational Communications, Murray State University, KY

Bachelor of Science in Business Administration with emphasis in management, Murray State University, KY

**Professional Development & Speaking Engagements**

International City/County Managers Association's (ICMA) Women's Luncheon

Illinois Government Finance Officers Association

Indiana Municipal Managers Association

Illinois City/County Management Association

ICMA, coach

**Professional Background**

**Extensive Experience in Local Government Management and Non-Profit Management**

- Executive Director, Issaquah Highlands Community Association, Issaquah, WA, 2011-2014
- City Manager, Rolling Meadows, IL, 2008-2011
- Village Manager, Johnstown, OH, 2003-2008
- Public Works Director, Paducah, KY, 1999-2003
- Solid Waste Superintendent/Fleet Superintendent, Paducah, KY, 1994-1999





## Appendix B. Client List

A list of the clients we have had the pleasure of partnering with that complements the City's recruitment request is provided on the following page.



APPENDIX B. CLIENT LIST

**MGT/GovHR's City Management Client List**

State	Client	Job Position	Year	Population
Alaska	Bethel	City Manager	2019	6,500
	Homer	City Manager (Professional Outreach)	2019	5,300
	Seward	City Manager	2019	2,693
	Unalaska	City Manager	2017	4,768
Arizona	Buckeye	City Manager	2021	69,744
Arkansas	Little Rock Wastewater	Chief Executive Officer	2014	193,000
Colorado	Eagle	Town Manager	2017	6,739
	Englewood	City Manager	2019	34,957
Connecticut	Cheshire	Town Manager	2017	29,261
	East Hampton	Town Manager	2019	13,000
	Enfield	Town Manager	2015 2018 2022	45,246
	Meriden	City Manager	2018	60,838
	South Norwalk Electric & Water	General Manager/CEO	2020	Multi
Delaware	Newark	City Manager	2018	33,398
Florida	Hillsborough Area Regional Transit Authority	Chief Executive Officer	2020	1,500,000
	Lakeland	City Manager	2020	110,000
	Ponce Inlet	Town Manager	2022	3,411
Georgia	Albany	City Manager	2021	77,434
	Decatur	City Manager	2018	25,000
Illinois	Algonquin	Village Manager	2012	30,947
	Arlington Heights	Village Manager	2014	75,500
	Barrington	Village Manager	2018	10,455
	Bensenville	Village Manager	2015	20,703
	Bloomington	City Manager	2018	78,005
	Bloomington-Normal Economic Development Council	President/CEO	2019	Multi
	Buffalo Grove	Village Manager	2010	42,909
	Carbondale	City Manager	2011	25,092
	Cary	Village Administrator	2011	17,840
	Centralia	City Manager	2020	13,000
	Clarendon Hills	Village Administrator	2014	8,653
		Village Manager	2010	8,653
	Crest Hill	City Administrator	2015 2021	21,169
		Decatur	City Manager	2014 2018
	Deputy City Manager		2019	
	DeKalb		City Manager	2013 2018
		Dixon	City Manager	2015
	East Moline	City Administrator	2011 2016	21,300
		East Peoria	City Administrator	2016
	Effingham	City Administrator	2010	12,384

APPENDIX B. CLIENT LIST

State	Client	Job Position	Year	Population
			2018	12,577
	Effingham Regional Growth Alliance	Executive Director/CEO	2020	Multi
	Elmhurst	City Manager	2010	46,387
	Forsyth	Village Administrator	2021	3,490
	Fox Lake	Village Administrator	2013 2021	10,550
	Freeport	City Manager	2017	25,000
	Galesburg	City Manager	2010 2022	33,706
	Geneseo	City Administrator (Virtual)	2019	6,500
	Glen Ellyn	Village Manager	2010	27,000
	Glencoe	Village Manager	2013	8,900
	Greenville	City Manager	2021	7,000
	Hanover Park	Village Manager	2012	38,510
	Highland Park	City Manager	2011	31,365
	Hinsdale	Village Manager	2013	17,631
	Homer Glen	Village Manager	2011	24,220
	Inverness	Village Administrator	2013	7,400
	Invest Aurora	President/CEO	2018	Multi
	Joliet	City Manager	2013 2017	147,500
	Kenilworth	Village Manager	2012	2,562
	La Grange	Village Manager	2022 2017	15,610
	Lake Barrington	Village Administrator	2022	4,879
	Lake County Partners	President/CEO	2011	Multi
	Lake Forest	City Manager	2018	19,375
	Lake Villa	Village Administrator	2013	8,774
	Lake Zurich	Village Manager	2015	19,631
	Libertyville	Village Manager	2016	20,431
	Lincoln	City Administrator	2014	14,500
	Lincolnshire	Village Manager	2012	7,500
	Lindenhurst	Village Administrator	2017	14,468
	Lombard	Village Manager	2013	43,815
	Marengo	City Administrator	2011	7,614
	Mokena	Village Administrator	2015	19,042
	Moline	City Administrator	2017	43,100
	Monmouth	City Administrator	2017	9,444
	Morton Grove	Village Administrator	2011	23,500
	Mt. Prospect	Village Manager	2015	54,771
	Mundelein	Village Administrator	2020	31,385
	New Lenox	Village Administrator	2011	25,000
	Niles	Village Manager	2021	30,001
	Normal	City Manager	2017	54,264
	North Chicago	Chief of Staff	2021	30,020
	Northbrook	Village Manager	2021	35,000
	Northwest Illinois Development Alliance	Executive Director/President-CEO	2018	Multi
	Oak Brook	Village Manager	2014 2021	8,058
	Oak Park	Village Manager	2021	52,000

APPENDIX B. CLIENT LIST

State	Client	Job Position	Year	Population
	Orland Park	Village Manager	2016 2019	60,000
	Palos Heights	City Administrator (Virtual)	2021	12,480
	Pekin	City Manager	2016	33,223
	Pingree Grove	Village Manager	2020	10,000
	Plainfield	Village Administrator	2021	41,734
	Princeton	City Manager	2011 2019	7,700
	River Forest	Village Administrator	2010 2021	11,635
	Rock Island	City Manager	2011 2021	39,684
	Savoy	Village Administrator (Virtual)	2020	8,607
	Schiller Park	Village Manager	2015	11,692
	Shorewood	Village Administrator	2018	17,495
	Skokie	Village Manager	2013	65,000
	Sycamore	City Manager (Professional Outreach)	2021	18,557
	Tinley Park	Village Manager	2013	56,831
	Vernon Hills	Village Manager	2021	25,911
	Villa Park	Village Manager	2022	22,038
	Volo	Village Administrator	2013	6,283
	Washington	City Administrator	2015 2021	15,700
	Wauconda	Village Administrator	2013 2017 2021	14,125
	Willowbrook	Village Administrator	2019	8,967
Woodridge	Village Administrator	2017	33,256	
<b>Indiana</b>	Munster	Town Manager	2014	23,603
	St. John	Town Manager (Professional Outreach)	2020	18,047
<b>Iowa</b>	Bondurant	City Administrator	2017	5,493
	Burlington	City Manager	2011	25,663
	Des Moines	City Manager/Economic Development Director	2011	203,400
	Indianola	City Manager	2022	15,833
	Knoxville	City Manager	2021	7,300
	Marion	Deputy City Manager	2022	30,000
	Muscatine	City Administrator	2020	23,819
	Newton	City Administrator	2016	15,000
	Washington	City Administrator	2011	7,266
	Webster City	City Manager	2016	8,000
	West Liberty	City Manager	2013	3,736
	Windsor Heights	City Administrator	2019	4,860
<b>Kentucky</b>	Paducah	City Manager	2021	24,850
	Paris	City Manager	2021	9,846
<b>Maine</b>	Bangor	City Manager	2021	33,039
<b>Maryland</b>	Greenbelt	City Manager	2016	23,753
	Hagerstown	City Administrator	2015	40,612
	Sykesville	Town Manager	2019	3,941
	Westminster	City Administrator	2021	18,522

APPENDIX B. CLIENT LIST

State	Client	Job Position	Year	Population
Massachusetts	Cambridge	City Manager	2016	110,000
	Eastham	Town Administrator	2016	4,956
	Provincetown	Town Manager	2015	2,990
	Wayland	Town Manager	2022	13,882
	Williamstown	Town Manager	2015 2021	8,400
Michigan	Adrian	City Administrator	2018 2020	20,676
	Albion	City Manager	2018	8,337
	Alpena	City Manager	2012	10,410
	Caro	City Manager	2012	4,208
	Charlotte	City Manager	2020	9,100
	Clawson	City Manager	2021	11,946
	Eastpointe	City Manager	2019	32,673
	Ferndale	City Manager	2019	20,428
	Hamtramck	City Manager	2017	21,752
	Kalamazoo	City Manager	2013	75,000
	Lincoln Park	City Manager	2019	36,665
	Rochester	City Manager	2015 2022	13,017
	Royal Oak	City Manager	2020	59,112
Troy	City Manager	2018	83,181	
Minnesota	Becker	City Administrator	2021	4,874
	Hibbing	City Administrator	2021	15,855
	Lindstrom	City Administrator	2023	4,888
	Minnetonka	City Manager	2022	53,953
	SBM Fire Department	Chief Executive Officer/Fire Chief	2022	Multi
	Scandia	City Administrator	2023	4,149
	St. Joseph	City Administrator	2022	7,342
	St. Louis Park	City Manager	2021	48,662
	Waconia	City Administrator	2021	13,500
Missouri	Ballwin	City Administrator	2020	30,181
	Cape Girardeau	City Manager	2020	38,000
	Ferguson	City Manager	2015	21,111
	Maryland Heights	City Administrator	2015	27,436
	Republic	City Administrator	2016	15,590
	South Lyon	City Manager	2018	11,327
	University City	City Manager	2017	35,172
	Warrensburg	City Manager	2021	20,200
	Webster Groves	City Manager	2020	22,800
	Wildwood	City Administrator City Manager	2014 2019	35,517 35,524
Nebraska	Nebraska City	City Administrator	2022	7,200
Nevada	Boulder City	City Manager	2021	16,207
New Hampshire	Portsmouth	City Manager	2019	21,796
New York	Long Beach	Deputy City Manager (Virtual)	2022	33,275
	Mamaroneck (Town)	Town Administrator	2021	29,156
	Mamaroneck (Village)	Village Manager	2018	19,426
	New Rochelle	City Manager	2022	79,067
	Scarsdale	Village Manager	2021	17,837
North Carolina	Ayden	Town Manager	2023	5,000

APPENDIX B. CLIENT LIST

State	Client	Job Position	Year	Population
North Dakota	Minot	City Manager	2020	45,700
Ohio	Oberlin	City Manager	2016	8,390
Rhode Island	North Kingstown	Town Manager	2015	26,326
Texas	Burleson	City Manager	2011	36,990
			2018	43,960
	Missouri City	City Manager	2021	74,139
Vermont	Winooski	City Manager	2022	7,997
Virginia	Chesapeake	City Manager	2019	245,000
	Portsmouth	City Manager	2020	96,000
	Salem	City Manager	2019	25,643
	Virginia Beach	City Manager	2019	442,707
Washington	Burien	City Manager	2022	52,066
	Duvall	City Administrator (Professional Outreach)	2021	8,090
West Virginia	Bridgeport	City Manager	2019 2021	8,582
	Morgantown	City Manager	2016	31,000
Wisconsin	Baraboo	City Administrator	2019	12,048
	Beaver Dam	City Administrator	2021	16,291
	Bellevue	Village Administrator	2018	15,524
	Beloit (City)	City Manager	2015	36,966
	Beloit (Town)	Town Administrator	2016 2020	7,083
	Brown Deer	Village Manager	2012	12,000
	Burlington	Village Administrator	2014	10,511
	Cedarburg	Town Administrator	2015	11,475
	Fond du Lac	City Manager	2012	43,021
	Fort Atkinson	City Manager	2012	12,300
	Glendale	City Administrator	2016	12,920
	Harrison	Village Manager	2021	13,185
	Hartford	City Administrator	2015	14,251
	Hobart	Village Administrator	2016	8,500
	Janesville	City Manager	2013	63,480
	Lake Geneva	City Administrator	2015	7,710
	Lisbon	Town Administrator/Clerk	2014	2,521
	Monroe	City Administrator	2020	10,827
	Oak Creek	City Administrator	2016	35,243
	Plymouth	City Administrator/Utilities Manager	2020	8,540
	Prairie du Chien	City Administrator	2017	5,900
	Princeton	City Administrator	2010	1,504
	Racine	City Administrator	2016	78,200
	Rhineland	City Administrator	2018	7,800
	Richfield	Village Administrator	2009	11,500
	Rome	Town Administrator	2016	2,720
	Shorewood	Village Manager	2017	13,331
	Waukesha	City Administrator	2012 2014	72,489
West Bend	City Administrator	2016	31,000	
Whitewater	City Manager	2012 2022	14,300	

# NATIONAL FIRM LOCAL FOCUS

**Alabama**

Birmingham

**Arizona**

Phoenix

**California**

Sacramento

Riverside

Carlsbad

**Florida**

Tampa HQ

**Georgia**

Savannah

Atlanta

Alpharetta

**Illinois**

Chicago Metro

**Indiana**

Gary

**Michigan**

Bay City

**New York**

NYC

**North Carolina**

Raleigh

**South Carolina**

Columbia

**Tennessee**

Nashville

**Texas**

Dallas

Austin

San Antonio

Houston

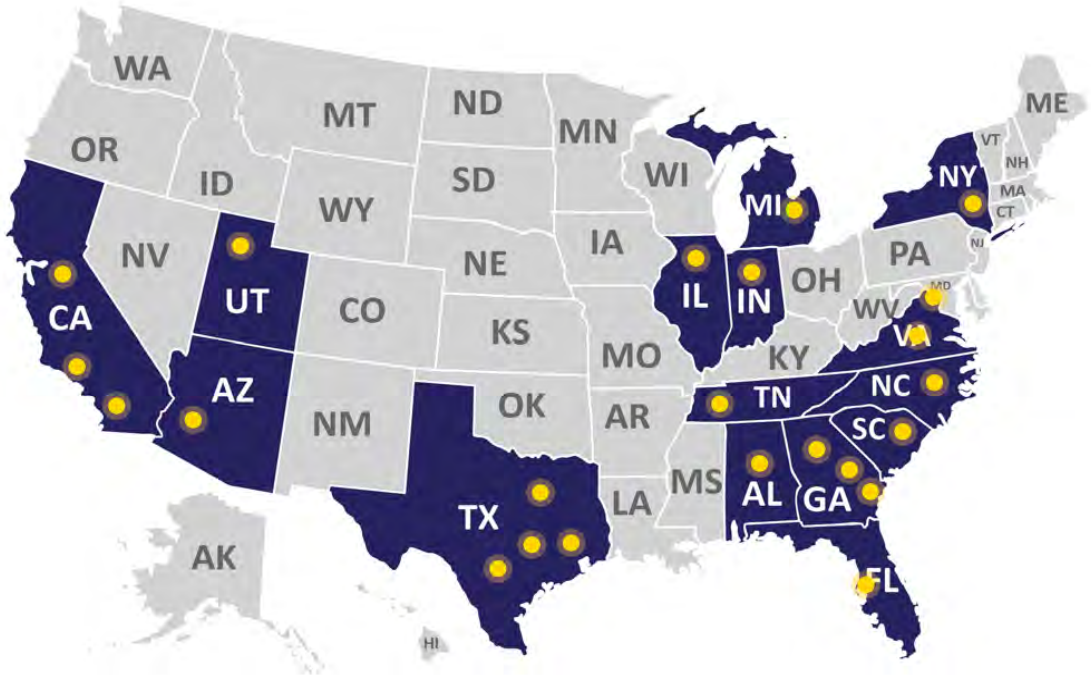
**Utah**

Salt Lake City

**Virginia**

Richmond

**Washington, D.C.**



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**VENDOR #6**

# City of Des Moines

Executive Search Firm for City Manager Recruitment

**PROPOSAL / FEBRUARY 20, 2024**

**Firm Name:** Raftelis Financial Consultants, Inc.

**Contact Person:** Catherine Tuck Parrish, Vice President

19 Garfield Place, Suite 500, Cincinnati, OH 45202

Phone: 240.832.1778 / Email: [ctuckparrish@raftelis.com](mailto:ctuckparrish@raftelis.com)





### **Making our world better**

The Raftelis Charitable Gift Fund allocates profits, encourages employee contributions, and recognizes time to charitable organizations that support:

- Access to clean water and conservation
- Affordability
- Science, technology, and leadership

Raftelis is investing in improved telecommunication technologies to reduce the firm's number one source of carbon emissions—travel.



### **Diversity and inclusion are an integral part of Raftelis' core values.**

We are committed to doing our part to fight prejudice, racism, and discrimination by becoming more informed, disengaging with business partners that do not share this commitment, and encouraging our employees to use their skills to work toward a more just society that has no barriers to opportunity.

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## TRANSMITTAL LETTER

February 20, 2024

Ms. Adrienne Johnson-Newton, Assistant City Manager  
21630 11th Avenue S., Suite A, Des Moines, WA 98198

**Subject: Executive Search Firm for City Manager Recruitment**

Dear Ms. Johnson-Newton:

We are pleased to submit this proposal for executive search services. Our focus has always been to help local government and utility clients solve their financial, organizational, and technology challenges. We are dedicated to providing management consulting services, including executive search, to local governments and the utility industry. We provide our clients with wide-ranging capabilities and resources in financial, management, technology, and communications consulting for all areas of local government. Our clients have the expertise of more than 160 of the country's leading local government consultants. We know that our capabilities and resources will provide added value to our clients.

Our project team for the City of Des Moines (City) comprises skilled professionals, seasoned in local government management with search experience across the country. The Lead Recruiter for this recruitment, Heather Gantz, is located in the Pacific Northwest and has extensive experience successfully recruiting in the region. Her most recent successful recruitments in the region include the Library Director for the City of Hillsboro, OR; the Deputy City Manager for the City of Bellevue, WA; and the County Administrator for Benton County, OR. Our team has completed over 350 searches, and we have had significant success in identifying and retaining ideal candidates who meet each organization's unique set of needs and expectations. We are confident our approach will result in a successful leader for the organization. Our mission is to strengthen communities, and we do this by helping them find the best leaders to help move their organizations forward.

This proposal is a firm and irrevocable offer for six (6) months from the date of submittal for consideration in the RFP process. We can begin our work within two weeks of an executed contract. We look forward to the opportunity to serve the City of Des Moines. If you have any questions, please contact Catherine Tuck Parrish, our executive search practice leader, using the following contact information:

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

Sincerely,



**Julia Novak**, *Executive Vice President*

## QUALIFICATIONS

# Who We Are

## RAFTELIS AND THE NOVAK CONSULTING GROUP, HELPING LOCAL GOVERNMENTS AND UTILITIES THRIVE

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.

### TNCG is Now Raftelis

The Novak Consulting Group (TNCG) and Raftelis have always shared a focus on delivering lasting solutions for local government agencies. In January 2020, TNCG joined Raftelis. Today, we provide our clients with wide-ranging capabilities and resources in financial, management, technology, and communications consulting for all areas of local government. Our clients now have the expertise of more than 160 of the country's leading local government and utility consultants, who have decades of experience. We know that our combined capabilities and resources will provide added value to our clients, and we're excited about what we can accomplish together.

**We believe that Raftelis is the *right fit* for this project. We provide several key factors that will benefit Des Moines and help to make this project a success.**

**RESOURCES & EXPERTISE:** This engagement will require the resources necessary to effectively recruit for your unique position and the skillsets to complete all of the required components. With more than 160 consultants, Raftelis has one of the largest local government management and financial consulting practices in the nation. Our depth of resources will allow us to provide Des Moines with the technical expertise necessary to meet your objectives. In addition to having many of the industry's leading management and financial consultants, we also have experts in key related areas, like stakeholder engagement and data analytics, to provide additional insights as needed.

**DECADES OF COLLECTIVE EXPERIENCE:** Our associates and subject matter experts have decades of experience in strengthening local municipalities and nonprofit organizations. They've served in a wide range of positions, from city manager to public works director to chief of police.

**PERSONAL SERVICE FROM SENIOR-LEVEL CONSULTANTS:** You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking. While other firms may assign your business to junior-level people, our approach provides exceptional service from senior-level consultants.

**NICHE EXPERTISE:** Our expertise lies in strengthening public-sector organizations. We're consulting specialists rather than generalists, focusing our strengths to do a highly effective job for a specific group of clients.

## FIRM CAPABILITIES



### **FINANCE: Meet your goals while maintaining a financially sustainable organization**

- Rate, charge, and fee studies
- Financial and capital planning
- Cost of service and cost allocation
- Customer assistance programs
- Affordability analysis
- Utility valuation
- Budget development
- Financial condition assessments
- Debt issuance support
- Economic feasibility and analysis



### **COMMUNICATION: Communicate strategically to build an informed, supportive community**

- Strategic communication planning
- Public involvement and community outreach
- Public meeting facilitation
- Graphic design and marketing materials
- Media and spokesperson training
- Risk and crisis communication
- Social media strategy
- Visual facilitation
- Virtual engagement



### **STRATEGIC PLANNING/FACILITATION: Set the direction for the future of your organization and community**

- Organization, department, and community-based strategic planning
- Goal setting with elected officials
- Effective governance
- Management team building retreat/facilitation



### **ORGANIZATION: Plan for long-term sustainability and operate with maximum efficiency**

- Organizational and operational assessments
- Stormwater utility development and implementation support
- Performance measurement
- Staffing analysis
- Organizational climate and culture
- Asset management and operations
- Regional collaboration and service sharing
- Process improvement



### **TECHNOLOGY: Use your data and technology to improve experience and gain valuable insights**

- Billing, permitting, and customer information audits
- Business process development
- Data management, analytics, and visualization
- Performance measurement and dashboarding
- Software solutions
- Website development
- Information technology assessments and strategic planning
- Customer management assessments and optimization
- CIS selection and implementation
- AMR/AMI feasibility studies
- Mobile workforce management
- Meter data management
- CMMS selection and implementation
- GIS optimization services
- Fleet management systems



### **EXECUTIVE SERVICES: Identify top talent to lead local governments and utilities: provide executive coaching and facilitate executive performance evaluations**

## Firm Information

**Firm History:** 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.

**Organization Size:** 194 employees, including 168 consultants

**Number of Clients:** Our staff has assisted more than 1,700 local government organizations across the U.S., including some of the largest and most complex agencies in the nation. In the past year alone, Raftelis worked on more than 1,300 financial, management, and/or technology consulting projects for over 700 public-sector agencies in 47 states, the District of Columbia, and Canada. Our team has completed over 350 searches.

**Financial Stability:** Raftelis is financially stable and has the resources to provide the requested services to the City in a satisfactory manner. Raftelis has experienced steady growth throughout our 30 years of successfully providing consulting services to hundreds of public agencies across the country. During our 30-year history, we have produced a consistent annual revenue stream and positive net income in every year.

Upon request, we would be willing to provide information regarding our tax filings from our accountant, Dixon Hughes Goodman, or regarding our financial activity and current financial position from our bank, First Citizens Bank, if requested. We would ask that all financial information provided be kept confidential.

## Experience with Clients Similar to Des Moines

We have conducted hundreds of local government recruitments. The following is a list of similar recruitments we have conducted:

- Benton County, OR: County Administrator
- City of Beaverton, OR: City Manager
- City of Bothell, WA: City Manager
- City of Camas, WA: City Administrator
- City of Gresham, OR: City Manager
- City of Shoreline, WA: City Manager

A full list of our successful recruitments can be found in the Appendix.



# Firm Organization Chart

Over the last five years, our firm has grown from 60 to 194 employees. Raftelis' staff consists of some of the most knowledgeable and skilled consulting professionals in the municipal consulting industry. The organizational chart below shows the full organization and reporting structure of our firm.



# Recruitment Team

WE HAVE DEVELOPED A TEAM OF CONSULTANTS WHO SPECIALIZE IN THE SPECIFIC ELEMENTS THAT WILL BE CRITICAL TO THE SUCCESS OF THE CITY'S RECRUITMENT.

Our team includes senior-level professionals to provide experienced project leadership with support from talented consultant staff. This close-knit group has frequently collaborated on similar successful recruitments, providing the City with confidence in our capabilities. On the following pages, we have included resumes for each of our recruiting team members.



# Catherine Tuck Parrish

PROJECT DIRECTOR/LEAD RECRUITER  
**Vice President – Executive Search**



## PROFILE

Catherine has 30 years of management experience working for local governments of all sizes, nonprofit organizations, and associations. She leads the firm's executive search practice and has conducted over 160 searches for manager/administrator; police chief; fire chief; directors of public works, planning, economic development, finance, human resources, and 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 surveys, implementation plans, 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, form of government issues, and recruitment. She also worked for the City of Denton, Texas.

She 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 recruitment trends, civility, effective councils, ethics, forms of government, human resources, long-term financial 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. She is a certified instructor of the Myers-Briggs Type Indicator instrument.

## Specialties

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

## Professional History

- Raftelis: 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

LEAD RECRUITER  
Senior Manager



### PROFILE

Heather has over 20 years of leadership experience in recruiting, talent acquisition, and executive search, with the last 15 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 exceptional customer service throughout the process.

Heather has conducted over 75 searches in the public sector. She has delivered positive search outcomes for dozens of high profile public organizations and is an expert at guiding strategy and tailoring outreach to find even the most niche candidates. Heather has successfully recruited for city and county managers and administrators, deputy and assistant managers, human resources, finance, community and economic development, public safety, parks and recreation, public works, and many more local government professionals. In addition, she has 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 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 from a variety of backgrounds in local government.

### Specialties

- Executive Search
- 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)

## Pamela J. Wideman

RECRUITER  
Senior Manager

### PROFILE

Pamela has over 25 years of experience in leading local government teams, with the last 10 years in executive leadership with the City of Charlotte. She is adept at forging creative solutions to government and community issues at the local level, with service to the community as the foundation of her leadership style. She is known for her thoroughness as well as engendering trusting relationships with elected officials, executive leadership across public, private, and non-profit organizations, and residents, all while providing exceptional customer service throughout the process.

Pamela most recently served as the Director of the City of Charlotte's Housing & Neighborhood Services Department, leading a team of over 200 staff across five key divisions. Pamela shaped Charlotte's affordable housing landscape and managed the oversight of millions of public dollars. She helped create and preserve over 5,000 affordable housing units, created and successfully deployed COVID-19 Pandemic relief programs for rent, mortgage, utility, and deposit assistance to keep vulnerable residents housed during the pandemic, developed a new local rental subsidy program, and managed over \$68 million in homelessness support and prevention.

During her work there, Pamela hired numerous staff members for her Department and participated on executive search panels for positions both with the City of Charlotte as well as with other municipalities and organizations. Pamela is a highly sought after speaker for her expertise in affordable housing and has spoken on numerous panels across the country. Pamela strongly believes that "service is the rent we pay for living on this earth" and is often asked to share her public sector experiences with students, professional trade organizations, and local municipalities.

Pamela has a passion for developing and implementing solutions that serve the community. She served as an early Advisory Member for the Greenlight Fund in Charlotte, and on the Mayors and CEOs Committee for U.S. Housing Investment. Pamela was awarded the Master of Public Administration Alumna of the Year and received a Leadership in Black Excellence from her alma mater, the University of North Carolina – Charlotte. She was also recognized as a Women's In Leadership Champion by the Charlotte Chapter of the Urban Land Institute. Additionally, she was recognized as one of the top 10 "Behind the Scenes" newsmakers by the Charlotte Business Journal in both 2017 and 2020. She currently serves on the Board of Directors for the United Way of Greater Charlotte and the Children and Family Services Center. She is a member of the International City/County Management Association and the National Forum for Black Public Administrators.



### Specialties

- Executive Level Management
- Hiring and Recruitment
- Affordable Housing Expertise
- Community Development Policy and Program Development
- Team Development & Leadership
- Consensus Building
- Community Engagement
- Budget Management

### Professional History

- Raftelis: Manager (2021 – Present)
- City of Charlotte: Director of Housing & Neighborhood Services (2017 – 2021)
- City of Charlotte: Housing & Neighborhood Services Deputy Director (2008 – 2016)
- City of Charlotte: Housing & Neighborhood Services Supervisor (2006 – 2008)
- City of Charlotte: Budget Analyst (2003 – 2006)

### Education

- Harvard Kennedy School -Senior Executives in State and Local Government (2015)
- UNC-Chapel Hill - Municipal Administration (2007)
- University of North Carolina at Charlotte- Master's in Public Administration (2006)
- Belmont Abbey College -Bachelor of Arts in Business Administration (1999)

### Professional Memberships

- International City/County Managers Association
- Urban Land Institute
- National Forum for Black Public Administrators

# Robert Colichio

RECRUITMENT SPECIALIST  
Senior Consultant



## PROFILE

Robert has over ten years in full lifecycle recruiting, sourcing, interviewing, and professional coaching. As a recruiter Robert has engaged in searches within both the public and social sector. 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 change ranging from individual executive employees 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 development multiple large group workshops for companies. He further 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

- SHRM-CP

## Professional Memberships

- Society for Human Resource Management (SHRM)



## Kelsey Batt

RECRUITMENT SPECIALIST  
**Consultant**

### PROFILE

Kelsey joined Raftelis in 2021, helping to facilitate executive level recruitments for local governments across the county. As a strong cross-cultural communicator, Kelsey utilizes her skills and background in professional writing to serve as a launchpad for all her endeavors.

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

During her time as a student, Kelsey worked diligently at the world-renowned Purdue OWL Writing Lab, pairing with over 1,000 undergraduate and graduate students to help develop positive relationships with both writing and the English language. She also competed on the women's Division I Track and Field and Cross-Country teams while at Purdue, earning six Academic All-Conference Honors from the Big Ten.

She has previously worked as a copywriter at Sweetwater Sound where she developed the company's first Copy Style Guide and proposed several researched marketing strategies, focusing on inclusion amidst gender inequality in the music industry. Her ideas can be seen implemented throughout their current sales website and internally. Kelsey also has experience in marketing from her time at SDI Innovations where she produced and edited social media and blog content.



### Specialties

- Executive search
- Recruiting
- Editing

### Professional History

- Raftelis: Consultant (2024-present); Associate Consultant (2021-2023)
- The Purdue Writing Lab & Purdue OWL (2017-2021)

### Education

- Bachelor of Arts, School of Liberal Arts – Purdue University, West Lafayette, IN (2021)

# Alexa Worrell

RECRUITMENT SPECIALIST  
**Consultant**

## PROFILE

In May 2022, Alexa joined Raftelis as a recruitment specialist, having completed an internship with the firm's Executive Recruitment Team where she supported numerous search activities.

Prior to Raftelis, Alexa worked as a Talent Generalist Intern at Textron Specialized Vehicles, where she developed a comprehensive leave process guide to ensure more consistent application of the company's policies; researched human resource procedures, policies, and applicable employment laws; and marketed and facilitated an informational event for employees to set up banking needs.

Through her prior work as a Receptionist/HR Assistant, Alexa developed her interviewing and recruiting skills and gained experience in redesigning training manuals for various roles to enhance training processes for future hires.

During her time as a student, Alexa served as recruitment chair of her sorority, where she recruited a new incoming class of over 30 members while also developing positive relationships with the new class and the established members in the chapter. She also assisted with facilitating monthly business development events as a member coordinator for the Advancing Women in Entrepreneurship Business Club.

Alexa earned her bachelor's degree in Sociology and Human Capital Leadership and Management from Miami University in Oxford, Ohio.



### Specialties

- Executive search
- Recruiting
- Relationship building

### Professional History

- Raftelis: Consultant (2024-present); Associate Consultant (2022-2023)
- Textron Specialized Vehicles: Talent Generalist (2021-2021)

### Education

- Bachelor of Arts, School of Liberal Arts – Miami University, Oxford, OH (2021)

## DETAILED PROPOSAL

# 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

Each of our clients has a unique culture and set of objectives. Because selecting the right individual is critical to success, we begin our relationship by conducting a needs assessment to identify the specific benchmarks the search must accomplish. We will identify qualifications and requirements as well as map out the new hire's first-year goals, so both our client and the employee remain on the same track for success. We will build an accurate position profile, thus ensuring we attract the right people for the position.

## Candidate Search and Evaluation

To reach the right candidates, Raftelis customizes each search process to fit the client's needs. Often, the professionals who best fit an open position are already employed and not searching for a traditional job posting. So, we leverage our extensive, diverse professional network to attract the best talent nationwide. We have been successful in identifying a candidate pool that is racially, ethnically, and gender diverse. We are committed to helping local government leadership positions reflect the communities they serve. We work closely with several organizations that support this goal, and we advertise in national publications that target people of color and women, including the National Forum of Black Public Administrators (NFBPA), Local Government Hispanic Network, and the League of Women in Government. We intentionally seek well-qualified women and people of color, so our clients have excellent choices. Once the right candidates are found, we help manage the hiring process from interviews to background checks. Our in-depth service empowers clients to achieve their goals at every step.



39% of our recruitments resulted in the hiring of women

21% of our recruitments resulted in the hiring of people of color

## Supporting Success

We support the top candidate's long-term success by creating a goals-driven work plan actionable from day one. Many firms focus solely on finding qualified applicants, leaving the client on their own once the position is filled. Our team, however, uses the objectives gathered during the inquiry stage to prepare new hires for their first year. We take a tailored, goals-based approach to each recruitment. By looking beyond the hiring process, our holistic view ensures that each candidate will fit the role as well as the organization. In the end, we are not just looking for a successful professional; we are finding the right employee to be successful in their new position long after they are hired.

# Work Plan

THE FOLLOWING PROVIDES A DETAILED DESCRIPTION OF OUR WORK PLAN FOR THE CITY MANAGER RECRUITMENT.

## Activity 1 – Develop Candidate Profile

We will begin this engagement by developing a clear picture of the ideal candidate for this position. We will first meet with members of the City Council individually and as a group to discuss the recruitment timeline and process. We will also facilitate meetings to gather input from department directors and the Interim City Manager. We can also facilitate community engagement through either an online survey for the community or two focus groups with individuals identified by the City. We will discuss not just the technical skills needed for the position, but what makes for the right organizational fit in terms of traits and experiences. All meetings will be virtual, except for the final interviews, which will be in person. An additional fee will be charged for any additional in-person meetings added beyond this scope.

Based on the information learned from our meetings, we will develop a recruitment plan that includes Washington and the nation. We will prepare a position profile that is unique to the City of Des Moines. The profile will identify the organization's needs, the strategic challenges of the position, and the personal and professional characteristics of the ideal candidate. This document drives the recruitment. It focuses our efforts on the most capable candidates, and it helps us to persuade candidates to pursue the position. We will develop a recruitment brochure for advertising the position which includes the position profile, as well as information on the organization, the City, and the community. We will work with the City to eliminate barriers to underrepresented groups, including years of service, levels of education, and other strict requirements that might eliminate someone who can do the job.

We will also develop first-year organizational goals for the successful candidate. These goals will ensure that the applicants know what will be expected of them should they be hired, the City has thought about what it wants the person to accomplish in the first year, and the successful candidate can hit the ground running with a work plan. Once drafted, we will review the recruitment plan, position profile, and first-year goals with the City Council. Modifications will be made as necessary before recruitment begins.

### DELIVERABLES:

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

## Activity 2 – Conduct Outreach and Initial Screening

As part of the recruitment plan, we will identify key states and metro areas to focus our targeted recruitment. We will prepare and place advertisements in state and national publications and websites to attract candidates from throughout the United States. While this will be a national search, we will target our efforts to those key areas identified in the recruitment plan. We understand the importance of having a diverse applicant pool, so our recruitment strategy includes a robust outreach strategy to identify and attract well-qualified individuals from underrepresented groups and encouraging them to apply. In our outreach, we ensure we place job postings in places that target women, minorities, and other underrepresented groups. We also utilize our networks across the country to find and attract well-qualified candidates from a variety of backgrounds to apply and be considered. In addition,

our recruiters have participated in conferences like NFBPA and Engaging Local Government Leaders (ELGL) for networking, a Diversity, Equity, and Inclusion cohort through International City/County Management Association (ICMA), and several leadership academies for women in local government in different states.

We will place job postings with ICMA, Association of Washington Cities, ELGL, NFBPA, Local Government Hispanic Network, other targeted state associations and associations targeting underrepresented groups, and other places as identified in the recruitment plan. We will also reach out to historically black colleges and universities and other targeted alumni networks that have graduates from diverse backgrounds and ask them to share our postings.

As soon as the advertisements are completed, we will begin the process of actively and aggressively marketing the position and identifying qualified candidates for assessment. We will pinpoint individuals and jurisdictions to reach out to directly through phone and email. We will also utilize social media (LinkedIn, Twitter, and Facebook) to broaden our reach. We have found that this combination of outreach is an effective way to reach top applicants, especially those who are not currently in the job market but may be willing to consider a move to an excellent organization like the City of Des Moines.

We will reach out to the applicants in our extensive database as well as the prospective candidates we have targeted in previous recruitments for similar jurisdictions. We will also develop a list of additional candidates to pursue based on the City's unique needs. Our outreach includes seeking well-qualified women, people of color, and individuals from other underrepresented groups and encouraging them to apply.

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

## DELIVERABLES

- Placement of ads and job postings
- Targeted outreach to passive candidates
- Candidate review materials including screening results and internet search

## Activity 3 – Support Interviews and Selection

Each person you wish to interview will then be contacted again by our recruitment team. We will plan and facilitate a multi-step interview process specific to the position. The process could include writing exercises, presentations, panel interviews, tours, and a department director or key staff meet-and-greet. We will advise the City Council on interview strategies and work with them to develop a set of customized interview questions. A book that contains customized interview questions and information about each of the candidates invited to interview will be provided to those involved in the interview process. We will also facilitate pre- and post-interview briefings.

We will coordinate the logistics of the process and provide the candidates with the details along with any travel policy requirements or other information. We will also work with a City contact to ensure a suitable venue is arranged for the interviews. Expenses for the candidates will be borne and reimbursed directly by the City.

We will work with the client on the timing of background checks. Background checks will be performed on the most qualified candidates, including but not limited to education, credentials, employment history, and criminal background check, as well as whether civil judgments, claims, litigation, or contract disputes are pending or have been instituted against the most qualified candidates in the past five years or whether the candidates have been subject of any regulatory or license agency sanctions.

The City will select the top candidate. We can help the City Council make a well-informed choice by framing what we have learned about the candidates in the context of the position and its requirements. We will speak with candidates’ references to confirm the strength of their credentials. We will also conduct a media check to review published information found in search engines, online publications, and social media.

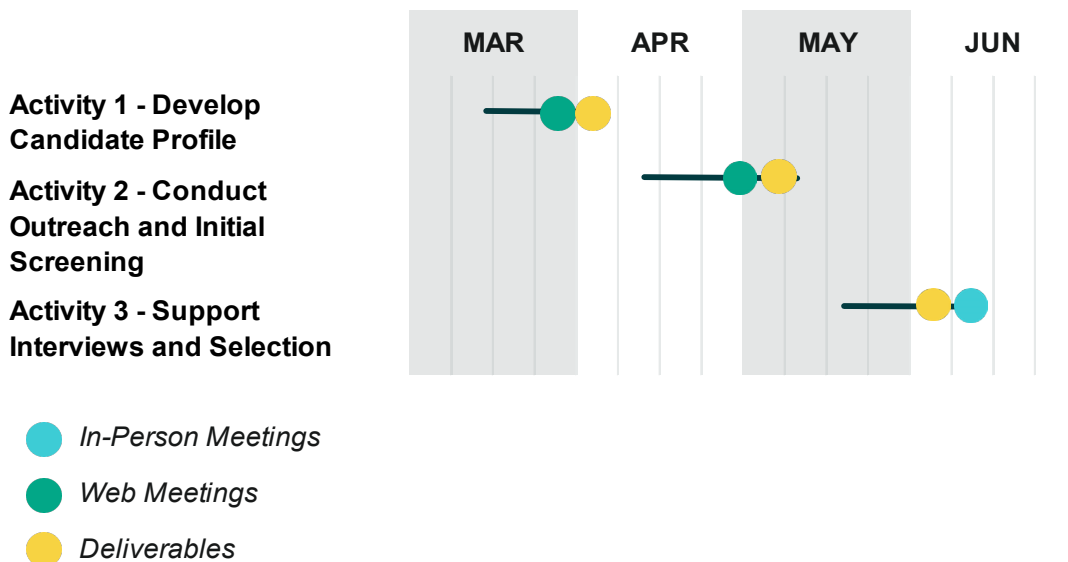
We also can assist in negotiating the employment offer. We will provide information about best practices in salary and total compensation, and we will have obtained information on the candidate’s salary preferences. We will keep candidates apprised of their status and release them at the appropriate time.

**DELIVERABLES**

- Interview book materials including references and background checks

# Recruitment Timeline

Included below is a draft timeline. We expect to review this with the City during Activity 1 and adjust it as necessary as we develop the recruitment plan.





COST

# Cost

The total fixed fee to complete the City Manager recruitment, as outlined in this proposal, is \$38,800. This includes all professional fees and expenses for Raftelis. We bill the client at the conclusion of each activity. We also bill for the advertising and the background checks when each of those processes has been completed. We expect payment within 30 days.

We estimate the following additional costs to the City, which would be billed at cost.

<b>Advertising</b>	Approximately \$2,000-\$2,500
<b>Background checks</b>	Estimated at \$175-\$500/qualified candidate
<b>Finalists' interview travel</b>	Borne and reimbursed directly to the finalists by the City

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

<b>Activity 1 – \$13,949</b>	After delivery of the recruitment documents <ul style="list-style-type: none"> <li>• Recruitment plan</li> <li>• Recruitment brochure</li> <li>• First-year goals</li> </ul>
<b>Activity 2 – \$13,354</b>	After the candidate review
<b>Activity 3 – \$11,497</b>	After the interviews are completed

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

REFERENCES

# References

Raftelis is uniquely positioned to perform this recruitment because of our knowledge of local government and our extensive network across the nation. Our clients tell us we are more than just consultants—we are trusted advisors. The following table lists a few comparable recruitments we have conducted and references for each of them.

Client	Reference
<b>City of Shoreline, Washington</b> <ul style="list-style-type: none"> <li>• Administrative Services Director (2011)</li> <li>• City Manager (2013, 2022)</li> <li>• Director of Human Resources and Organizational Development (2018, 2021)</li> </ul>	Bristol S. Ellington, City Manager P: 206.801.2213 E: bellington@shorelinewa.gov  John Norris, Assistant City Manager P: 206.801.2212 E: jnorris@shorelinewa.gov  17500 Midvale Avenue N Shoreline, WA 98133
<b>Washington County, Oregon</b> <ul style="list-style-type: none"> <li>• Assistant County Administrator (2021, 2023)</li> <li>• Chief Financial Officer (2021)</li> <li>• County Administrator (2019)</li> <li>• County Counsel (2020)</li> <li>• Interim County Administrator (2019)</li> </ul>	Kathryn Harrington, Chair P: 503.846.8681 E: kathryn.harrington@oregonmetro.gov  Tanya Ange, County Administrator P: 503.846.8806 E: tanya_ange@co.washington.or.us  155 N. First Avenue, Suite 300 Hillsboro, OR 97124
<b>City of Hillsboro, Oregon</b> <ul style="list-style-type: none"> <li>• Assistant City Manager (2020)</li> <li>• Assistant City Manager, Community and Organizational Engagement (2018)</li> <li>• City Manager (2019)</li> <li>• Employee and Labor Relations Manager (2021)</li> <li>• Fire Chief (2017)</li> <li>• Human Resources Director (2012)</li> <li>• Library Director (2014, 2020, 2023)</li> <li>• Police Chief (2013)</li> </ul>	Robby Hammond, City Manager P: 503.681.5214 E: robb.hammond@hillsboro-oregon.gov  Lisa Colling, Human Resources Director P: 503.681.6460 E: lisa.colling@hillsboro-oregon.gov  150 E Main Street Hillsboro, OR 97123

**City of Boulder, Colorado**

- City Attorney (2021)
- Chief Building Official (2023)
- City Manager (2020)
- Chief Human Resources Officer (2022)
- Division Chief, Logistics (2024)
- HRIS Manager (2020)
- Human Resources Senior Manager (2020)
- Human Resources Director (2017)
- Independent Police Monitor (2020, 2023)
- Director of Planning and Development Services (2020, 2022)
- Total Rewards Senior Manager (2020)
- Utilities Engineering Manager (2021)

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

Aimee Kane, Equity Program Manager  
 P: 303.441.4235  
 E: kanea@bouldercolorado.gov

1777 Broadway  
 Boulder, CO 80302

**City of Fort Collins, Colorado**

- Assistant City Manager (2023)
- Chief Sustainability Officer (2023)
- Community Development and Neighborhood Services Director (2020)
- Community Services Director (2021)
- Cultural Services Director (2024)
- Deputy City Attorney (2023)
- Deputy City Manager (2020, 2022)
- Environmental Services Director (2021)
- Environmental Sustainability Director (2023)
- Natural Areas Director (2021)
- Recreation Director (2021)
- Utilities Executive Director (2021)

Teresa Roche, Chief Human Resources Officer  
 215 North Mason Street, 2nd Floor  
 Fort Collins, CO 80524  
 P: 970.221.6535  
 E: troche@fcgov.com

Catherine MacGowan, HR Partner  
 215 North Mason Street  
 Fort Collins, CO 80524  
 P: 970.221.6819  
 E: cmaggowan@fcgov.com

Dean Klingner, Deputy Director, Planning,  
 Development & Transportation  
 281 College Avenue  
 Fort Collins, CO 80524  
 P: 970.221.6511  
 E: dklingner@fcgov.com

APPENDIX: EXECUTIVE SEARCH EXPERIENCE

# Appendix: Executive Search Experience



# Recent Executive Search Experience

Client	Position
AZ Central Arizona Project	General Manager
AZ Clarkdale	Town Manager
AZ Cottonwood	City Attorney
AZ Cottonwood	City Manager
AZ Oro Valley	Chief Financial Officer
AZ Oro Valley	Police Chief
AZ Payson	Town Manager
AZ Peoria	Human Resources Director
AZ Scottsdale	Economic Development Director
AZ Yuma	City Administrator
AZ Yuma	Engineering Director
AZ Yuma	Finance Director
AZ Yuma	Planning and Neighborhood Services Director
CO Aspen	Community Development Director
CO Boulder	Chief Building Official
CO Boulder	Chief Human Resources Officer
CO Boulder	City Attorney
CO Boulder	City Manager
CO Boulder	HRIS Manager
CO Boulder	Human Resources Director
CO Boulder	Human Resources Senior Manager
CO Boulder	Independent Police Monitor
CO Boulder	Planning and Development Services Director
CO Boulder	Total Rewards Senior Manager
CO Boulder	Utilities Engineering Manager
CO Denver	Independent Monitor
CO Fort Collins	Assistant City Manager
CO Fort Collins	Deputy City Manager
CO Fort Collins	Chief Sustainability Officer
CO Fort Collins	Community Services Director
CO Fort Collins	Community Development and Neighborhood Services Director

Client	Position
CO Fort Collins	Environmental Services Director
CO Fort Collins	Natural Areas Director
CO Fort Collins	Recreation Director
CO Fort Collins	Utilities Executive Director
CO Health District of Northern Larimer County	Executive Director
CO Jefferson County	County Manager
CO Lafayette	City Administrator
CO Louisville	City Manager
CO Louisville	Director of Parks and Recreation
CO Louisville	Director of Planning and Building Safety
CO Louisville	Human Resources Director
CO Loveland	Budget Manager*
CO Loveland	Chief Financial Officer*
CO Loveland	City Clerk*
CO Loveland	Economic Development Director*
CO Northglenn	Human Resources Director
CO Pueblo West Metropolitan District	District Manager
CO Summit County	ACM - Administrative Services
CO Summit County	ACM - Human Services
CO Summit County	ACM - Public Works
CO Summit County	County Manager
CO Summit County	Interim County Manager
CO Summit County	Human Resources Director
CO Westminster	Parks, Recreation, and Library Director
CT Greenwich	Town Administrator
CT Mansfield	Town Manager
CT Meriden	City Manager
CT Windsor	Police Chief
DE Kent County	County Engineer/Public Works Director
DE Lewes	Municipal Planning and Development Officer

Client	Position
DE Milford	City Manager
DE Milton	Town Manager
DE Rehoboth Beach	City Manager
IA Cedar Rapids	Utilities Director
IA Cedar Rapids	City Attorney
IA Cedar Rapids	Finance Director
IA Cedar Rapids	Human Resources Director
IA Cedar Rapids	IT Director
IA Cedar Rapids	Public Works Director
IL Peoria County	Director, Animal Protection Services
IN Bloomington	Traffic and Transportation Engineer
KS Baldwin City	City Administrative Officer
KS Edgerton	Building Inspector
KS Edgerton	Community Development Director
KS Johnson County	Human Resources Director
KS Merriam	Finance Director
KS Olathe	Director of Economy
KS Tonganoxie	City Manager
LA Orleans Parish School Board	Chief Operations Officer
LA Sewerage & Water Board of New Orleans	Chief of Communications
LA Sewerage & Water Board of New Orleans	Deputy General Superintendent for Operations
LA Sewerage & Water Board of New Orleans	General Superintendent
LA Sewerage & Water Board of New Orleans	Utility Human Resources Director
MD Aberdeen	Director of APG Privatization
MD Aberdeen	Police Chief
MD Aberdeen	Public Works Director
MD Baltimore	Solid Waste Bureau Head
MD Berwyn Heights	Code Supervisor
MD Berwyn Heights	Town Administrator
MD Cambridge	City Manager
MD Charles County	Director of Community Services*

Client	Position
MD Charles County	Engineer IV*
MD Gaithersburg	City Manager
MD Gaithersburg	Director of Finance and Administration
MD Gaithersburg	Engineering Services Division Chief
MD Gaithersburg	Finance Director
MD Gaithersburg	Public Works Director
MD Gaithersburg	Public Works and Engineering Director
MD Gaithersburg	Director of Information Technology
MD Garrett Park	Town Manager
MD La Plata	Planning Director
MD La Plata	Police Chief
MD La Plata	Town Manager
MD La Plata	Town Treasurer
MD Maryland Municipal League	Executive Director/CEO
MD Mount Rainier	City Manager
MD New Carrollton	City Administrative Officer
MD Ocean Pines Association	General Manager
MD Riverdale Park	Town Manager
MD Riverdale Park	Police Chief
MD Rockville	City Attorney
MD Rockville	City Manager
MD Rockville	Community Planning and Development Services Director
MD St. Michaels	Town Administrator
MD Sykesville	Town Manager
MD Takoma Park	City Manager
MD Takoma Park	Deputy City Manager*
MD Westminster	Finance Director
MD Westminster	Human Resources Director
MI Novi	Assistant City Manager
MI Novi	Finance Director
MI Rochester Hills	Chief Financial Officer



Client	Position
MN Rochester Public Utilities	General Manager
MO Chesterfield	City Administrator
MO Clayton	City Manager
MO Lee's Summit	Human Resources Director
MT Helena	City Manager
NC Greensboro	Parks and Recreation Director
NC Guilford County	Assistant County Manager for Strong Communities
NC Guilford County	Assistant County Manager for Successful People
NC Guilford County	Building Inspections Services Director
NC Guilford County	County Attorney
NC Guilford County	Communications and Public Relations Director
NC Guilford County	Deputy Finance Director
NC Guilford County	Equity and Inclusion Manager
NC Guilford County	MWBD Program Director
NC Guilford County	Public Relations Director
NC Guilford County	Security Director
NC High Point	Assistant City Manager
NC High Point	Planning Director
NC Matthews	Assistant Town Manager
NC Rolesville	Human Resources Director
NC Winston-Salem	Police Chief
NH Keene	City Manager
NH Hanover	Town Manager
NM Las Cruces	City Manager
NY Batavia	City Manager
NY Livingston County Water and Sewer Authority (LCWSA)	Executive Director
NY Oneonta	City Manager
OH Centerville	City Manager
OH Delaware County	Director of Economic Development
OH Delaware County Transit District	Executive Director

Client	Position
OH Hilliard	Deputy Police Chief
OH Hilliard	Police Chief
OH Hudson	City Manager
OH Cleveland Heights	City Manager
OH Cleveland Heights	Finance Director
OH Dayton	Financial Officer
OH Dublin	Director of Public Service
OH Dublin	Deputy City Manager/Chief Operations Officer
OH Granville	Village Manager
OH Hilliard	City Manager
OH Hudson	City Manager
OH Jackson Township	Township Administrator
OH Miami Township	Township Administrator
OH Moraine	City Manager
OH Oberlin	Fire Chief
OH Oberlin	Police Chief
OH Portsmouth	City Manager
OH Prairie Township	Township Administrator
OH Sandusky	City Manager
OH Solid Waste Authority of Central Ohio (SWACO)	Director of Administration
OH The Port - an Ohio Port Authority	General Counsel
OH The Port - an Ohio Port Authority	Industrial Development Manager
OH The Port - an Ohio Port Authority	Vice President of Communications and Marketing
OH The Port - an Ohio Port Authority	Vice President of Economic Equity
OH Union County	County Administrator
OH Upper Arlington	Assistant City Manager*
OH Upper Arlington	Police Chief
OH Washington Township	Assistant Fire Chief
OH Washington Township	Township Administrator
OH West Chester Township	Township Administrator



Client	Position
OH Westerville	City Manager
OH Westerville	Deputy Director of Planning and Development
OH Westerville	Finance Director
OH Worthington	Assistant Fire Chief
OH Wyoming	City Manager
OR Beaverton	City Manager
OR Beaverton	Finance Director
OR Beaverton	Interim City Manager
OR Beaverton	Police Chief
OR Beaverton	Public Works Director
OR Clean Water Services	Chief Utility Operations Officer
OR Confederated Tribes of Grand Ronde	Grant Program Manager
OR Confederated Tribes of Grand Ronde	Tribal Civil Engineer
OR Gresham	City Manager
OR Gresham	Police Chief
OR Hillsboro	Employee and Labor Relations Manager
OR Hillsboro	Library Director
OR Lake Oswego	City Attorney
OR Lane County	Public Works Director
OR Metro	Planning, Development, and Research Director
OR Multnomah County	Transportation Director
OR Newberg	Assistant City Manager
OR Newberg	Police Chief
OR Newberg	Public Works Director
OR Salem	City Manager
OR Scappoose	Finance Administrator
OR Sunrise Water Authority	Finance Director
OR Tigard	Assistant City Manager
OR Tigard	Finance Director
OR Tigard	Human Resources Director

Client	Position
OR Tigard	IT Director
OR Tualatin	City Attorney
OR Tualatin Hills Park & Recreation District	Chief Financial Officer
OR Tualatin Hills Park & Recreation District	City Attorney
OR Tualatin Hills Park & Recreation District	District Finance Director
OR Washington County	County Administrator
OR Washington County	Interim County Administrator
OR Washington County	Chief Financial Officer
OR Washington County	County Counsel
OR Washington County	Assistant County Administrators
PA Breakneck Creek Regional Authority	Manager
PA Carlisle Borough	Police Chief
PA Farrell	City Manager
SC Mount Pleasant Waterworks	General Manager
TX Abilene	City Engineer
TX Abilene	Library Director
TX Lancaster	Assistant City Manager
TX Lancaster	Finance Director
TX University Park	Human Resources Director
VA Albemarle County	Chief Financial Officer
VA Albemarle County	County Attorney
VA Albemarle County	Deputy Director of Community Development
VA Albemarle County	Police Chief
VA Albemarle County	DEI Director
VA Albemarle County	Deputy Chief Financial Officer
VA Albemarle County	Diversity, Equity, and Inclusion Director
VA Albemarle County	Human Resources Director
VA Alexandria	Controller
VA Arlington County	Central Library Services Division Chief*

Client	Position
VA Arlington County	Housing Director*
VA Ashland	Town Manager
VA Bedford County	County Administrator
VA Bedford County	Deputy Fire Chief*
VA Bedford County	Finance Director
VA Chesapeake	Chief Information Officer
VA Fairfax	City Manager
VA Fairfax	Police Chief
VA Fairfax County	County Executive
VA Fairfax County	Deputy County Executive
VA Fauquier County	County Administrator
VA Harrisonburg	City Manager
VA Harrisonburg	Human Resources Director
VA Harrisonburg	Police Chief
VA Harrisonburg-Rockingham Regional Sewer Authority (HRRSA)	Executive Director
VA Leesburg	Town Attorney
VA Leesburg	Planning and Zoning Director
VA Loudoun County	Animal Services Director
VA Loudoun County	Assistant County Administrator
VA Loudoun County	Assistant Director of Human Resources
VA Loudoun County	Chief Financial Officer
VA Loudoun County	County Attorney
VA Loudoun County	Economic Development Director
VA Loudoun County	Family Services Director
VA Loudoun County	Finance Director
VA Loudoun County	Housing and Community Development Director
VA Loudoun County	Information Technology Director
VA Loudoun County	Mapping and Geographic Information Director
VA Loudoun County	Mental Health, Substance Abuse, and Developmental Services Director

Client	Position
VA Loudoun County	Parks, Recreation, and Community Services Director
VA Loudoun County	Planning and Zoning Director
VA Loudoun County	Systemwide Fire Chief
VA Loudoun County	Community Corrections Director
VA Newport News	Engineering Director
VA Newport News	Waterworks Director
VA Newport News	Human Resources Director
VA Prince William County	Deputy County Executive for Public Safety
VA Prince William County	Fire and Rescue System Chief
VA Suffolk	Human Resources Director
VA Virginia Retirement System	Human Resources Director
VA Warrenton	Town Manager
WA Bothell	City Manager
WA Bothell	Community Development Director
WA Bothell	Finance Director
WA Camas	City Administrator
WA Central Pierce Fire and Rescue	Fire Chief
WA Sammamish	Public Works Director
WA Shoreline	Administrative Services Director
WA Shoreline	City Manager
WA Shoreline	Human Resources and Organizational Development Director
WA Shoreline	Human Resources Director
WA Spokane Regional Health District	Community Health Director
WA Spokane Regional Health District	Deputy Administrative Officer
WA Spokane Regional Health District	Health Officer
WA Spokane Regional Health District	Human Resources Manager
WI Central Brown County Water Authority	Manager
WI Mequon	City Administrator
WV Morgantown	City Manager

CITY OF DES MOINES EXECUTIVE SEARCH FIRM RECRUITMENT-CITY MANAGER 2024

Attachment #2

EVALUATION CRITERIA RATING SHEET

**DIRECTIONS:**

Please review each "Request for Proposal" and using the Proposal Rating Sheet below, assign a score based on the criteria in the column marked "Vendor" with the corresponding number. Please provide a brief explanation that supports the basis of your score in the cell marked "Basis for Score". The Proposal Rating Sheet will calculate an average score for each of the Evaluation Criteria #1 thru #6. After you have rated all of the RFP's, the rating sheet will tally a weighted average for each vendor based on the (6) evaluation criteria. Once you have completed your scoring for each RFP, please save and email to [ajohnson@desmoineswa.gov](mailto:ajohnson@desmoineswa.gov).

SCORING KEY		DESCRIPTION
1	Unacceptable	Does not address all aspects of the criterion and the information presented indicates a strong likelihood of failure to meet the requirements.
2	Poor	Does not address all aspects of the criterion nor is evidence presented indicating the likelihood of successfully meeting the requirements. Significant weaknesses are demonstrated and clearly outweigh any strengths presented.
3	Adequate	Addresses all aspects of the criterion and demonstrates the ability to meet the requirements. There may be significant weaknesses and/or a number of minor weaknesses but can be managed.
4	Good	Fully addresses all aspects of the criterion, convincingly demonstrates a likelihood of meeting the requirements, and demonstrates only a few minor weaknesses.
5	Outstanding	Fully addresses all aspects of the criterion, convincingly demonstrates that it will meet the requirements, no weaknesses or issues.

	SGR	PROTHMAN	GMP	MERRAINE	GOV HR	RAFTELIS	Scores Available from 1-5. Basis for scoring must be listed with specific examples.
<b>1. Adherence to RFP Instructions</b>	VENDOR 1	VENDOR 2	VENDOR 3	VENDOR 4	VENDOR 5	VENDOR 6	BASIS FOR SCORE
Overall Quality & Presentation	0	0	0	0	0	0	
Overall Response (Comprehensive Proposal)	0	0	0	0	0	0	
Completeness of Vendor Response (included all required elements)	0	0	0	0	0	0	
Average Score	0	0	0	0	0	0	
<b>2. Search Preparation/Assistance</b>	VENDOR 1	VENDOR 2	VENDOR 3	VENDOR 4	VENDOR 5	VENDOR 6	BASIS FOR SCORE
Establishing Hiring Requirements with Hiring Authorities	0	0	0	0	0	0	
Preparation of Recruitment Materials	0	0	0	0	0	0	
Job Listing Placement	0	0	0	0	0	0	
Average Score	0	0	0	0	0	0	
<b>3. Recruitment Search Process</b>	VENDOR 1	VENDOR 2	VENDOR 3	VENDOR 4	VENDOR 5	VENDOR 6	BASIS FOR SCORE
Candidate Evaluation Process	0	0	0	0	0	0	
Candidate Search Methodology	0	0	0	0	0	0	
Geographic Reach	0	0	0	0	0	0	
Technology and Tools	0	0	0	0	0	0	
Communication	0	0	0	0	0	0	
Flexibility and Adaptability	0	0	0	0	0	0	
Average Score	0	0	0	0	0	0	
<b>4. Proposed Timeline for Recruitment ("Start to Finish")</b>	VENDOR 1	VENDOR 2	VENDOR 3	VENDOR 4	VENDOR 5	VENDOR 6	BASIS FOR SCORE
Timeframe to Start Recruitment within (30) Days	0	0	0	0	0	0	
Realistic Timeframes for Listing and Selection of Candidate	0	0	0	0	0	0	
Average Score	0	0	0	0	0	0	
<b>5. Relevant Knowledge, Experience and Qualification of Firm and Team</b>	VENDOR 1	VENDOR 2	VENDOR 3	VENDOR 4	VENDOR 5	VENDOR 6	BASIS FOR SCORE
Industry Sector Specialization	0	0	0	0	0	0	
Demonstrates Related Experience of Successfully Placing Candidates	0	0	0	0	0	0	
Firm's Capacity to Handle Search Efficiently	0	0	0	0	0	0	
Average Score	0	0	0	0	0	0	
<b>6. References (Customer Service/Responsiveness, Candidate Pool, Experience placing similar roles)</b>	VENDOR 1	VENDOR 2	VENDOR 3	VENDOR 4	VENDOR 5	VENDOR 6	BASIS FOR SCORE
Customer Service/Responsiveness	0	0	0	0	0	0	
Candidate Sourcing and Evaluation Process	0	0	0	0	0	0	
Recruitment Search Methodology	0	0	0	0	0	0	
Reporting and Communication	0	0	0	0	0	0	
Proven Track Record of Successful Placement of Candidates	0	0	0	0	0	0	
Overall Customer Satisfaction	0	0	0	0	0	0	
Average Score	0	0	0	0	0	0	
<b>7. Cost</b>	VENDOR 1	VENDOR 2	VENDOR 3	VENDOR 4	VENDOR 5	VENDOR 6	BASIS FOR SCORE



## CITY OF DES MOINES CITY MANAGER-RFP EVALUATION CRITERIA CONSIDERATIONS FOR SCORING

The examples provided are not intended to be an all-inclusive list. They are presented to assist with assessing a score for each criterion.

<b>1. Adherence to RFP Instructions</b>
<b>Overall Quality &amp; Presentation</b> Professional presentation, attention to detail, free from grammar issues.
<b>Overall Response (Comprehensive Proposal)</b> Did the vendor provide a thorough explanation of their services and how they can meet our needs?
<b>Completeness of Vendor Response</b> Did the RFP include all of the required elements?
<b>2. Search Preparation/Assistance</b>
<b>Establishing Hiring Requirements with Hiring Authorities</b> Ability to facilitate and clarify hiring expectations, assist with identifying improvements in candidates requirements, provide appropriate feedback using professional expertise as requested.
<b>Preparation of Recruitment Materials</b> Can create professional advertisements, job listings and other materials to make our position more appealing and marketable to job seekers.
<b>Job Listing Placement</b> Uses a variety or sourcing methods to list position to garner most interest.
<b>3. Recruitment Search Process</b>
<b>Candidate Evaluation Process</b> Candidate screening and evaluation process, Methods to assess candidate viability e.g. do they use a rigorous interviewing and assessment methodology?/Methods to verify candidate qualifications and references/Successful placement of candidates in similar roles for other clients.
<b>Candidate Search Methodology</b> Methods to source and identify candidates (e.g., headhunting, database search, networking etc.)/ Well-defined and structured search process? Commitment to promoting diversity and inclusion in candidate searches.
<b>Geographic Reach</b> Do they have a local and national access to candidates?
<b>Technology and Tools</b> Do they leverage advanced recruiting technology and tools?
<b>Communication</b> Will they provide regular updates and progress reports throughout the search process?
<b>Flexibility and Adaptability</b> Are they open to adapting their approach to meet our unique needs? How flexible are they in responding to changing requirements?
<b>4. Proposed Timeline for Recruitment ("Start to Finish")</b>
<b>Timeframe to Start Recruitment within (30) Days</b>

Can they start within (30) days to gather requirements?

**Realistic Timeframes for Listing and Selection of Candidate**

Did they provide a realistic timeline for the recruitment from first application review to successful hire of a candidate?

**5. Relevant Knowledge, Experience and Qualification of Firm and Team**

**Industry Sector Specialization**

Does the firm specialize in local government and applicable executive level positions?

**Demonstrates Related Experience of Successfully Placing Candidates**

Did they provide client references or case studies to highlight their success stories?

**Firm's Capacity to Handle Search Efficiently**

Capacity and expertise to handle search and provide ongoing support.

**6. References (Customer Service/Responsiveness, Candidate Pool, Experience placing similar roles)**

**Customer Service/Responsiveness**

**Candidate Sourcing and Evaluation Process**

**Recruitment Search Process**

**Reporting and Communication**

**Proven Track Record of Successful Placement of Candidates**

**Overall Customer Satisfaction**

**7. Cost**

**Competitive Pricing for Services Offered**

What is their fee structure, and is it competitive within the industry?

**Additional Fees Considerations**

Are there any hidden costs or additional fees to consider?

**Terms for Unsuccessful Placement (Refund or Credit)**

Terms for replacement or refunds in case of candidate isn't successful or the right fit?