

**Proposal to provide
recruitment services for the
Tahoe Regional Planning Agency's next
Executive Director**



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!



Executive Recruitment

Interim Staffing. Application Software. Job Board.

STATEMENT OF QUALIFICATIONS

ABOUT PROTHMAN

Prothman Company specializes in providing national executive recruitment services to cities, counties, districts, and other governmental agencies throughout the western United States. Headquartered in the greater Seattle area, Prothman is known and respected for outstanding customer service, quality candidate pools, and our passion for local government.

OUR EXPERTISE

Recruitment Knowledge and Experience: The Prothman team has conducted over 550 recruitments and interim placements. We have read and screened over 15,000 resumes, and we have personally interviewed over 6,500 semifinalist candidates. We know how to read between the lines, filter the fluff, and drill down to the qualities and experiences required to be a good manager.

Firsthand Knowledge of Local Government: Every Prothman team member has worked in local government. Our talented consultants have a cumulative 175 years in local government service, with expertise ranging from organization management, police and fire management, human resources, finance, public works and elected official public service.

OUR PROVEN PROCESS

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

OUR GUARANTEE

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

CONTACT INFORMATION

Owner/CEO: Sonja Prothman - sonja@prothman.com, 206.605.0415 cell phone
371 NE Gilman Blvd., Suite 310, Issaquah, WA 98027

www.prothman.com

www.prothman-jobboard.com

Submittal Date: June 24, 2022

COMMITMENT TO PROVIDE SERVICE

Prothman commits to performing all services represented in this proposal. Prothman Company certifies to the best of its knowledge and belief that it and its principals are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any federal department or agency.

SAMPLE SCHEDULE

Blue highlighted / bolded events represent meetings with the client.

Date	Topic
Weeks of July 5, 11 & 18, 2022	Work Contract. Travel to TRPA or meet via Zoom/phone for stakeholder interviews. Gather information for position profile. Send position profile for review and edits.
July 25, 2022	Post Profile & Start Advertising
August 1, 2022	Send Direct Mail
August 28, 2022	Application Closing Date
Weeks of August 29 & Sept. 6, 2022	Prothman screens applications & interviews top 6 - 12 candidates
Week of September 12 - 16, 2022	Travel to TRPA or meet via phone/Zoom for Work Session to review semifinalists and design final interviews
Week of September 26 or Oct. 3, 2022	Travel to TRPA for Final Interview Process which may include an evening reception and next day interviews

EXPERIENCE & REFERENCES

City of South Lake Tahoe, CA, City Manager Recruitment, 2020

City Manager Joe Irvin – jirvin@cityofslt.us – 530.542.6000

North Lake Tahoe Fire Protection District, NV, Fire Marshal Sourcing/Outreach Recruitment, 2022

Business Manager Sharon Cary – scary@nltpfd.net – 775.833.8108

University District Development Association, WA, CEO Recruitment, 2021

Board Chair Lindsey Myhre – lindseym@stcu.org – 509.344.2143

Port of Lewiston, ID, General Manager Recruitment, 2022; Operations Manager (just starting)

General Manager Dave Doeringsfeld – portdave@portoflewiston.com – 208.743.5531

Mono County, CA, County Administrative Officer Recruitment, 2019

County Counsel Stacey Simon – ssimon@mono.ca.gov – 760.924.1704

PROJECT TEAM

Sonja Prothman - Project Lead

As owner and CEO, Sonja directs the day-to-day operations of the Prothman Company and has over 15 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.

Steve Worthington - Project Co-Lead

Steve has been a senior consultant for Prothman Company for ten years and brings over 30 years of successful leadership in local government, as well as currently serving his third four-year term as a Council Member for the City of University Place, Washington, and is now serving as Mayor, as well. 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.

Barry Gaskins - Project Support

Barry has been with Prothman for 17 years and is responsible for the office management and for candidate management. His attention to detail and understanding of timeliness to the customer and candidates is remarkable. Barry works with the lead consultant in following through with scheduling interviews, arranging candidate travel, managing candidate application packets, and assembly of candidate information to give to the client. Barry came to us from the Bill & Melinda Gates Foundation where he served as a Program Assistant for four years in the US Library Program. Barry earned his bachelor’s degree from California State University in Los Angeles.

Jared Eckhardt - Project Support

Jared has been a key member of the Prothman team for 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.

Madison Lindquist - Project Support

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

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 17 years. We have worked for small organizations like Yachats, Oregon, population 800, to South Lake Tahoe, California, population 22,630, to large counties like King County, Washington, population 2+ million. We understand politics, council and board dynamics and community passion, and we are experts in facilitating. We have designed our recruitment process so that all stakeholders are included, listened to and treated with respect. Our company takes pride in and stakes its reputation on finding qualified candidates who are the right “fit” for our clients.

COVID–19 Experience: We have successfully completed many recruitments during the current pandemic and social distancing regulations. We have implemented many levels of Zoom meetings with the client, including work sessions and final interviews with boards. We have held final interviews via Zoom to narrow the candidates down to the top one or two to be invited for a personal onsite interview. We have had a final candidate chosen based solely on the Zoom interviews and we have had boards narrow it down to one final candidate to bring in for in-person interviews based on the Zoom interviews. We have also had final interviews where all candidates were on site and social distancing parameters and masks were adhered to. There is no cookie cutter here; we work with you to address your concerns and comfort level with social distancing and we provide a process that supports your needs.

PROPOSED SCOPE OF WORK

1. Develop a Tailored Recruitment Strategy

Project Review

The first step will be to:

- ◆ Review the scope of work and adjust as needed
- ◆ Review the project schedule

Information Gathering and Research *(Soliciting Input)*

We will travel to the Tahoe Regional Planning Agency or meet via Zoom/phone 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 Executive Director. We will:

- ◆ Meet with the Board Members
- ◆ Meet with Staff, as directed
- ◆ Meet with 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. Profiles include the following:

- ◆ **A description of the ideal candidate’s qualifications**
 - Years of related experience, education required 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 and locally in professional publications, journals, and related websites.
- ◆ **Targeted Direct Mail Recruitment Brochures** sent directly to hundreds of management professionals who are not actively searching for a new position.
- ◆ **Focused Candidate Outreach** via personal emails from our database of management professionals, as well as personal networking and outreach.
- ◆ **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 6 to 15 candidates. During the interviews, we ask the technical questions to gauge their competency, and just as importantly, we design our interviews to measure the candidate's fit within your organization.

Candidate Presentation

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

We will travel to TRPA or meet via phone/Zoom and advise you of the candidates meeting the qualifications, our knowledge of them, and their strengths and weaknesses relative to fit within your organization. We will give you our recommendations and then work with you to identify the top 2 to 5 candidates to invite to the final interviews. We will discuss the planning and design of the final interview process during this meeting.

4. Prepare Materials and Process for Final Interviews

Final Interview Process (*Selecting the Right Candidate*)

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

- ◆ **Elements of the design process include:**
 - **Deciding on the Structure of the Interviews**
We will tailor the interview process to fit your needs. It may involve using various interview panels, community tours and/or an evening reception.
 - **Deciding on Candidate Travel Expenses**
We will help you identify which expenses your organization wishes to cover.
 - **Identifying Interview Panel Participants & Panel Facilitators**
- ◆ **Background Checks**
Background checks include the following:
 - **References**
We conduct 6-8 reference checks on each candidate. We ask each candidate to provide names of their supervisors, subordinates and peers for the last several years.
 - **Education Verification, Criminal History, Driving Record and Sex Offender Check**
We contract with Sterling for all background checks.
- ◆ **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 Binders**
The Final Interview Binders include the candidates' application materials and are the tool that keeps the final interview process organized. Each panel member will be provided a binder.
- ◆ **Final Interviews with Candidates**
We will travel to TRPA and facilitate the interviews. If you choose to have panels, the interview process usually begins with a morning briefing where schedule and process will be discussed with all those involved in the interviews. Each candidate will then go through a series of one-hour interview sessions, with an hour break for lunch.
- ◆ **Panelists & Decision Makers Debrief:** After the interviews are complete, we will facilitate a debrief with all panel participants where the panel facilitators will report their panel's view of the strengths and weaknesses of each candidate interviewed. The decision makers will also have an opportunity to ask panelists questions.
- ◆ **Candidate Evaluation Session:** After the debrief, we will facilitate the evaluation process, help the decision makers come to consensus, discuss next steps, and organize any additional candidate referencing or research if needed.
- ◆ **Facilitate Employment Agreement:** Once the top candidate has been selected, we will offer any assistance needed in developing a letter of offer and negotiating terms of the employment agreement.

FEE, EXPENSES & GUARANTEE

Professional Fee

The all-inclusive fee for conducting an Executive Director recruitment with a one-year guarantee is \$27,500. The all-inclusive fee covers all expenses, minus candidate travel, and the Prothman consultant and staff time required to conduct the recruitment. This includes all correspondence and on-site meetings with the client, writing and placing the recruitment ads, development of the candidate profile, creating and sending invitation letters, reviewing resumes, coordinating and conducting semifinalist interviews, coordinating and attending finalist interviews, coordinating candidate travel, professional reference checks on the finalist candidates and all other search related tasks required to successfully complete the recruitment.

Professional fees are billed in three equal installments throughout the recruitment, at the beginning, halfway, and upon completion of the final interviews.

Expenses

Expenses included:

- Newspaper, trade journal, websites, and other advertising
- Direct mail announcements
- Interview Packets & printing of materials
- Delivery expenses for Interview Packets
- Consultant travel
- Background checks performed by Sterling

Expenses not included

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.

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 once with no additional professional fee, the only cost to you would be for the expenses.

Guarantee

Prothman Company 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.

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.

DIVERSITY INITIATIVE

Equal Opportunity

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.

Local government serves each and every community member regardless of ethnicity, gender, race, background, or economy and as we specialize in "public" organizations, we see firsthand how diversity in the workforce allows for government agencies to better understand, communicate with, and enlist cooperation from residents in multi-cultural communities.

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, and more specifically, if we are chosen to recruit for the Tahoe Regional Planning Agency, we will do so with the common goal of finding the agency a diverse and qualified pool of candidates.