BATTLE GROUND CITY COUNCIL AGENDA
MONDAY, OCTOBER 5, 2026

BATTLE GROUND CITY HALL COUNCIL CHAMBERS
109 SW 1ST ST., SECOND FLOOR
BATTLE GROUND, WA 98604

MEETING PROCEDURES: The meeting will be conducted in person and via Zoom, allowing council members, staff, and members of the public to hear all individuals participating in the meeting. Members of the public may attend in person or watch the meeting live via the link below.

WATCH LIVE: Members of the public may watch the meeting live on YouTube at Battle Ground City Council - YouTube.

TO PARTICIPATE: Members of the public wishing to comment or provide testimony during the meeting may appear in person to speak during Citizen's Communications and Public Hearings. Comments are generally limited to three (3) minutes per person; however, the Mayor may adjust this time to ensure the meeting proceeds in an orderly and timely manner. Please submit written comments to the City Clerk's Office at least six (6) hours prior to the meeting with the heading "Public Comment for disbursement to the City Council."

ACCESSIBILITY: The City Hall is accessible to individuals with disabilities. As per RCW 42.30.240(2), if you face difficulty attending an in-person meeting to provide oral comment, you can do so remotely, provided that oral public comments are accepted at the meeting. If you require special accommodation to attend the meeting or to provide public comment remotely, please contact the City Clerk's Office at (360) 342-5008 or cityclerk.info@cityofbg.org at least forty-eight (48) hours in advance.

City Council Meeting Agenda

CALL TO ORDER – 7:00 P.M.

INVOCATION

PLEDGE OF ALLEGIANCE

ROLL CALL

SUMMARY REPORTS AND PRESENTATIONS
Councilmember Reports
Mayor's Report
Presentations

MOTION TO APPROVE AGENDA

CITIZEN'S COMMUNICATIONS

CONSENT AGENDA
All items listed below are considered routine and will be enacted by one motion. There will be no separate discussion of these items unless a Councilmember requests a specific item(s) be removed from the Consent Agenda for discussion prior to the time Council votes on the motion to adopt the Consent Agenda.

- **A.** City Council Regular Meeting Minutes of September 21, 2026
- **B.** Claim Vouchers dated 09/18/2026 #100843-#100883, and Bank Drafts, in the amount of $801,492.11
- **C.** Claim Vouchers dated 09/25/2026 #100884-#100929, and Bank Drafts, in the amount of $821,197.48
- **D.** Payroll dated 09/25/2026, vouchers #29380-#29383 in the amount of $2,749.39 and direct deposits of $332,901.77 for a total payroll of $335,651.16
- **E.** 2027-2031 Interlocal Agreement with Skamania County for Incarceration Services

PUBLIC HEARING

Ordinance No. 2026-18 Municipal Code Amendments: Chapter 3.04 Funds: Public Hearing/Motion

Presented By*: Finance and Information Services Director Meagan Lowery*

Summary: *The City Council will conduct a public hearing and consider the adoption of Ordinance No. 2026-18 which would eliminate the Economic Stabilization and Insurance Reserve funds and move the funds to the general fund.*

Ordinance No. 2026-19 Municipal Code Amendments: Chapter 13.05.100 Adjustment of Utility Bills: Public Hearing/Motion

Presented By*: Finance and Information Services Director Meagan Lowery*

Summary: *The City Council will conduct a public hearing and consider the adoption of Ordinance No. 2026-19, which would clarify the procedures and authority over utility billing adjustments.*

EXECUTIVE SESSION

Pursuant to RCW 42.30.110(1)(g), and RCW 42.30.110(1)(i), the City Council will enter an Executive Session to discuss with legal counsel representing the agency litigation or potential litigation to which the agency, the governing body, or a member acting in an official capacity is, or is likely to become, a party, when public knowledge regarding the discussion is likely to result in an adverse legal or financial consequence to the agency. The Session is anticipated to last ten (10) minutes with no action to follow.

BUSINESS

Ordinance No. 2026-21 Imposing an Immediate Six-Month Citywide Moratorium on Development Applications and Permits Relating to the Redevelopment of Existing Mobile Home or Manufactured Home Parks to Allow the City to Review Options, Policies, and Draft Regulations for the Preservation of Existing Mobile Home and Manufactured Home Parks: Presentation/Motion/Set Public Hearing

Presented By*: Community Development Director Kristin Lehto*

Summary: *The City Council will be presented with and consider the adoption of Ordinance No. 2026-21 imposing an immediate six-month moratorium on development applications and permits relating to the redevelopment of existing mobile homes or manufactured home parks. If adopted, pursuant to RCW 36.70A.390, the Council will set a full public hearing on the ordinance for November 16, 2026.*

City Manager Executive Search: Presentation

Presented By*: Deputy City Manager Robert Ferrier*

Summary: *The City Council will be presented with seven proposals from executive search firms for the City Manager recruitment. The Council will discuss the proposals and consider providing direction to staff.*

Ordinance No. 2026-20 Municipal Code Amendments: Chapter 3.32 Utility Tax: Presentation/Set Public Hearing

Presented By*: Finance and Information Services Director Meagan Lowery*

Summary: *The City Council will receive a presentation and consider setting a Public Hearing for the November 2, 2026, Regular City Council Meeting to hear testimony regarding Ordinance No. 2026-20, which would amend the name of BGMC Chapter 3.32 and provide a definition section clarifying what constitutes "gross revenue".*

Resolution No. 26-07 General Fund – Unrestricted Fund Balance: Presentation/Motion

Presented By*: Public Works Director Mark Herceg*

Summary: *The council will receive a presentation and consider approval of Resolution No. 26-07 which amends the policy and method for determining the appropriate level of unrestricted fund balance of the general fund.*

Community Development Block Grant (CDBG) Project Proposals: Presentation/Set Public Hearing

Presented By*: Public Works Director Mark Herceg*

Summary: *The City Council will receive a presentation regarding this year's Community Development Block Grant (CDBG) program and will consider setting a public hearing to hear public testimony at the November 2, 2026, Regular City Council Meeting.*

ADMINISTRATIVE REPORTS

COUNCIL COMMUNICATIONS

EXECUTIVE SESSION

Pursuant to RCW 42.30.110(1)(f) the City Council will enter an Executive Session to receive and evaluate complaints or charges brought against a public officer or employee. However, upon the request of such officer, a public hearing or a meeting open to the public shall be conducted upon such complaint or charge. The Session is anticipated to last thirty (30) minutes with possible action to follow.

ADJOURNMENT

NEXT MEETING DATE: Monday, October 19, 2026 – Study Session at 6:00 p.m. – Regular Meeting at 7:00 p.m.

Public Notices:

- Persons requiring special arrangements in order to participate in meetings should call the City Clerk's office at (360) 342 – 5008 at least two (2) business days prior to the scheduled meeting.
- The public is invited to view the full City Council packet on our website at www.cityofbg.org.
- This institution is an equal opportunity provider and employer.
- Any subject placed on the agenda, regardless of how the matter is stated on the agenda, may be acted on by the council.
- Información será traducida al español a petición de cityclerk.info@cityofbg.org.
- Информация имеется на русском языке по запросу на cityclerk.info@cityofbg.org.
- **如需相关信息的中文版本**，请来函索取：cityclerk.info@cityofbg.org
- Za informacije na bosanskom jeziku obratite se na adresu cityclerk.info@cityofbg.org
- Ang impormasyon ay makukuha sa Tagalog sa pamamagitan ng kahilingan sa cityclerk.info@cityofbg.org

Battle Ground City Council Meeting Minutes
Monday, September 21, 2026

The regular meeting of the Battle Ground City Council was called to order in the Battle Ground Council Chambers at 7:00 p.m. by Mayor Eric Overholser. The meeting was recorded via Zoom and live-streamed on YouTube.

The Pledge of Allegiance was recited.

City Clerk Elizabeth Halili called the roll. The following were present:

COUNCIL: Mayor Eric Overholser, Deputy Mayor Aimee Vaile, and Councilmembers, Troy McCoy, Victoria Ferrer, and Brian Munson

ABSENT: Councilmembers Jeanie Kuypers and Shane Bowman

STAFF: Acting Interim City Manager Robert Ferrier, Finance and Information Services Director Meagan Lowery, Community Development Director Kristin Lehto, Public Works Director Mark Herceg, Police Chief Dennis Flynn, Acting City Attorney Hillary Evans (via Zoom), Communications Manager/Public Information Officer Alisha Smith, Parks and Recreation Manager Joanna Martin, City Clerk Elizabeth Halili, and Executive Assistant Kelly Jensen.

MOTION TO EXCUSE **7:02 p.m.**
MOTION: Councilmember Ferrer moved to excuse Councilmember Kuypers and Councilmember Bowman.
SECOND: Deputy Mayor Vaile
VOTE: Motion Carried 5-0
ABSENT: Councilmembers Kuypers and Bowman

SUMMARY REPORTS AND PRESENTATIONS **7:02 p.m.**
Councilmember Reports:

- *Councilmember Munson*
  - *Provided a brief Budget Advisory Committee Meeting report. Councilmember Munson requested the interest of council in seeking relief at the state level regarding the Climate Commitment Tax with the assistance of the city's lobbying firm.*
    Discussion was held by Council.

Mayor's Report:

- **Big Heart Citizen Recognition Award: Jessica Cole,**
  Mayor Overholser presented the BiG Heart Citizen Recognition Award to Jessica Cole in recognition of the heart she brings to the community. Mayor Overholser noted that Ms. Cole was nominated by Bev

Jones, LaDonna Kirkpatrick, Michele Black, Missy Fant, and Stephanie Kendall. Ms. Cole accepted the award and provided a brief statement.

- *Mayor Overholser announced that he will recuse himself from an upcoming Ethics Committee Review Board meeting, stating that it is in the best interest of the process for him not to participate. He noted that, due to his recusal, he will need to appoint a new chair and an additional member to the Board.*

MOTION: Councilmember Munson moved to approve Councilmember Ferrer as a alternate for this upcoming Ethics Review Committee.
SECOND: Deputy Mayor Vaile
VOTE: Motion Carried 5-0
ABSENT: Councilmembers Kuypers and Bowman

Mayor Overholser appointed Councilmember Munson to serve as the Chair at the upcoming Ethics Committee Review Board Meeting.

Presentations:

- **Humane Society for Southwest Washington Annual Report**
  Megan Dennis, Vice President of Strategic Initiatives, Jenn Rylander, Vice President of Operations, and Jason Hudson, HSSW Board Member from the Humane Society for Southwest Washington provided a presentation to Council.
  The Council discussed the presentation.
  Megan Dennis, Jenn Rylander, and Jason Hudson responded to questions from the Council.
- **Regional Parks Funding Task Team Report**
  Ross Hoover, Clark County Parks & Nature Division Manager provided a presentation to Council.
  The Council discussed the presentation.
  Ross Hoover responded to questions from the Council.

MOTION TO APPROVE AGENDA **7:53 p.m.**
***MOTION: Councilmember McCoy moved to approve the meeting agenda as presented minus the City Manager Executive Search.**
SECOND: Councilmember Ferrer
VOTE: Motion Carried 5-0
ABSENT: Councilmembers Kuypers and Bowman

CITIZEN'S COMMUNICATIONS **7:54 p.m.**

Mayor Overholser announced the duration of Citizen's Comments would be thirty (30) minutes and that each speaker's time would be two (2) minutes.

Mayor Overholser opened the floor for public comment at 7:57 p.m.

- *Colleen Eubanks provided public comment*
- *Autumn Flores provided public comment*
- *Liz S. provided public comment*
- *Wynn Grcich provided public comment and handouts to the Council.*

- *Karen Falk provided public comment*
- *Missy Fant provided public comment*
- *Kevin Callahan provided public comment*
- *Alex Rheinhold provided public comment*
- *Sue Marshall provided public comment*
- *Simon provided public comment*
- *Jessica Cole provided public comment*
- *Sharon Murphin provided public comment*

EXECUTIVE SESSION **8:21 p.m.**

Mayor Overholser announced that pursuant to RCW 42.30.110(1)(g), and RCW 42.30.110(1)(i), the City Council would enter an Executive Session to review the performance of a public employee and to discuss with legal counsel representing the agency litigation or potential litigation to which the agency, the governing body, or a member acting in an official capacity is, or is likely to become, a party, when public knowledge regarding the discussion is likely to result in an adverse legal or financial consequence to the agency. Mayor Overholser stated the Executive Session would last thirty (30) minutes, beginning at 8:25 pm and ending at 8:55 pm with possible action to follow.

Mayor Overholser recessed the Regular Meeting at 8:22 p.m.
The Council (including Councilmember Bowman) and Acting City Attorney Hillary Evans entered the Executive Session at 8:25 p.m.

Mayor Overholser re-entered the Chambers at 8:54 p.m. and announced the executive session would be extended for an additional fifteen (15) minutes ending at 9:10 p.m.

Deputy City Manager Robert Ferrier entered the executive session at 8:56 p.m.

The Council re-entered the Chambers at 9:10 p.m.
Mayor Overholser reconvened the Regular Meeting at 9:10 p.m.

MOTION: Mayor Overholser Munson moved to schedule a public hearing for November 2nd pursuant to RCW 35A.13.140 City Manager Removal Reply and Hearing.
SECOND: Councilmember Munson
VOTE: Motion Carried 5-0
ABSENT: Councilmembers Kuypers and Bowman

CONSENT AGENDA **9:10 p.m.**

A. City Council Regular Meeting Minutes of September 8, 2026
B. Claim Vouchers dated 09/08/2026 #100761-#100794 in the amount of $771,955.46
C. Claim Vouchers dated 09/11/2026 #100795-#100842 in the amount of $1,309,788.59
D. Payroll dated 09/10/2026, vouchers #29374-#29379 in the amount of $5,081.52 and direct deposits of $339,100.68 for a total payroll of $344,182.20
E. Interim City Manager Employment Agreement

Councilmember Ferrer requested to remove Consent Agenda Item E.

DRAFT

VOTE: Motion Carried 4-1
AYES: Mayor Overholser, Deputy Mayor Vaile, Councilmember Vaile, Councilmember Munson
NAYS: Councilmember McCoy
ABSENT: Councilmembers Kuypers and Bowman

MOTION: Councilmember Munson moved to approve Consent Agenda items A through D.
SECOND: Deputy Mayor Vaile
VOTE: Motion Carried 5-0
ABSENT: Councilmembers Kuypers and Bowman

The Council discussed Item E.

MOTION TO RESCIND: Councilmember Ferrer moved to rescind the Council's prior action appointing Robert Ferrier as Interim City Manager. She confirmed that she voted on the prevailing side of the motion originally made by Councilmember Bowman and approved at the August 5, 2026, City Council Special Meeting.
SECOND: Councilmember Munson
VOTE: Motion Failed with 3 votes in favor, 1 vote against, and 1 abstention (5 total members present)
AYES: Deputy Mayor Vaile, Councilmember Ferrer, Councilmember Munson
NAYS: Councilmember McCoy
ABSTAIN: Mayor Overholser
ABSENT: Councilmembers Kuypers and Bowman

MOTION: Councilmember McCoy moved to approve Item E on the Consent Agenda
VOTE: Motion Failed due to lack of a second

MOTION TO RECONSIDER: Deputy Mayor Vaile moved to reconsider the action that was just taken with the Interim City Manager Agreement. I would like to ask for a revote.
SECOND: Councilmember Ferrer
VOTE: Motion Carried 4-1
AYES: Mayor Overholser, Deputy Mayor Vaile, Councilmember Ferrer, Councilmember Munson
NAYS: Councilmember McCoy

POINT OF ORDER: Mayor McCoy raised a Point of Order that the Motion to Reconsider may only be made by a Councilmember who voted on the prevailing side of the original motion.

City Clerk Elizabeth Halili and Acting city Attorney Hillary Evans responded to questions from the Council.

The Motion to Reconsider was found to be out of order as Deputy Mayor Vaile did not vote on the prevailing side of the Motion to Rescind.

Further discussion was held by the Council.

PUBLIC HEARING **9:22 p.m.**
Ordinance No. 2026-16 Amending Battle Ground Municipal Code (BGMC) Section 17.135.150 Storage of Trailers and Recreational Vehicles in Residential Districts: Presentation/Public Hearing/Motion
***Presented By*:** *Community Development Director Kristin Lehto*

Summary: *The council heard public testimony, received a presentation, and considered approval of Ordinance 2026-16 Amending Battle Ground Municipal Code (BGMC) Section 17.135.150 Storage of Trailers and Recreational Vehicles in Residential Districts.*

Community Development Director Lehto provided a brief presentation

Mayor Overholser opened the public hearing at 9:23 p.m.

- *None provided public testimony.*

Mayor Overholser closed the public hearing at 9:24 p.m.

City Clerk Halili read the Title of Ordinance 2026-16 (2nd Reading)

The Council discussed the presentation

MOTION: Councilmember Ferrer moved to adopt this with these amendments for it to say, however, so it says recreational vehicles and trailers should not be parked in the front yard. However, recreational vehicles or trailers are allowed to be parked on a legally established driveway. And then remove Section E in its entirety.
SECOND: Deputy Mayor Vaile
The Council discussed the motion.
VOTE: Motion Carries 4-1
AYES: Deputy Mayor Vaile, Councilmember McCoy, Councilmember Ferrer, Councilmember Munson
NAYS: Mayor Overholser

BUSINESS **9:36 p.m.**

***Item removed per prior motion**
City Manager Executive Search: Presentation

Community Services Status Report: Presentation
Presented By*: Police Chief Dennis Flynn*
Summary: *The City Council received a presentation regarding the current status of the community services operations.*

The Council discussed the presentation.
Chief Flynn responded to questions from Council

Ordinance No. 2026-02 SW Eaton Boulevard Improvements – Right of Way (ROW) Final Action – Matoy: Presentation/Motion
Presented By*: Public Works Director Mark Herceg*
Summary: *The City Council received a presentation and considered adoption of Ordinance No. 2026-02 authorizing the Acting City Manager to commence condemnation actions to acquire land, rights-of-way, and/or easements for the Matoy properties related to the SW Eaton Boulevard Improvements Project.*

Public Works Director Mark Herceg provided a brief presentation
Mayor Overholser opened the meeting to public comment regarding the item at hand.
None provided comment.

City Clerk Halili read the Title of Ordinance 2026-02 (2nd Reading)

MOTION: Councilmember McCoy moved to adopt Ordinance 2026-02 authorizing for the condemnation of real property interests for the Matoy properties related to the SW Eaton Boulevard Project.
SECOND: Mayor Overholser
The Council discussed the motion.
Director Herceg responded to questions from the Council
VOTE: Motion Carried 3-2
AYES: Mayor Overholser, Deputy Mayor Vaile, Councilmember McCoy
NAYS: Councilmember Ferrer, Councilmember Munson
ABSENT: Councilmembers Kuypers and Bowman

Ordinance No. 2026-14 SW Eaton Boulevard Improvements Right of Way (ROW) Final Action – Peru: Presentation/Motion
Presented By*: Public Works Director Mark Herceg*
Summary: *The City Council received a presentation and considered adoption of Ordinance No. 2026-14 authorizing the Acting City Manager to commence condemnation actions to acquire land, rights-of-way, and/or easements for the Peru properties related to the SW Eaton Boulevard Improvements Project.*

Public Works Director Mark Herceg provided a brief presentation
Mayor Overholser opened the meeting to public comment regarding the item at hand.
None provided comment.

City Clerk Halili read the Title of Ordinance 2026-14 (2nd Reading)

MOTION: Councilmember McCoy moved to adopt Ordinance 2026-14 authorizing for the condemnation of real property interested for the Peru properties related to the SW Eaton Boulevard Project.
SECOND: Mayor Overholser
The Council discussed the motion.
VOTE: Motion Carried 3-2
AYES: Mayor Overholser, Deputy Mayor Vaile, Councilmember McCoy
NAYS: Councilmember Ferrer, Councilmember Munson
ABSENT: Councilmembers Kuypers and Bowman
ABSENT: Councilmembers Seat 5 Kuypers and Seat 6 Bowman

Mobile Home Parks Summary: Presentation
Presented By*: Community Development Director Kristin Lehto*
Summary: *The City Council received a presentation and provided direction to staff.*

Community Development Director Lehto provided a brief presentation

MOTION (as Restated and Clarified): Mayor Overholser moved to direct staff to draft an emergency moratorium for all mobile home parks within Battle Ground city limits that would essentially not allow development of non-mobile home use currently as it sits for a period of six months and bring that back to Council as soon as possible.
SECOND: Councilmember Ferrer.
Acting City Attorney Hillary Evans responded to questions from the Council.
The Council discussed the motion.
Director Lehto responded to questions from the Council.
VOTE: Motion Carried 5-0

ABSENT: Councilmembers Kuypers and Bowman

Further discussion was held by the Council.

ADMINISTRATIVE REPORTS **10:25 p.m.**

- *Deputy City Manager Robert Ferrier introduced Public Works Director Mark Herceg:*
  - *Public Works Director Mark Herceg provided an update on the city's road projects*

COUNCIL COMMUNICATIONS **10:27 p.m.**

- *Councilmember McCoy:*
  - *Thanked Alisha, the Mayor and the Fire Department for their work and assistance with the Richardson Flag Ceremony.*

- *Mayor Overholser:*
  - *Thanked Alisha, and everyone involved with the Richardson Flag Ceremony*

- *Councilmember Ferrer:*
  - *Explained why she made the motion to rescind the Deputy City Manager as Interim City Manager*

ADJOURNMENT

The regular meeting was adjourned at 10:29 p.m.

Next Meeting Date: Monday, October 5, 2026 – No Study Session - Regular meeting at 7:00 p.m.

DRAFT

Eric Overholser
Mayor

Elizabeth Halili
City Clerk

Date of approval by the City Council: October 5, 2026

Regular Council meetings of the Battle Ground City Council are recorded digitally. These recordings are kept on file in the office of the City Clerk for a period of six (6) years.

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- Gửi yêu cầu nhận thông tin sẵn có bằng tiếng Việt đến *cityclerk.info@cityofbg.org*

DRAFT

CITY OF BATTLE GROUND
CLAIMS VOUCHER APPROVAL

I, THE UNDERSIGNED, DO HEREBY CERTIFY UNDER PENALITY OF PERJURY THAT THE MATERIALS HAVE BEEN FURNISHED, THE SERVICES RENDERED OR THE LABOR PERFORMED AS DESCRIBED, OR THAT ANY ADVANCE PAYMENT IS DUE AND PAYABLE PURSUANT TO A CONTRACT OR IS AVAILABLE AS AN OPTION FOR FULL OR PARTIAL FULFILLMENT OF A CONTRACTUAL OBLIGATION, AND THAT THE CLAIM IS JUST, DUE AND UNPAID OBLIGATION AGAINST THE CITY OF BATTLE GROUND, AND THAT I AM AUTHORIZED TO AUTHENTICATE AND CERTIFY TO SAID CLAIM.

Meagan Lowery
FINANCE DIRECTOR

Alex Richter
ACCOUNTS PAYABLE

THE FINANCE DIRECTOR OF THE CITY OF BATTLE GROUND, WASHINGTON, HEREBY SUBMITS TO CITY COUNCIL THE CHECKS AND BANK DRAFTS BELOW, PREPARED FOR PAYMENT IN THE AMOUNT OF $801,492.11 ON THIS, THE 18TH DAY OF SEPTEMBER, 2026.

	ACCTG DATE	AMOUNT	
100843-100883	09/14/2026	$ 735,263.40	REGULAR AP
BANK DRAFT	09/16/2026	$ 66,228.71	P-CARD PAYMENT
		$ 801,492.11	



Battle Ground, WA

Check Register

Packet: APPKT05439 - R AP 9/14/2026

By Check Number

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Bank Code: POOLED CASH-POOLED CASH						
00216	AVAILABLE CREATIONS	09/14/2026	Regular	0.00	238.70	100843
00295	BG PUBLIC SCHOOLS	09/14/2026	Regular	0.00	129,034.00	100844
03133	BRAD PIESCH AGGRESSIVE ENTERPR	09/14/2026	Regular	0.00	95.00	100845
00393	CASCADE COLUMBIA DISTRIBUTION	09/14/2026	Regular	0.00	1,752.20	100846
00428	CFM STRATEGIC COMMUNICATIONS	09/14/2026	Regular	0.00	4,680.00	100847
00487	CLARK AND SONS EXCAVATING INC	09/14/2026	Regular	0.00	189,986.97	100848
00868	CLARK COUNTY FIRE DISTRICT 3	09/14/2026	Regular	0.00	6,124.75	100849
00868	CLARK COUNTY FIRE DISTRICT 3	09/14/2026	Regular	0.00	13,389.36	100850
00869	CLARK COUNTY FIRE DISTRICT 5	09/14/2026	Regular	0.00	135.88	100851
00522	CLOUDPWR, LLC	09/14/2026	Regular	0.00	4,590.14	100852
04551	COLUMBIA RIVER ELECTRIC MAINTEI	09/14/2026	Regular	0.00	2,278.74	100853
01497	CONSOR NORTH AMERICA INC	09/14/2026	Regular	0.00	18,782.49	100854
02557	CORE & MAIN LP	09/14/2026	Regular	0.00	770.25	100855
03584	COWLITZ COUNTY PUBLIC WORKS	09/14/2026	Regular	0.00	3,717.90	100856
04554	CURTISS, BRITTANY	09/14/2026	Regular	0.00	750.00	100857
00646	DATABAR	09/14/2026	Regular	0.00	5,115.89	100858
00693	DEPT OF LICENSING	09/14/2026	Regular	0.00	576.00	100859
00934	GENERAL PACIFIC, INC	09/14/2026	Regular	0.00	871.20	100860
03080	GREYSTONE TACTICAL	09/14/2026	Regular	0.00	299.39	100861
00993	H.D. FOWLER COMPANY	09/14/2026	Regular	0.00	192.87	100862
01003	HALME EXCAVATING	09/14/2026	Regular	0.00	264,764.52	100863
01229	JRT MECHANICAL	09/14/2026	Regular	0.00	30,165.49	100864
04553	KENYON DISEND, PLLC	09/14/2026	Regular	0.00	9,292.36	100865
04236	LUMIFI CYBER INC	09/14/2026	Regular	0.00	2,745.76	100866
02716	MENKE JACKSON BEYER, LLP	09/14/2026	Regular	0.00	12,471.10	100867
01528	NAVIA BENEFIT SOLUTIONS	09/14/2026	Regular	0.00	401.88	100868
01532	NEOGOV	09/14/2026	Regular	0.00	3,714.58	100869
02855	NORTH FORK LANDSCAPE - NW BARI	09/14/2026	Regular	0.00	355.07	100870
01728	PBS ENGINEERING & ENVIRONMENT	09/14/2026	Regular	0.00	3,662.50	100871
04274	POINT MONITOR CORPORATION	09/14/2026	Regular	0.00	381.00	100872
01907	RICOH USA INC	09/14/2026	Regular	0.00	65.66	100873
04124	ROBERT LLOYD SHEET METAL INC	09/14/2026	Regular	0.00	2,035.29	100874
04422	ROBERTSON FICK ENGINEERING, PC	09/14/2026	Regular	0.00	4,191.25	100875
01933	ROOF TOPPERS INC	09/14/2026	Regular	0.00	3,582.16	100876
03356	RYAN M BUSBY	09/14/2026	Regular	0.00	11,500.00	100877
02004	SHERWIN WILLIAMS	09/14/2026	Regular	0.00	80.06	100878
02043	SMARSH	09/14/2026	Regular	0.00	22.84	100879
02585	TAPANI INC	09/14/2026	Regular	0.00	110.00	100880
04210	TOTAL MECHANICAL INC	09/14/2026	Regular	0.00	1,261.41	100881
03170	TRANSPO GROUP USA, INC	09/14/2026	Regular	0.00	872.30	100882

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
02294	UNIFIRST CORPORATION	09/14/2026	Regular	0.00	206.44	100883

Bank Code POOLED CASH Summary

Payment Type	Payable Count	Payment Count	Discount	Payment
Regular Checks	53	41	0.00	735,263.40
Manual Checks	0	0	0.00	0.00
Voided Checks	0	0	0.00	0.00
Bank Drafts	0	0	0.00	0.00
EFT's	0	0	0.00	0.00
	53	**41**	**0.00**	**735,263.40**

Fund Summary

Fund	Name	Period	Amount
999	POOLED CASH	9/2026	735,263.40
			735,263.40



Battle Ground, WA

Check Register

Packet: APPKT05447 - US BANK 08/2026

By Check Number

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Bank Code: POOLED CASH-POOLED CASH						
02286	U.S. BANK ONECARD	09/16/2026	Bank Draft	0.00	66,228.71	DFT0003173

Bank Code POOLED CASH Summary

Payment Type	Payable Count	Payment Count	Discount	Payment
Regular Checks	0	0	0.00	0.00
Manual Checks	0	0	0.00	0.00
Voided Checks	0	0	0.00	0.00
Bank Drafts	227	1	0.00	66,228.71
EFT's	0	0	0.00	0.00
	227	**1**	**0.00**	**66,228.71**

Fund Summary

Fund	Name	Period	Amount
999	POOLED CASH	9/2026	66,228.71
			66,228.71

CITY OF BATTLE GROUND
CLAIMS VOUCHER APPROVAL

I, THE UNDERSIGNED, DO HEREBY CERTIFY UNDER PENALITY OF PERJURY THAT THE MATERIALS HAVE BEEN FURNISHED, THE SERVICES RENDERED OR THE LABOR PERFORMED AS DESCRIBED, OR THAT ANY ADVANCE PAYMENT IS DUE AND PAYABLE PURSUANT TO A CONTRACT OR IS AVAILABLE AS AN OPTION FOR FULL OR PARTIAL FULFILLMENT OF A CONTRACTUAL OBLIGATION, AND THAT THE CLAIM IS JUST, DUE AND UNPAID OBLIGATION AGAINST THE CITY OF BATTLE GROUND, AND THAT I AM AUTHORIZED TO AUTHENTICATE AND CERTIFY TO SAID CLAIM.

Meagan Lowery
FINANCE DIRECTOR

Alex Richter
ACCOUNTS PAYABLE

THE FINANCE DIRECTOR OF THE CITY OF BATTLE GROUND, WASHINGTON, HEREBY SUBMITS TO CITY COUNCIL THE CHECKS AND BANK DRAFTS BELOW, PREPARED FOR PAYMENT IN THE AMOUNT OF $821,197.48 ON THIS, THE 25TH DAY OF SEPTEMBER, 2026.

	ACCTG DATE	AMOUNT	
100884-100885	09/25/2026	$ 13,150.11	PAYROLL AP
BANK DRAFT	09/25/2026	$ 184,582.82	PAYROLL AP
100886-100909	09/21/2026	$ 621,180.39	REGULAR AP
100910-100929	09/23/2026	$ 2,284.16	UTILITY AP
		$ 821,197.48	

Battle Ground, WA

Check Register

Packet: APPKT05456 - R AP 09/21/2026

By Check Number

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Bank Code: POOLED CASH-POOLED CASH						
04004	ACE HARDWARE - BATTLE GROUND	09/21/2026	Regular	0.00	993.71	100886
00143	ANDERSON GLASS COMPANY	09/21/2026	Regular	0.00	1,230.57	100887
00424	CERTIFIED LANGUAGES INTERNATIO	09/21/2026	Regular	0.00	46.40	100888
00487	CLARK AND SONS EXCAVATING INC	09/21/2026	Regular	0.00	515,634.41	100889
02706	COMCAST	09/21/2026	Regular	0.00	16.03	100890
00700	DEPT OF NATURAL RESOURCES	09/21/2026	Regular	0.00	390.84	100891
04148	GRADE WERKS EXCAVATING LLC	09/21/2026	Regular	0.00	76,950.87	100892
03770	HALILI, ELIZABETH	09/21/2026	Regular	0.00	501.13	100893
01019	HARPER HOUF PETERSON RIGHELLIS	09/21/2026	Regular	0.00	3,671.25	100894
01036	HELENA GREEN	09/21/2026	Regular	0.00	225.00	100895
04050	LEHTO, KRISTIN	09/21/2026	Regular	0.00	609.45	100896
01447	METROWATCH	09/21/2026	Regular	0.00	1,454.46	100897
01677	PACIFIC BREEZE PRODUCTS, INC	09/21/2026	Regular	0.00	78.54	100898
03575	REED, KEVIN	09/21/2026	Regular	0.00	224.00	100899
00930	RICOH USA, INC	09/21/2026	Regular	0.00	1,789.99	100900
02092	SECURITAS TECHNOLOGY CORPORA	09/21/2026	Regular	0.00	171.26	100901
02034	SKAMANIA COUNTY SHERIFF'S OFFIC	09/21/2026	Regular	0.00	483.24	100902
02585	TAPANI INC	09/21/2026	Regular	0.00	2,102.70	100903
02585	TAPANI INC	09/21/2026	Regular	0.00	55.00	100904
02198	THE COLUMBIAN	09/21/2026	Regular	0.00	580.52	100905
04555	THE VERN MCCRAY LAW FIRM, PLLC	09/21/2026	Regular	0.00	1,000.00	100906
02313	US DEPARTMENT OF AGRICULTURE	09/21/2026	Regular	0.00	415.42	100907
02397	WALTER E. NELSON COMPANY	09/21/2026	Regular	0.00	2,335.33	100908
02492	WHITNEY EQUIPMENT COMPANY IN	09/21/2026	Regular	0.00	10,220.27	100909

Bank Code POOLED CASH Summary

Payment Type	Payable Count	Payment Count	Discount	Payment
Regular Checks	40	24	0.00	621,180.39
Manual Checks	0	0	0.00	0.00
Voided Checks	0	0	0.00	0.00
Bank Drafts	0	0	0.00	0.00
EFT's	0	0	0.00	0.00
	40	**24**	**0.00**	**621,180.39**

Fund Summary

Fund	Name	Period	Amount
999	POOLED CASH	9/2026	621,180.39
			621,180.39

Battle Ground, WA

Refund Check Register

Refund Check Detail

UBPKT11323 - Refunds 01 UBPKT11320 Regular

Account	Name	Date	Check #	Amount	Code	Receipt	Amount	Type
03-048410-000	Rood, Suzanne	9/23/2026	100910	34.58			34.58	Deposit
31-042470-000	Nickol, Peter	9/23/2026	100911	331.15			331.15	Generated From Billing
33-099440-003	Young, Spirit and Lindsay	9/23/2026	100912	34.92			34.92	Generated From Billing
37-034180-007	Efraimson, Dustin	9/23/2026	100913	200.67			200.67	Deposit
39-051157-005	Graham, Brett and Tatyana	9/23/2026	100914	21.68			21.68	Generated From Billing
41-028540-000	Poths, Stewart	9/23/2026	100915	107.86			107.86	Deposit
42-026950-000	Herrington, May	9/23/2026	100916	19.29			19.29	Deposit
42-150672-002	Polk, Bryan	9/23/2026	100917	109.38			109.38	Generated From Billing
43-005410-013	Raley, Shawn and Sandra	9/23/2026	100918	232.29			232.29	Generated From Billing
46-050324-000	Mueller, Steve	9/23/2026	100919	24.56			24.56	Generated From Billing
46-050459-002	Edwards, David	9/23/2026	100920	48.09			48.09	Generated From Billing
48-050049-002	Reiber, Mary	9/23/2026	100921	21.41			21.41	Generated From Billing
49-077120-002	Tamez, Ronnie and Jennifer	9/23/2026	100922	147.74			147.74	Generated From Billing
49-150281-001	Panter, Colby and Joanna	9/23/2026	100923	62.96			62.96	Generated From Billing
80-150403-001	Maple, Wade and Darla	9/23/2026	100924	55.93			55.93	Deposit
80-150651-001	Nelson, Dawn and Marc	9/23/2026	100925	66.41			66.41	Deposit
80-151553-001	West, Brian	9/23/2026	100926	211.87			211.87	Deposit
80-151794-000	Prairie Homes LLC	9/23/2026	100927	3.17			3.17	Generated From Billing
80-151808-000	Sun Country Homes	9/23/2026	100928	300.17			300.17	Deposit
80-151827-000	Sun Country Homes	9/23/2026	100929	250.03			250.03	Deposit
Total Refunds: 20			**Total Refunded Amount:**	2,284.16				

Revenue Code Summary

Revenue Code	Amount
996 - UNAPPLIED CREDITS	2284.16
Revenue Total:	2284.16

General Ledger Distribution

Posting Date: 09/23/2026

Account Number	Account Name	Posting Amount	IFT
Fund: 410 - WATER			
410-0000-111-10-99	POOLED CASH	-2,284.16	Yes
410-0000-122-30-00	ACCOUNTS RECEIVABLE UNAPPLIED	2,284.16	
	410 Total:	0.00	

General Ledger Distribution

Posting Date: 09/23/2026

Account Number	Account Name	Posting Amount	IFT
Fund: 999 - POOLED CASH			
999-0000-111-11-00	CASH IN BANK	-2,284.16	
999-0000-292-20-99	DUE TO OTHER FUNDS	2,284.16	Yes
	999 Total:	0.00	
	Distribution Total:	0.00	

Battle Ground, WA

Check Register

Packet: APPKT05450 - PRAP092526

By Check Number

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Bank Code: POOLED CASH-POOLED CASH						
01368	LIFE INSURANCE CO. OF NORTH AM	09/25/2026	Regular	0.00	1,735.85	100884
03434	MISSIONSQUARE	09/25/2026	Regular	0.00	11,414.26	100885
00667	DEFERRED COMPENSATION	09/25/2026	Bank Draft	0.00	3,639.03	DFT0003176
00702	DEPT OF RETIREMENT SYSTEMS	09/25/2026	Bank Draft	0.00	55,743.56	DFT0003177
02559	INTERNAL REVENUE SERVICE- FED T	09/25/2026	Bank Draft	0.00	116,039.54	DFT0003178
01528	NAVIA BENEFIT SOLUTIONS	09/25/2026	Bank Draft	0.00	1,451.64	DFT0003179
03461	WEALTH CARE SAVER	09/25/2026	Bank Draft	0.00	7,709.05	DFT0003180

Bank Code POOLED CASH Summary

Payment Type	Payable Count	Payment Count	Discount	Payment
Regular Checks	8	2	0.00	13,150.11
Manual Checks	0	0	0.00	0.00
Voided Checks	0	0	0.00	0.00
Bank Drafts	22	5	0.00	184,582.82
EFT's	0	0	0.00	0.00
	30	**7**	**0.00**	**197,732.93**

Fund Summary

Fund	Name	Period	Amount
999	POOLED CASH	9/2026	197,732.93
			197,732.93

CITY OF BATTLE GROUND
STAFF REPORT

To:	City Council
From:	Robert Ferrier, Interim City Manager
Date:	October 5, 2026
Proceeding Type:	Consent
Subject:	Interlocal Agreement with Skamania County for Incarceration Services

Legislative History:	
• Consent	October 5, 2026

Staff Report Summary

Staff recommend the City Council consider and approve an interlocal agreement with Skamania County for incarceration services.

Background

In November 2011 (effective January 2012), the City of Battle Ground (City) and Skamania County (County) agreed to an interlocal agreement (ILA) whereby the County provided the City detention facility services for the care and custody of incarcerated individuals. The ILA has since been amended and extended on multiple occasions.

Fiscal and Policy Implications

The current daily bed rate through the ILA is $80.54/day. Upon approval of the ILA, the daily bed rate will increase to $88.80/day, to take effect January 1, 2027, and continuing for a five-year term through December 31, 2031. By way of comparison, the current daily be rate for Clark County is $224.32/day.

Goals and Objectives Relevance

The City Council's approval and authorization to execute this ILA amendment is relevant to Goal 2 ("Continue to Promote Public Safety and Livability") and Goal 3 ("Ensure Long-Term Fiscal Sustainability").

Options

Option	*Results*
• *Consider and approve the ILA*	The City and Skamania County will implement the ILA. The City will continue to use Skamania County's jail facilities.
• *Consider and not approve the ILA*	The City will not have an ILA with Skamania County. Defendants would be incarcerated at Clark County at a higher rate.
• *No Action.*	The City will not have an ILA with Skamania County. Defendants would be incarcerated at Clark County at a higher rate.

Staff Recommendation

Staff recommend the City Council consider and approve an interlocal agreement with Skamania County for incarceration services.

Attachments

A.	Proposed ILA with Skamania County for Incarceration Services

Legal Review

N/A

CONTRACT FOR INCARCERATION SERVICES
CITY OF BATTLE GROUND

THIS CONTRACT, made and entered into this ____ day of September, 2026, by and between the **COUNTY OF SKAMANIA**, a legal subdivision of the State of Washington, hereinafter referred to as "**COUNTY**," and the **CITY OF BATTLE GROUND**, a municipal corporation of the State of Washington, hereinafter referred to as "**CITY,**"

WITNESSETH:

WHEREAS, RCW 39.34.180 requires each city and town to be responsible for the incarceration of their misdemeanants and gross misdemeanants ("inmates") referred from their respective law enforcement agencies; and

WHEREAS, the CITY previously contracted with the Skamania County Sheriff's Office to serve as its law enforcement agency; and

WHEREAS, the CITY does not have any facilities in which to incarcerate its inmates; and

WHEREAS, the COUNTY, by and through its Sheriff, owns and operates the Skamania County Jail; and

WHEREAS, the CITY desires to contract with the COUNTY to incarcerate its inmates; and WHEREAS, the COUNTY wishes to provide the CITY these incarceration services, including the Skamania County Sheriff's Non-Custody Work Crew Program; and

WHEREAS, this contract is authorized by the provisions of RCW 39.34.010 and is required by RCW 39.34.180; and

WHEREAS, the parties have considered the anticipated costs of providing the incarceration services, including the Skamania County Sheriff's Non-Custody Work Crew Program, have anticipated the potential revenues for providing these services, and continue to consider alternatives to and for incarceration services.

NOW, THEREFORE, it is hereby agreed as follows:

1. Services

   The County agrees to provide the City a jail facility and the necessary personnel to incarcerate the City's inmates generally in the same manner as it confines inmates derived from the unincorporated areas of the County.

   The County also agrees to provide supervision, control, and the necessary equipment for participation in the Skamania County Sheriff's Non-Custody Work Crew Program.

For purposes of this agreement, the term "City inmates" shall mean those inmates who are arrested, booked, sentenced, or held in the County Jail on crimes, or suspected crimes, involving misdemeanors or gross misdemeanors within the City limits. "City inmates" shall not include those people who are arrested on, charged with, or convicted of a felony offense, (even if that crime arises out of the same transaction or occurrence as a misdemeanor or gross misdemeanor), and shall not include offenses committed by juveniles except those crimes prescribed by the City of Battle Ground Code.

For purposes of this agreement, the term "Skamania County Sheriff's Non-Custody Work Crew Program" shall mean that program supervised by the Skamania County Sheriff's Office whereby inmates perform various work within the City and County, as directed by the Skamania County Sheriff's Office, using equipment provided by the Skamania County Sheriff. Said participation shall be subject to approval by the Skamania County Sheriff's Office. Each work crew day shall begin at 8:00 AM and end at 5:00 PM. Work crew may be served, as determined by the terms of the inmate's sentence, in lieu of jail, or for payment of fines.

2. Payments

As consideration for providing this facility and these services, upon presentation of an invoice statement that provides the inmate's name and dates of incarceration, the City shall pay the County as follows:

2.1 Eighty-Eight Dollars and Eighty Cents ($88.80) per day for each City inmate incarcerated in the Skamania County Jail. A City inmate is incarcerated in the County Jail if they are held in excess of four (4) hours from the completion of the booking process. For every City inmate incarcerated at the County Jail, the City shall be charged for at least one (1) day. A day shall mean a calendar day.

2.2 The sum of twenty-five dollars ($25.00) for each City inmate booked into the County Jail. The County will first assess the twenty-five-dollar fee to the inmate. The portion of the twenty-five-dollar fee *unpaid by the inmate* at the time of custodial release will be assessed to the City. The City shall not be charged more than one booking charge for each City inmate for the same arrest. The City shall not be charged a booking fee if the filed charge(s) is out of the same incident or occurrence as a felony charge.

3. Term

The duration of this agreement shall be for a five-year period beginning January 1, 2027 and ending December 31, 2031. Upon the mutual written consent of both parties, this agreement can be extended for successive one (1) year period. This agreement may also be terminated by the mutual written consent of both parties at any time, or by either party for any reason upon ninety (90) day's written notice.

4. Operational Control

The Skamania County Sheriff shall have exclusive control of the Sheriff's Office and jail staff personnel, and sole responsibility for their compensation. The County Sheriff shall also have exclusive control of the day-to-day operations of the Skamania County Jail in performing this contract and the City inmates will be subject to the same rules and regulations required of the other inmates. The County Sheriff shall also have exclusive control of the day-to-day operations of the City inmates who perform work on the Skamania County Non-Custody Work Crew Program.

5. Health Care

Pursuant to RCW 70.48.130, the County shall provide health care checkups on the City inmates when requested. The City shall be responsible for any extraordinary or emergency medical costs incurred by the City's inmates. Provided, if at all reasonably practicable, the County shall provide the City notice prior to incurring any extraordinary or emergency medical costs. Such extraordinary or emergency medical costs shall include but not be limited to surgeries, treatment of broken bones, major dental care, or any medical or dental services that require the inmate to leave the jail facility. The City shall not be responsible for the costs for any medical treatment that is required due to injuries sustained while the inmate is incarcerated in the County jail or while the inmate is working on the Skamania County Sheriff's Non-Custody Work Crew Program that result from injury caused by other inmates, or injuries that are caused by property or persons under the control and supervision of the Skamania County Sheriff's Office.

6. Services Provided

Unless otherwise specified, services provided by the County shall be the type commensurately rendered to the unincorporated areas of Skamania County related to misdemeanants and gross misdemeanants. Incarceration services will be available to the City on a twenty-four (24) hour per day, seven (7) days per week basis; provided that to alleviate overcrowded conditions or other factors, the Skamania County Sheriff's Office reserves the right to matrix, reject, release or give earned good-time credit to the City's inmates in the same fashion as it handles and administers the other inmate population.

7. Independent Contractor/Hold Harmless/Indemnification

The parties intend that an independent contractor/County relationship will be created by this agreement. No agent, employee, servant or representative of the City shall be deemed to be an employee, agent, servant or representative of the County for any purpose. The City shall protect, defend, save harmless and indemnify the County from and against all claims, suits and/or actions arising from negligent acts or omissions of the City in the performance of this agreement. The County shall

protect, defend, hold harmless and indemnify the City from and against all claims, suits and actions arising from negligent acts or omissions of the County in the performance of this agreement.

8. Full Cooperation

The City agrees to cooperate fully with the County in the performance of this contract and to provide the County with any information available to the City that the County may require in the course of the performance of this contract. The Skamania County Sheriff's Office, including the jail personnel, shall have all authority granted to a non-charter code city under the laws of the State of Washington. The County agrees to provide the City with daily reporting updating the City on the inmates currently incarcerated in the County Jail and the inmates currently working through the Skamania County Sheriff's Non-Custody Work Crew Program, the number of days that each inmate has been incarcerated or successfully performed on the Skamania County Sheriff's Non-Custody Work Crew Program, and the expected date of release.

9. Modifications

No changes or additions to this agreement shall be valid or .binding upon either party unless such changes or additions be made in writing and executed by both parties.

10. Attorney Fees

If any suit or action is filed by any party to enforce or interpret a provision of this contract, or otherwise with respect to the subject matter of this contract, each party shall bear their own attorney fees or other expenses, except where otherwise provided by law.

11. Entire Agreement

This contract is the entire agreement between the parties and supersedes all previous agreements or understandings between them. This contract may be modified only in writing, provided both parties have signed the amended document. This contract is not intended to affect or otherwise change any other agreements between the County and the City.

12. Laws of Washington

This contract shall be governed by and construed under the laws of the State of Washington, and any action brought to enforce the terms of this contract, shall be brought in a court of competent jurisdiction located in Skamania County.

13. Effective Date

This contract shall take effect immediately after it has been executed and copies filed as set forth in section 14 of this agreement.

14. Interlocal Agreement Representations

This is the interlocal agreement pursuant to RCW Ch 39.34 and the parties make the following representations:

a. Duration. This AGREEMENT shall terminate on December 31st, 2031 or as otherwise provided in paragraph 3.0, above.

b. Organization. No new entity will be created to administer this agreement.

c. Purpose. The purpose is to enable the city of Battle Ground to contract with Skamania County for *incarceration* services.

d. Manner of Financing. The parties intend to finance this agreement in cash as part of their general fund's budgets.

e. Termination of Agreement. The parties shall have the right to terminate this agreement as provided in paragraph 3.0, above.

f. Other. All terms are covered by this Agreement. No additional terms are contemplated.

g. Selection of Administrator. The City of Battle Ground City Administrator shall be the Administrator for this Interlocal Agreement.

h. Filing. Prior to its entry into force, this agreement shall be filed with the Skamania County Auditor or, alternatively, listed by subject on a public agency's web site or other electronically retrievable public source.

IN WITNESS WHEREOF, the parties hereto have executed this agreement as of the day and year first above written.

BOARD OF COMMISSIONERS
SKAMANIA COUNTY WASHINGTON

_____
Chairman

_____
Commissioner

_____
Commissioner

_____
Summer N. Scheyer, Sheriff

ATTEST:

_____
Clerk of the Board

APPROVED AS TO FORM ONLY:

_____
Skamania County Prosecuting Attorney

CITY OF BATTLE GROUND
A MUNICIPAL CORPORATION

_____
Mayor

_____
City Clerk

APPROVED AS TO FORM ONLY:

_____
City Attorney

CITY OF BATTLE GROUND
STAFF REPORT

To:	City Council
From:	Meagan Lowery, Finance and Information Services Director
Date:	October 5, 2026
Proceeding Type:	PUBLIC HEARING/MOTION
Subject:	Ordinance 2026-18 Municipal Code Amendments: Chapter 3.04 Funds

Legislative History:	
• Presentation/Set Public Hearing	September 8, 2026
• Public Hearing/Motion	October 5, 2026

Staff Report Summary

The City Council will conduct a public hearing to hear comments and to consider adopting Ordinance No. 2026-18, which would eliminate the Economic Stabilization and Insurance Reserve funds and move the funds to the general fund.

Background

The City established the Economic Stabilization Fund and the Insurance Reserve Fund in 2012 to assist in establishing sufficient resources to provide continuing levels of service and keep the funds separate from the General Fund. By consolidating the funds into the City's General Fund, and eliminating the two funds, this will streamline financial administration and reduce administrative processes.

The funds from each of these funds would move to the general fund and its fund balance. In 2020 the Council adopted Resolution 20-06 which increased the required General Fund reserve fund balance from 60 days of budgeted expenses to 90 days. Industry best practice for a reserve fund balance in the general fund is a minimum of 60 days (16.7%) with a target of 90 days (25%). We have met/exceeded this target since adopting the resolution establishing 90 days.

Fiscal and Policy Implications

Current Fund balances of each of the funds which would move to the General Fund:

Economic Stabilization Fund $420,250

Insurance Reserve Fund $175,776

Options

Option	*Results*
• *Adopt Ordinance 2026-18 as presented*	Code changes take effect as presented.
• *Modify Ordinance 2026-18*	Code changes take effect as modified.
• *No Action.*	Code remains the same.

Staff Recommendation

Set the public hearing for October 5, 2026.

Attachments

A.	Ordinance 2026-18

Legal Review

The following documents were reviewed by legal:

Ordinance 2026-18

ORDINANCE NO. 2026-18

AN ORDINANCE OF THE CITY OF BATTLE GROUND, WASHINGTON REPEALING BATTLE GROUND MUNICIPAL CODE 3.04.010, INSURANCE RESERVE FUND; REPEALING BATTLE GROUND MUNICIPAL CODE 3.04.050, ECONOMIC STABILIZATION FUND; DIRECTING A FUND BALANCE TRANSFER; AND PROVIDING FOR SEVERABILITY AND AN EFFECTIVE DATE

WHEREAS, governmental accounting is organized and operated on a fund basis, which is defined by the Budgeting, Accounting and Reporting Systems manual for cities, counties and other local governments (BARS) as a fiscal and accounting entity with the self-balancing set of accounts segregated for the purpose of carrying on specific activities for certain objects; and

WHEREAS, the City Council has determined that the separate funds established under Battle Ground Municipal Code ("BGMC") sections 3.04.010 and 3.04.050 are no longer necessary to efficiently administer the City's financial resources; and

WHEREAS, the City Council finds that consolidating the funds into the City's General Fund will streamline financial administration, reduce unnecessary administrative processes, and improve the efficiency and effectiveness of the City's financial operations; and

WHEREAS, the remaining balances and applicable revenues of the funds being eliminated will be transferred to the City's General Fund and administered in accordance with applicable law and the City's adopted budget; and

WHEREAS, the City Council held a public hearing on October 5, 2026 for the purpose for allowing citizens of the City of Battle Ground to comment on these proposed changes to the BGMC; and

WHEREAS, the City Council of City of Battle Ground has reviewed the proposed changes to the BGMC and find it in the best interest of the City to repeal BGMC 3.04.010 and BGMC 3.04.050;

NOW THEREFORE BE IT ordained by the City Council of the City of Battle Ground, Washington as follows:

SECTION 1. REPEALER. The following sections of the Battle Ground Municipal Code shall be and are hereby repealed together with the creating ordinances: 3.04.010, 3.04.050; and Ordinance 2012-09 sections 1 and 4 (2012).

SECTION 2. FUND BALANCE. Upon the effective date of this ordinance, all remaining cash, investments, receivables, and any other assets or liabilities of the Insurance Reserve Fund and the Economic Stabilization Fund shall be transferred to the General Fund.

SECTION 3. SEVEREBILITY. If any section, sentence, clause, or phrase of this ordinance shall be held to be invalid or unconstitutional by a court of competent jurisdiction, such invalidity or unconstitutionality shall not affect the validity or constitutionality of any other section, sentence, clause, or phrase of this ordinance.

SECTION 4. REGULATORY CONFLICTS. All other ordinances and parts of other ordinances inconsistent or conflicting with any part of this ordinance are hereby repealed to the extent of the inconsistency or conflict.

SECTION 5. CORRECTIONS. The City Clerk and the codifiers of this ordinance are authorized to make necessary clerical corrections to this ordinance including, but not limited to, the correction of scrivener's/clerical errors, references, ordinance numbering, section/subsection numbers and any references thereto.

SECTION 6. EFFECTIVE DATE. This ordinance shall be published in summary form and be in full force and effective five (5) days from the date of publication in accordance with law.

ADOPTED IN OPEN MEETING OF THE CITY COUNCIL OF THE CITY OF BATTLE GROUND, WASHINGTON THIS 5th DAY OF OCTOBER 2026.

_____
Eric Overholser, Mayor

Attested to by:

_____
Elizabeth Halili, City Clerk

Approved as to form:

_____
Hillary Evans, Contract City Attorney

CITY OF BATTLE GROUND
STAFF REPORT

To:	City Council
From:	Meagan Lowery, Finance and Information Services Director
Date:	October 5, 2026
Proceeding Type:	PUBLIC HEARING/MOTION
Subject:	Ordinance 2026-19 Municipal Code Amendments: Chapter 13.05.100 Adjustment of Utility Bills

Legislative History:	
• Presentation/Set Public Hearing	September 8, 2026
• Public Hearing/Motion	October 5, 2026

Staff Report Summary

The City Council will conduct a public hearing to hear comments and to consider adopting Ordinance No. 2026-19, which would clarify the procedures and authority over utility billing adjustments.

Background

During the City's annual state audit, it was determined there is a need to clarify some of the language in Chapter 13.05.100 to give the Finance Director authority to administer and approve utility billing adjustments and provide consistent application of the City's billing policies as follows:

13.105.100 Adjustment of utility bills.

A. The Finance Director ~~city manager~~, or ~~his~~ designee, is empowered to resolve billing disputes upon receipt of request to do so from a city utility customer. Upon receipt of such notice from the customer, the Finance Director ~~city manage~~r, or ~~his~~ designee, shall review the bill with the customer to see if the amount is justly owed. The customer shall have the right to have a meeting to bring forth reasons and evidence why such bill should not be due and owing.

B. When any customer, in any given billing period, has used according to the water meter a quantity of water which is more than double the average amount of water used on such premises in similar billing periods in prior years, and the water consumption is

solely caused by a leak ~~broken water pipe~~ on the user's premises, then the customer may make an application to the finance director in writing for reduction of the billing. If the application states there was a leak ~~broken pipe~~ on the customer's premises which caused a large consumption of water, the existence of a leak ~~broken pipe~~ shall be verified by inspection by public works employees. If it is established by receiving documentation that such leak ~~broken pipe~~ has been repaired and approved by the city, a reduction of the bill to an amount that is one-half of the difference between the monthly average for a similar time period and the existing disputed bill. ~~The reduction provided for in this section shall not be allowed if such excess water consumption is due to a customer's neglect or failure to repair the broken pipe. A reduction in billing shall not be permitted if such excess consumption is due simply to leaky faucets or other plumbing fixtures.~~ The city may discontinue service to any premises if the owner refuses to make necessary repairs to avoid waste of water. If after reasonable efforts to contact the owner it is observable that water is being lost through leakage, the city at its option may terminate water service and shall leave a written notice as to its action and the reason therefor.

C. The application by the customer shall be on the forms provided by the city.

D. Should any meter fail to register correctly, the city may adjust the billing accordingly with the approval of the Finance Director.

Fiscal and Policy Implications

None.

Options

Option	***Results***
• *Adopt Ordinance 2026-19 as presented*	Code changes take effect as presented.
• *Modify Ordinance 2026-19*	Code changes take effect as modified.
• *No Action.*	Code remains the same.

Staff Recommendation

Hold a public hearing and adopt Ordinance 2026-19 as presented.

Attachments

A.	Ordinance 2026-19

Legal Review

The following documents were reviewed by legal:

Ordinance 2026-19

ORDINANCE NO. 2026-19

AN ORDINANCE OF THE CITY OF BATTLE GROUND, WASHINGTON AMENDING BATTLE GROUND MUNICIPAL CODE SECTION 13.05.100 ADJUSTMENT OF UTILITY BILLS; AND PROVIDING FOR SEVERABILITY AND AN EFFECTIVE DATE

WHEREAS, The City of Battle Ground provides water, sewer, and storm drainage utility services to its customers; and

WHEREAS, Battle Ground Municipal Code ("BGMC") Section 13.105.100 establishes procedures for resolving utility billing disputes and provides for certain adjustments to utility bills under specified circumstances; and

WHEREAS, the City Council desires to clarify the procedures and authority for reviewing and administering requests for utility billing adjustments; and

WHEREAS, providing the Finance Director with express authority to administer and approve utility billing adjustments will promote consistent application of the City's billing policies, improve customer service, and provide for the efficient administration of utility accounts; and

WHEREAS, the City Council held a public hearing on October 5, 2026 for the purpose for allowing citizens of the City of Battle Ground to comment on the proposed changes to the BGMC; and

WHEREAS, the City Council of City of Battle Ground has reviewed the proposed changes to the BGMC and finds it is in the best interest of the City to adopt the proposed changes to BGMC 13.105.100;

NOW THEREFORE BE IT ordained by the City Council of the City of Battle Ground, Washington as follows:

SECTION 1. BGMC 13.105.100, AMENDED. BGMC 13.105.100, entitled "Adjustment of utility bills" is hereby amended to read as follows:

13.105.100 Adjustment of utility bills.

A. The Finance Director ~~city manager~~, or ~~his~~ designee, is empowered to resolve billing disputes upon receipt of request to do so from a city utility customer. Upon receipt of such notice from the customer, the Finance Director ~~city manager~~, or ~~his~~ designee, shall review the bill with the customer to see if the amount is justly owed. The customer shall have the right to have a meeting to bring forth reasons and evidence why such bill should not be due and owing.

B. When any customer, in any given billing period, has used according to the water meter a quantity of water which is more than double the average amount of water used on such premises in similar billing periods in prior years, and the water consumption is solely caused

by a leak ~~broken water pipe~~ on the user's premises, then the customer may make an application to the finance director in writing for reduction of the billing. If the application states there was a leak ~~broken pipe~~ on the customer's premises which caused a large consumption of water, the existence of a leak ~~broken pipe~~ shall be verified by inspection by public works employees. If it is established by receiving documentation that such leak ~~broken pipe~~ has been repaired and approved by the city, a reduction of the bill to an amount that is one-half of the difference between the monthly average for a similar time period and the existing disputed bill. ~~The reduction provided for in this section shall not be allowed if such excess water consumption is due to a customer's neglect or failure to repair the broken pipe. A reduction in billing shall not be permitted if such excess consumption is due simply to leaky faucets or other plumbing fixtures.~~ The city may discontinue service to any premises if the owner refuses to make necessary repairs to avoid waste of water. If after reasonable efforts to contact the owner it is observable that water is being lost through leakage, the city at its option may terminate water service and shall leave a written notice as to its action and the reason therefor.

C. The application by the customer shall be on the forms provided by the city.

D. Should any meter fail to register correctly, the city may adjust the billing accordingly with the approval of the Finance Director.

SECTION 2. SEVEREBILITY. If any section, sentence, clause, or phrase of this ordinance shall be held to be invalid or unconstitutional by a court of competent jurisdiction, such invalidity or unconstitutionality shall not affect the validity or constitutionality of any other section, sentence, clause, or phrase of this ordinance.

SECTION 3. REGULATORY CONFLICTS. All other ordinances and parts of other ordinances inconsistent or conflicting with any part of this ordinance are hereby repealed to the extent of the inconsistency or conflict.

SECTION 4. CORRECTIONS. The City Clerk and the codifiers of this ordinance are authorized to make necessary clerical corrections to this ordinance including, but not limited to, the correction of scrivener's/clerical errors, references, ordinance numbering, section/subsection numbers and any references thereto.

SECTION 5. EFFECTIVE DATE. This ordinance shall be published in summary form and be in full force and effective five (5) days from the date of publication in accordance with law.

ADOPTED IN OPEN MEETING OF THE CITY COUNCIL OF THE CITY OF BATTLE GROUND, WASHINGTON THIS 5th DAY OF OCTOBER 2026.

Eric Overholser, Mayor

Attested to by:

Approved as to form:

Elizabeth Halili, City Clerk

Hillary Evans, Contract City Attorney

CITY OF BATTLE GROUND
STAFF REPORT

To:	City Council
From:	Kristin Lehto, Community Development Director
Date:	October 5, 2026
Proceeding Type:	Motion to Adopt/Motion to Set Public Hearing
Subject:	**Ordinance 2026-21** Adopting an immediate 6-month moratorium on development applications and permits relating to the redevelopment of existing mobile home or manufactured home parks

Legislative History:	
• Presentation • Motion	September 21, 2026 October 5, 2026

Staff Report Summary

Prepared for Council's review is a moratorium ordinance that would prohibit the filing, acceptance, processing and/or review of any application to redevelop, establish a new use or accessory use, or change a use for any site currently used as a mobile home or manufactured home park in City of Battle Ground.

Background

The City of Battle Ground has (3) existing mobile home or manufactured home parks located within city limits:

1. **Battle Ground Mobile Home Park,** located at 300 SW 7th Ave
2. **Whispering Poplars,** located at 410 NE Fairgrounds Ave
3. **El Shabral Mobile Villa,** located at 305 NE Fairgrounds Ave

Adoption of this moratorium ordinance will prevent development or redevelopment that would displace these existing units and give Council time to explore options to address the future of existing mobile and manufactured home parks.

Staff Recommendation

Adopt Ordinance 2026-21 establishing an immediate 6-month moratorium on development applications and permits relating to the redevelopment of existing mobile home or manufactured home parks. If adopted, the Council should set a full public hearing on the ordinance for November 16, 2026, to comply with the requirements of RCW 36.760A.390

Legal Review

The following documents were reviewed by legal:

Ordinance No. 2026-21

Exhibit A – Map of Existing Mobile or Manufactured Home Parks within City of Battle Ground



ORDINANCE 2026-21

AN ORDINANCE OF THE CITY OF BATTLE GROUND, WASHINGTON, IMPOSING AN IMMEDIATE SIX-MONTH CITYWIDE MORATORIUM ON DEVELOPMENT APPLICATIONS AND PERMITS RELATING TO THE REDEVELOPMENT OF EXISTING MOBILE HOME OR MANUFACTURED HOME PARKS TO ALLOW THE CITY TO REVIEW OPTIONS, POLICIES, AND DRAFT REGULATIONS FOR THE PRESERVATION OF EXISTING MOBILE HOME AND MANUFACTURED HOME PARKS; SETTING A PUBLIC HEARING; DECLARING AN EMERGENCY; PROVIDING FOR SEVERABILITY; AND ESTABLISHING AN EFFECTIVE DATE

WHEREAS, the land values, home prices and interest rates continue to rise and housing becomes less affordable in City of Battle Ground and across the United States; and

WHEREAS, severe housing cost burdens disproportionately impact low-income and fixed income households; and

WHEREAS, mobile home and manufactured home parks provide some of the most affordable ownership and housing opportunities for the elderly and low-income residents available today; and

WHEREAS, within the City of Battle Ground, staff have identified three existing mobile or manufactured home parks, depicted on the map attached hereto as Exhibit A; and

WHEREAS, the City's Comprehensive Plan Housing Goal 2 calls for the City to ensure fair and equal access to housing is available for all residents of Battle Ground, particularly for people with disabilities, vulnerable populations, historically marginalized groups, and seniors. The City's Comprehensive Plan Housing Goal 3 calls for the City to allow for quality affordable housing at all income levels; and

WHEREAS, the City Council has determined that there is a need to evaluate methods to preserve existing mobile home and manufactured home parks to ensure their continued provision of affordable housing; and

WHEREAS, there are concerns that mobile home and manufactured home parks remaining within the City might be subject to redevelopment pressure and the residents of those parks might be at risk of being displaced, and many of the units in those parks might not be suitable for relocation within the City; and

WHEREAS, a moratorium on applications would temporarily prevent the vesting of new development rights leading to development or redevelopment that would displace existing mobile home or manufactured home park tenants; and

WHEREAS, the moratorium would preserve the status quo and ensure the availability of housing in City's existing mobile home and manufactured home parks while new regulations are drafted and reviewed through the legislative process; and

WHEREAS, RCW 36.70A.390 and RCW 35.63.200 provide a process for the City to adopt and extend land use moratoriums; and

WHEREAS, pursuant to WAC 197-11-880, the adoption of this emergency interim moratorium is exempt from the requirements of a threshold determination under the State Environmental Policy Act (SEPA); and

WHEREAS, a moratorium would allow the City additional time to explore and evaluate options and to draft new land use regulations regarding the preservation of mobile home and manufactured home parks; and

WHEREAS, the normal course of legislative procedures of the City Council cannot timely prevent an application or permit from being filed for the development or redevelopment of an existing mobile or manufactured home park, as such, this ordinance needs to take immediate effect to prevent harm to the community or government functions; and

WHEREAS, the City Council believes it is in the best interest of the City of Battle Ground to adopt an emergency moratorium on the filing, acceptance, processing and/or review of any application to redevelop, establish a new use or accessory use, or change a use for any site currently used as a mobile home or manufactured home park in City of Battle Ground.

NOW THEREFORE BE IT ordained by the City Council of the City of Battle Ground, Washington as follows:

Section 1. Findings of Fact. The recitals set forth above are hereby adopted as the City Council's initial findings of fact in support of the citywide moratorium established by this ordinance. The City Council may, in its discretion, adopt additional findings after the public hearing referenced in Section 6 below.

Section 2. Definition. Pursuant to Battle Ground Municipal Code 17.103.478, "mobile home park" means a parcel of land or any portion thereof under single ownership which has been designed, planned or improved for the placement of two or more mobile homes for residential use, including land, buildings and facilities used by the occupants of mobile homes on such property.

Section 3. Moratorium Imposed. A citywide moratorium is imposed on the filing, acceptance, processing and/or review of any application to redevelop, establish a new use or accessory use, or change a use for any site currently used as a mobile home or manufactured home park in City of Battle Ground. Any such application submitted will be rejected and returned to the applicant.

Section 4. Duration of Moratorium. This Ordinance shall be in effect for a period of six months from the effective date, and shall automatically expire at the conclusion of that six-month period unless extended as provided in RCW 35A.63.220 and RCW 36.70A.390, or unless earlier terminated by action of the City Council.

Section 5. Work Plan. Pursuant to RCW 36.70A.390, the City staff are directed to develop a Mobile and Manufactured Home Park Regulatory Options work plan to include, but not be limited to, an evaluation of potential methods to preserve existing mobile and manufactured home parks, the potential impacts of redevelopment and displacement on housing availability and affordability, and appropriate regulatory and procedural measures to protect the health, safety, and welfare of the community and the natural environment.

Section 6. Public Hearing. Pursuant to RCW 35A.63.220 and 36.70A.390, the City Council will hold a hearing on this moratorium on November 16, 2026. Immediately after the public hearing, the City Council may adopt additional findings of fact on the subject of this moratorium.

Section 7. Emergency Clause. The City Council declares that an urgency and emergency exists such that this Ordinance is needed for the immediate preservation of the public peace, health, or safety, and/or for the immediate support of City government and its existing public institutions.

Section 8. Severability. Should any section, paragraph, sentence, clause or phrase of this Ordinance, or its application to any person or circumstance, be declared unconstitutional or otherwise invalid for any reason, or should any portion of this Ordinance be pre-empted by state or federal law or regulation, such decision or pre-emption shall not affect the validity of the remaining portions of this ordinance or its application to other persons or circumstances.

Section 9. Corrections. The City Clerk and codifiers of the ordinance are authorized to make necessary corrections to this ordinance including, but not limited to, the correction of scrivener/clerical errors, references, ordinance numbering, section/subsection numbers, and any references thereto.

Section 10. Ordinance to be Transmitted to Department. Pursuant to RCW 36.70A.106, this interim Ordinance shall be transmitted to the Washington State Department of Commerce as required by law.

Section 11. Effective Date. This Ordinance, as a public emergency ordinance necessary for the protection of the public health, public safety, public property, and public peace, shall take effect and be in full force immediately upon its adoption. Pursuant to *Matson v. Clark County Board of Commissioners*, 79 Wn. App. 641, 904 P.2d 317 (1995), non-exhaustive underlying facts necessary to support this emergency declaration are included in the "WHEREAS" clauses, above, all of which are adopted by reference as findings of fact as if fully set forth herein.

ADOPTED IN OPEN MEETING OF THE CITY COUNCIL OF THE CITY OF BATTLE GROUND, WASHINGTON THIS 5th DAY OF OCTOBER 2026.

_____
Eric Overholser, Mayor

Attested to by:

_____
Elizabeth Halili, City Clerk

Approved as to form:

_____
Hillary Evans, Contract City Attorney

CITY OF BATTLE GROUND
STAFF REPORT

To:	City Council
From:	Robert Ferrier, Interim City Manager
Date:	October 5, 2026
Proceeding Type:	Third Presentation
Subject:	City Manager Executive Search

Legislative History:	
• First Presentation	September 8, 2026
• Second Presentation	September 21, 2026

Staff Report Summary

Attached are seven proposals from executive search firms for the City Manager recruitment.

Background

At the September 8, 2026, City Council meeting, Council was provided with the proposals from executive search firms for the City Manager recruitment. Council did not take any action that evening and asked for this to be placed on a future agenda for discussion.

Fiscal and Policy Implications

Base professional fees range between $14,500 - $33,500. In addition to the base fee, there are other optional and/or additional expenses that may be charged as part of the recruitment process.

Options

Option	***Results***
• *Select a firm to lead the City Manager recruitment process.*	Direct staff to contact the selected firm to obtain an agreement for executive search services.
• *Add to future agenda for discussion.*	Add the item to a future agenda for additional discussion.

• *No Action.*	If no action is taken, there will be delays in filling the position.

Staff Recommendation

Staff recommends that the City Council discuss the proposals and provide direction to staff on next steps.

Attachments

A.	City Manager Recruitment – Summary of Proposals
B.	Bob Murray & Associates Proposal
C.	Colin Baenzinger & Associates Proposal
D.	GMP Consultants Proposal
E.	Jensen Strategies Proposal
F.	Prothman Proposal
G.	Raftelis Proposal
H.	Strategic Government Resources (SGR) Proposal

Legal Review

N/A

City Manager Recruitment Proposals 2026

	Timeline	Professional Fee	Other Expenses	Guarantee
Bob Murray & Associates *Proposal valid for 60 days*	13-16-weeks	$29,900	*optional services at an addt'l fee:* stakeholder meetings, on-site meeting days, online surveys, addt'l background checks/reference checks	12-month
	Timeline	Professional Fee	Other Expenses	Guarantee
Colin Baenzinger & Associates	13-16 weeks	$32,500	*Other expenses:* Finalists expenses (travel/meals/hotel)	12-month
	Timeline	Professional Fee	Other Expenses	Guarantee
GMP Consultants	12-14 weeks	$23,000	*Other expenses:* Job boards $1800-$2200, direct mailers $1700-$2000, consultant travel IRS mileage rate + 87.50/hr, background checks $225 per candidate *Optional services at an addt'l fee:* First Year Goals & Six-Month Evaluation $3750 Leadership Assessment $2,000 (per candidate)	12-month
	Timeline	Professional Fee	Other Expenses	Guarantee
Jensen Strategies *Proposal valid for 90 days*	14-16 weeks	$28,000	*Other expenses estimated $7500:* Fees for advertising less than $2500, background checks for finalists (up to 4-$1000), document printing less than $300, graphic art design less than $1000, consultant travel expenses (mileage, lodging, per diem & travel time) Finalists travel expenses (if authorized by council)	12-month
	Timeline	Professional Fee	Other Expenses	Guarantee
Prothman	12-16 weeks	$14,500	*Other expenses:* Fees for advertising $1600-$2100, direct mailers $1900, background checks $180 per candidate Finalists travel expenses (if authorized by council)	18-month
	Timeline	Professional Fee	Other Expenses	Guarantee
Raftelis	14-16 weeks	$33,500	*Other expenses:* Advertising up to $3000, background checks up to $500 per candidate Finalists expenses (travel/meals/hotel) *Optional services at an addt'l fee:* Feedback survey $2500, small focus group/listening session $2500, facilitated public meeting $5000 Facilitated Evaluations	None
	Timeline	Professional Fee	Other Expenses	Guarantee
Strategic Government Resources (SGR) *Proposal valid for 60 days*	12-14 weeks	$28,919	*Other expenses:* Up to $2500 in ad placements Finalists expenses (travel/meals/hotel) *Optional services at an addt'l fee:* Stakeholder survey $1531, background investigation, DiSC management assessment $179 per candidate, additional onsite visits by recruiter,	12-month

BOB MURRAY & ASSOCIATES

Experts In Executive Search

A Proposal to Conduct an Executive Recruitment

for the Position of

CITY MANAGER

on behalf of

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

August 25, 2026

Mayor Eric Overholser and
Members of the City Council
City of Battle Ground
109 SW 1st Street
Battle Ground, WA 98604

Submitted via email to: tamara.gunter@cityofbg.org

Dear Mayor Overholser:

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

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

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

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

2026

- Compton, CA (City Manager) – *Current*
- California City, CA (City Manager) – *Current*
- St. Helena, CA (City Manager) – *Current*
- Pacific Grove, CA (City Manager) – *Current*
- Pleasanton, CA (City Manager) – *Current*
- Auburn, CA (City Manager) – *Current*
- Lemon Grove, CA (City Manager) - *Current*
- Lawndale, CA (City Manager)
- Arvin, CA (City Manager)
- Sonoma, CA (City Manager)
- South Lake Tahoe (City Manager)
- Concord, CA (City Manager)
- Pacifica, CA (City Manager)
- Santa Rosa, CA (City Manager)
- Monterey, CA (City Manager)
- Eugene, OR (City Manager)
- Apple Valley, CA (Town Manager)
- Hanford, CA (City Manager)
- Cathedral City, CA (City Manager)
- Marina, CA (City Manager)

2025

- Hayward, CA (City Manager)
- Davis, CA (City Manager)
- Live Oak, CA (City Manager)
- Oakdale, CA (City Manager)
- Fowler, CA (City Manager)
- Louisville, CO (City Manager)

2024

- Vancouver, WA (City Manager)
- Vernon, CA (City Administrator)
- Folsom, CA (City Manager)
- Murrieta, CA (City Manager)
- Aliso Viejo, CA (City Manager)
- Manhattan Beach, CA (City Manager)
- Emeryville, CA (City Manager)
- Reno, NV (City Manager)
- Clovis, CA (City Manager)
- Clayton, CA (City Manager)
- Orinda, CA (City Manager)
- Pinole, CA (City Manager)
- Novato, CA (City Manager)

- Saratoga, CA (City Manager)
- Sparks, NV (City Manager)
- Salinas, CA (City Manager)
- Marin County, CA (County Administrator)

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

To learn first-hand about the quality of our services and why the majority of our engagements come from repeat and referred clients, we invite you to contact the references listed on page 14 of the attached proposal.

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

Sincerely,

Valerie Gaeta Phillips

Valerie Gaeta Phillips
President, Bob Murray & Associates

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THE RECRUITMENT PROCESS

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

STEP 1 DEVELOP THE CANDIDATE PROFILE

Our understanding of the City of Battle Ground's needs will be key to a successful search. Mr. Mori will meet virtually with the City and key stakeholders to learn as much as possible about the ideal candidate for the City Manager position. Key stakeholders often include:

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

Internal and External Stakeholders

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

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

Online Stakeholder Surveys

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

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

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

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

Step 2 Design/Distribute Brochure and Advertisements

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

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

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

Suggested City Management-specific advertising sources for the City of Battle Ground's search include but are not limited to:

- Association of Washington Cities
- Oregon League of Cities

- National League of Cities
- International City/County Management Association
- League of Women in Government

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

Reaching Diverse Candidates

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

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

Step 3 Recruit Candidates

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

Step 4 Screen Candidates

Following the closing date for the recruitment, Mr. Mori will screen all resumes we have received, using the criteria established in the candidate profile as a basis upon which to

narrow the field of candidates. Internal candidates receive sensitive consideration, and Mr. Mori will discuss with the City how the City of Battle Ground wishes to proceed with these candidates.

Step 5 Conduct Preliminary Interviews

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

Step 6 Search Public Records

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

Step 7 Make Recommendations

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

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

- Candidate list with Recommended Finalists identified in *Group 1* and *Group 2* (primary and secondary recommendations), as well as *Internal* candidates
- Summary of experience and education for each Recommended Finalist candidate
- Complete cover letter and resume for each Recommended Finalist candidate
- List of *Other Applicants* (those who did not meet minimum qualifications or were otherwise unsuitable, based on our screening process)

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

Step 8 Facilitate Panel Interviews

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

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

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

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

Step 9 Conduct Background and Reference Checks

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

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

Step 10 Assist in Negotiations

We recognize the critical importance of successful negotiations and can serve as your representative during this process. Mr. Mori knows what other organizations have done

to put deals together with great candidates and what the current market is like for City Manager positions in organizations like the City of Battle Ground's. <He/She> will be available to advise you regarding current approaches to difficult issues, such as housing and relocation. We will represent your interests and advise the chosen candidate and you regarding salary, benefits, and employment agreements, with the goal of putting together a deal that results in the appointment of your chosen candidate. With our proven experience and vested interest in a positive outcome, we can turn a very difficult aspect of the recruitment into one that is straightforward and agreeable for all parties involved.

COMPLETE ADMINISTRATIVE ASSISTANCE

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

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

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

COSTS AND GUARANTEE

PROFESSIONAL FEE AND EXPENSES

The **all-inclusive professional services fee** for conducting the City Manager recruitment on behalf of the City of Battle Ground is **$29,900**. Services provided for in this fee consist of all steps outlined in this proposal, including design and distribution of the recruitment brochure, advertising, marketing and promotion, administrative support, public records research, comprehensive background reporting on the final candidates, postage, technology, and three days of on-site meetings. This proposal is valid for 60 days from the date of the proposal.

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

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

Optional Services

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

GUARANTEE

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

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

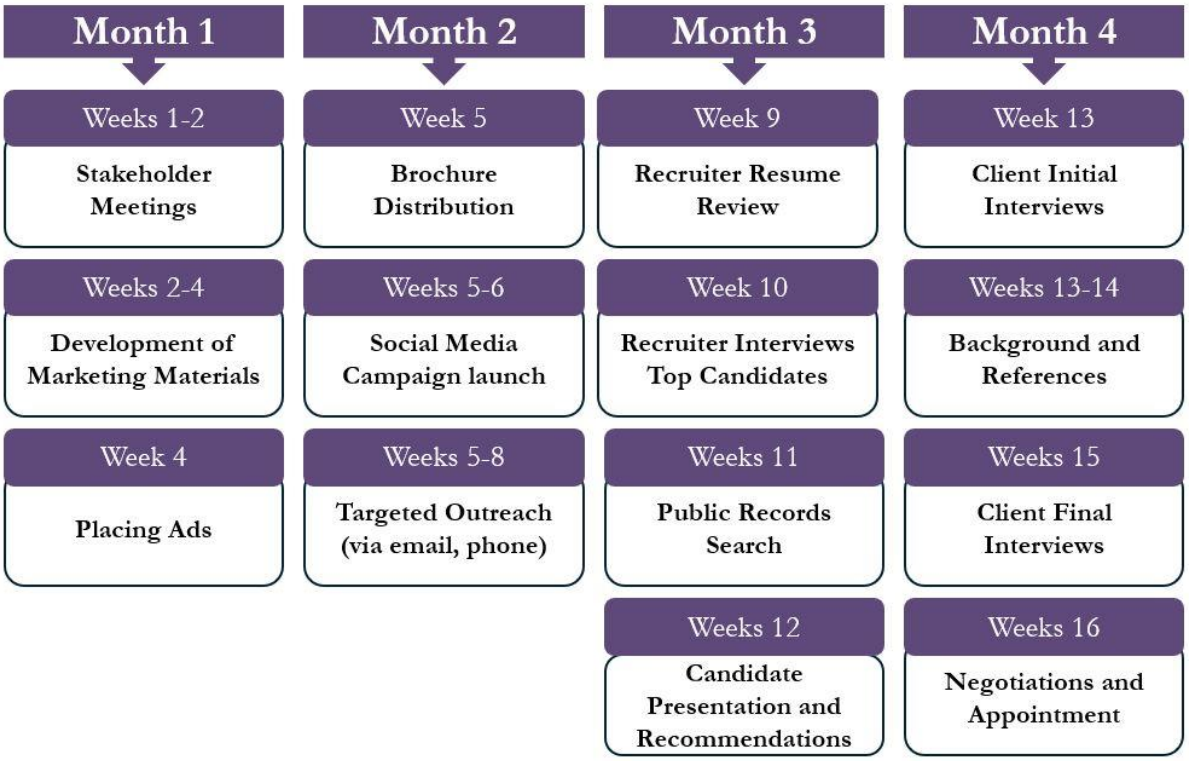
In the event that a placement is not made from the initial recruitment, Bob Murray & Associates will provide professional services to conduct one additional recruitment. Services will be provided at no cost. However, the City of Battle Ground will be responsible for the *reimbursable* expenses as noted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

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

RECRUITMENT SCHEDULE

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

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



FIRM PROFILE

OUR STAFF

Bob Murray & Associates is a small firm focusing exclusively on executive search services. We have a team of sixteen (16):

- Valerie Gaeta Phillips, *President and Owner*
- Gary Phillips, *Executive Vice President*
- Yasmin Beers, *Vice President & Senior Executive Recruiter*
- Adele Fresé, *Senior Executive Recruiter*
- Stacy Stevenson, *Senior Executive Recruiter*
- Jon Lewis, *Senior Executive Recruiter*
- Jeff Mori, *Executive Recruiter*
- Michael Ishii, *Executive Recruiter*
- Ian Schmutzler, *Executive Recruiter*
- Troy Brown, *Executive Recruiter, Career Coach*
- Stephanie Dietz, *Career Coach*
- Melanie Richardson, *Career Coach*
- Kathy Lolas, *Executive Recruitment Coordinator and Operations Manager*
- Grace Owens, *Senior Recruitment Coordinator*
- Steph Souza, *Recruitment Coordinator*
- Alexandria Huesca, *Recruitment Support*

Please see your lead recruiter's biography below:

JEFF MORI, EXECUTIVE RECRUITER



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

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

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

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

Jeff is a graduate of the FBI National Academy, Harvard Kennedy School's Senior State and Local Executives program, and PERF's Senior Management Institute for Police. He

obtained his Bachelor of Science Degree from Oregon State University. He and his wife reside in southwest Washington State, and have three adult children.

Corporation

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

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

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

Professional Associations

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

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

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

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

REFERENCES

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

CLIENT:	City of Louisville, CO
POSITION:	City Manager
REFERENCE:	Mayor Chris Leh (303) 668-3916
CLIENT:	City of Reno, NV
POSITION:	City Manager
REFERENCE:	Mayor Hillary Schieve (775) 378-5589
CLIENT:	City of Monterey, CA
POSITION:	City Manager
REFERENCE:	Mayor Tyller Williamson (831) 760-5173

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

BOB MURRAY & ASSOCIATES
EXPERTS IN EXECUTIVE SEARCH

Attachment "C"

COLIN BAENZIGER & ASSOCIATES

EXECUTIVE RECRUITING

PROPOSAL TO PROVIDE EXECUTIVE RECRUITMENT SERVICES FOR THE CITY OF BATTLE GROUND, WA

Volume I: Proposal

Submitted on: August 21, 2026

Colin Baenziger & Associates

Contact Person:

G. Scott Krim, Managing Partner
Colin Baenziger & Associates
Phone: (801) 628-8364
e-mail: ***Scott@cb-asso.com***
Fax: (561) 621-5965

…Serving Our Clients with a Personal Touch…

PROPOSAL TO PROVIDE
EXECUTIVE SEARCH FIRM SERVICES

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COLIN BAENZIGER & ASSOCIATES

EXECUTIVE RECRUITING

August 21, 2026

The Honorable Mayor Eric Overholser, Deputy Mayor Aimee Vaile, and Councilmembers Shane Bowman, Victoria Ferrer, Jeanie Kuypers, Troy McCoy and Brian Munson
Attn: Tamara Gunter, Human Resources Manager
tamara.gunter@cityofbg.org
City of Battle Ground
109 SW 1st Street
Battle Ground, WA 98604

The Honorable Mayor Overholser, Deputy Mayor Vaile, and Councilmembers Bowman, Ferrer, Kuypers, McCoy and Munson:

Colin Baenziger & Associates (CB&A) would like to thank you for the opportunity to submit this proposal to assist in finding your next City Manager. While selecting key personnel is never easy, CB&A has developed a problem-free process that has been tested across the country and found to be extremely effective.

While CB&A is a municipal recruiting firm which has conducted assignments across the country, we have focused our efforts in Florida, Virginia and Washington. We pride ourselves on providing not just high-quality results, but, equally important, providing a great deal of personal attention to each of our local government clients. To conduct a proper recruitment, we feel the project manager must do more than just drop by occasionally. He/she must get to know the appropriate government officials and the community firsthand. That effort takes time, but it is the only way to ensure the candidates we recommend are well qualified and a good fit for your community. As a result, we only take a few clients at a time and focus on getting the job done properly. Further, we routinely complete our work in sixty to ninety days. This timeframe includes preparation of recruitment and advertising materials, candidate outreach, candidate screening, finalist interviewing, and selection. We also offer one of the better warranties in the industry.

In Washington we have found City Managers for Bellevue, Burien, Connell, Ellensburg, Fife, Fircrest, Lake Forest Park, Longview, Medina, Mill Creek, Mountlake Terrace, Normandy Park, Prosser, Renton, Sammamish, Sequim, Sunnyside, Tacoma, and Yakima. Nationally we have found City Managers for Ankeny, IA; Doraville, GA; Fayetteville, NC; Portland, ME; Roanoke, VA; Scottsdale, AZ; and Winchester, VA. We have also found the Borough Manager for Matanuska-

Susitna Borough, Alaska (a county the size of West Virginia) as well as County Managers for Brevard County, FL; Clackamas County, OR; Clay County, FL; El Paso County, TX; James City County, VA; Polk County, IA; St. Lucie County, FL; St. Johns County, FL; and Union County, NC.

Some of our current searches include City Managers/Administrators for Montverde, FL and Sunnyside, WA. Our Director levels search include a City Attorney for Grand Junction, CO, a Public Works Director for Hallandale Beach, FL, and a Development Services Director for Weston, FL. We are also assisting the City of Charleston, SC with searches for their Chief Information Officer, Section Chief for Planning Permitting and Engineering, Section Chief for Public Works, and Section Chief for Parks and Recreation.

Those authorized to bind the company are partners Colin Baenziger and Scott Krim, as well as Lynelle Klein, Senior Vice President for Operations.

We look forward to formally presenting our credentials and working with you in the near future. If you have any questions, please feel free to contact us at (801) 628-8364.

Sincerely,

Colin Baenziger
Senior Partner

G. Scott Krim
Managing Partner

…Serving Our Clients with a Personal Touch…

I. Qualifications and Experience of the Firm

The Firm, Its Philosophy, & Its Experience

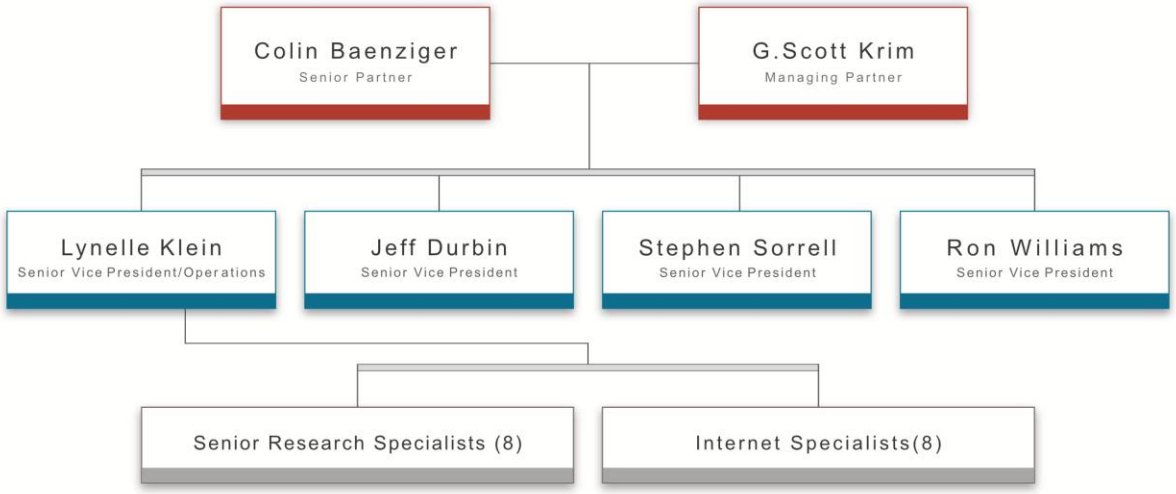
Colin Baenziger & Associates (CB&A) is a nationally recognized firm which began executive recruiting in 1998. The firm has offices in Daytona Beach Shores, FL, Grand Junction, CO, Pensacola, FL, and Weber County, UT.

Colin Baenziger & Associates' outstanding reputation is derived from our commitment to the quality of our product and the timeliness of the delivery. Further, our work is not done until you are fully satisfied. That means we go the extra mile and, at times, expend more effort and energy than originally anticipated in our action plan. When we do so, we do not ask for more than the originally quoted price. We feel you are hiring us as your experts, and once a contract is signed, we have an obligation to fulfill its requirements with excellence, on time, and within budget. We operate on the principle that all contingencies can and should be anticipated.

Since beginning our executive search practice, we have worked for clients in thirty-seven states. Overall, we have conducted more than 420 searches overall, with over 230 of them being for CEOs for cities, counties, and special districts. More importantly, the basic approach outlined herein has been refined to the point where it is problem-free.

Technical Capabilities and Organizational Structure

Colin Baenziger & Associates has developed its business model over the past 28 years, and its effectiveness has led to our success and national reputation. Our work has focused on Executive Search, and our staff is extremely capable and experienced. See Section III for more details. The structure of our firm is outlined below.



What Makes us Unique

What sets us apart is more than just experience, it's our unwavering commitment to prioritize clear communication and mutual trust, while tailoring our approach to meet your specific needs. Our work focuses on recruiting top-level roles in local government, and we do not implement a one-size-fits-all process.

A cornerstone of our process is the rigor we apply to candidate screening. We dedicate the necessary time and resources to conduct comprehensive background checks and produce **detailed candidate reports before you select your finalists**. This ensures that when the elected body moves forward with interviews, they do so with full confidence—knowing each recommended candidate has already been thoroughly and professionally vetted.

Completion of Projects within Budget

Colin Baenziger & Associates is proud of its record of completing searches within budget. Once we quote a price to the client, that price is what the client will pay, no matter how difficult the search is or what circumstances may develop. ***We have never requested anything beyond the originally quoted price, even in cases where we were probably entitled to do so.*** That guarantee remains in place today.

Completion of Projects on Schedule

Colin Baenziger & Associates delivers results—fast. Most assignments are completed within 90 days, and since launching its recruitment services, **the firm has never missed a major milestone.** That kind of reliability means you can count on CB&A to keep your project on track and on time.

Women and Minorities

CB&A has extensive contacts with individuals and organizations representing women and minorities. We are thus able to identify and bring a diverse group of finalists to the City. The proof is that since 2012, 40% of the candidates hired in our recruitments have been females and/or minorities. Some years that number has been as high as 65%.

Prior Names and Litigation

Colin Baenziger & Associates has always operated under its current name and has never been involved in any litigation, except to testify as an expert witness on behalf of one of the parties. Our performance has never been questioned nor have we or any of our clients been involved in any legal action as a result of our work.

Insurance

To protect our clients, Colin Baenziger & Associates maintains the following insurance coverages: (1) general liability insurance of $2 million per occurrence, (2) automobile liability insurance of $1 million per occurrence, (3) professional liability insurance of $1 million per occurrence and (4) Cyber and Data Risk insurance of $250,000 per claim. Further, we carry the required workers compensation insurance for our employees.

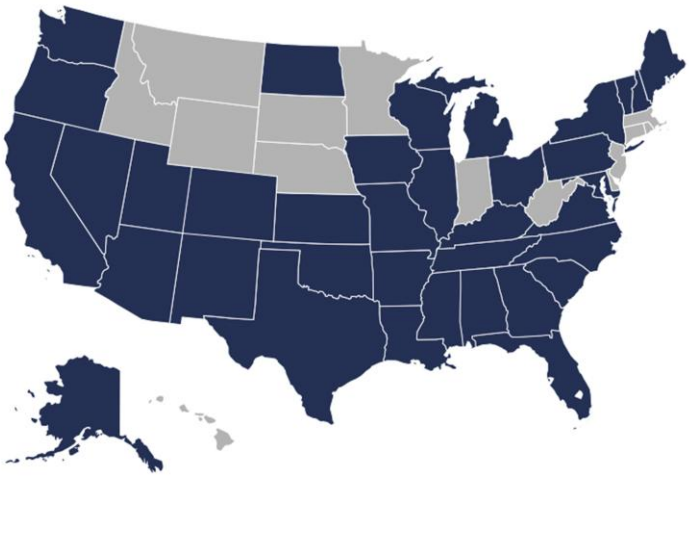
Clientele

Our clients are almost exclusively local governments, and they make the hiring decision. We do not accept payment for any services from candidates; we feel that would be a conflict of interest.

Geographic Reach

Since initiating its search function in 1998, CB&A has become a nationwide recruiting firm. We have conducted assignments in 37 states, see Figure I below. A complete list of our searches can be found in Appendix A.

Figure I: Our clients are in states highlighted in blue.



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II. Proposed Work Plan

The following search methodology has been refined over the past twenty-eight years and is virtually foolproof. That said, we will integrate any ideas you have into the process to the extent possible. Our goal is to ensure you have the right people to interview as well as all the information you need to make the right decision.

Phase I: Information Gathering / Needs Assessment / Brochure Preparation

Task One: Needs Assessment

An important part of the recruiter's work is promoting the community to the very best candidates (including those who are not actively looking for their next job) while providing an honest portrayal of the community and the opportunity. As such, CB&A must first determine the needs of the client and the characteristics of the ideal candidate. Our approach is as follows:

- Gather information from the jurisdiction, its website and other sources;
- Interview the elected body and other key parties (such as City staff). Our goal is to develop a strong sense of your organization, its leadership, its short- and long-term expectations, and its challenges;
- Determine the characteristics of the ideal candidate. These will include experience, longevity, education, personality, demeanor, skills, and achievements as well as other items you and the community consider important;
- Determine a reasonable compensation package; and
- Finalize the timeline with the City so both the elected body and the candidates will know when the interviews will be held and when they need to be available.

If the City wishes, we will gladly incorporate meetings with other stakeholders (such as the business community, non-profit organizations, the religious community, and so on) to gather their insights. We can also solicit the input of your residents through an on-line survey.

Task Two: Develop Position Description and Recruitment Materials

Based on the information we gather, CB&A will develop a comprehensive recruitment profile for your review. We will incorporate any suggestions you have, before we finalize the document. As part of this effort, we will conduct a salary study, comparing similar municipalities, and recommend a market-based range for use in recruiting candidates. A sample profile is included as Appendix B. Other examples can be found on our firm's website under the "Executive Recruitments" / "Active Recruitments" tabs.

Phase II: Recruitment

Task Three: Recruit Candidates

CB&A uses a number of approaches to identify the right people for your position. We say people (and not person) because our goal is to provide you with six to twelve outstanding semi-finalists. You then select the top five people to interview and ultimately choose the candidate who is the best fit with you and your community. The approaches we use are:

- ***Networking:*** The best approach is diligent outreach. We will network with potential candidates and consult our database of government professionals. As we identify outstanding candidates (many of whom are not in the market), we will approach them and request that they apply. Often excellent candidates are reluctant to respond to advertisements because doing so may alienate their current employers.
- ***Advertising:*** In addition to networking, we incorporate professional associations and the trade press into our sourcing strategy to ensure no strong candidate is missed. These might include the International City/County Management Association, Association of Washington Cities, LinkedIn, the National Association of Cities, and sites aimed as female and minority candidates.
- ***CB&A Website:*** We will also post the recruitment on our website, ***www.cb-asso.com***, which many candidates consult regularly.
- ***Email:*** We will e-mail the recruitment profile to our database of approximately fourteen thousand managers and professionals who are interested in local government management positions. One of the advantages of e-mail is that if the recipient is not interested, he/she can easily forward our information to someone else who may be interested.

We generally do not use local newspapers, national newspapers, or generic employment websites because, while they produce large numbers of applications, they generally do not produce the caliber of candidates we are seeking. Consequently, if the City would like to place ads in these venues, the City will facilitate the job placement, and bear the cost.

Phase III: Screening and Finalist Selection

Task Four: Evaluate the Candidates

Based on our most recent recruiting efforts, we anticipate receiving resumes from forty to sixty applicants. We will use the information we developed in Phase I to narrow the field. Selecting strong candidates is, in reality, more of an art than a science and a mixture of in-depth research and subjective evaluation. While we consider standard ranking factors, our recommendations to you will be those candidates whom we feel will be an outstanding City Manager and a great fit with your community.

Specifically, our efforts will involve:

Step One. Resume Review. CB&A will conduct a detailed screening of each resume to determine the six to twelve, highest-quality candidates.

Step Two. Screening Interview. Our lead recruiters will interview each of the top candidates. Using what we learned in Phase I, and our experience as managers and recruiters, as well as our unique ability to assess candidates, we will determine whom to consider further.

Step Three. Evaluate the Best Candidates. We will conduct thorough research into the backgrounds of the best candidates. Specifically, CB&A will:

- **Ask the Candidates to Prepare a Written Introduction:** We ask the candidates to answer a series of questions about themselves as an adjunct to their resumes and cover letters. By so doing, (1) the candidates can tell their story *in their own*

words, and balance the negativity that is so often characteristic of the press, and (2) the City can evaluate the candidates' written communication skills.

- **Interviews of References:** We provide the candidate with a list of references with whom we wish to speak. These will include current and former elected officials, the municipal attorney, the external auditor, staff members, peers, news media representatives, the director of the local chamber of commerce, community activists, the Human Resources Director they work with, and others who know the candidate. All told, the list will include approximately 20 individuals. We will also attempt to contact some individuals who are not on the candidate's list. Typically, we reach eight to twelve people per candidate and prepare a written summary of each conversation that is approximately one page long.

- **Legal Checks:** Through our third-party vendor, we will conduct the following checks: criminal records at the county, state, and national level; civil records for litigation at the county and federal level; motor vehicle records; and bankruptcy and credit. As an aside, while only police departments have access to the NCIC database (the gold standard for criminal records), our vendor has developed a very reliable substitute.

- **Search the Internet, Newspaper Archives, and Social Media:** Virtually every community has some form of print and/or electronic media with an archive that provides stories about perspective candidates, the issues they have dealt with, how they resolved them and the results. These articles can also provide valuable insights into the candidate's relationship with the public and the governing body. Of course, not all news sources are unbiased, and we consider that in our evaluation. Further, we will review the candidate's social media accounts.

- **Verification of Education and Work History:** We will verify all stated educational credentials, as well as the candidate's work history for the past 15 years to ensure the candidate has been completely forthright.

- **Candidate Disclosure Statement:** We ask candidates to disclose anything controversial in their background that we need to be aware of. While it is unlikely that they will disclose anything we are not already aware of at this point, we believe redundant checks are beneficial.

As part of our efforts, we will crosscheck sources, search for discrepancies, and resolve them. When sensitive or potentially embarrassing items are discovered, they will be thoroughly researched. Depending on what we discover, we may remove the candidate from consideration, or present them with an explanation.

> *Note: We firmly believe that all background work and checks should be completed prior to recommending any candidates to you. That way you know the individuals you select to interview are all top performers and do not have anything embarrassing in their work history and / or backgrounds that might come to light later. It also means that once you have made a selection, you can move promptly, negotiate a contract and announce your selection.*

Task Five: Preparation and Presentation of Candidate Materials

Unlike many firms, CB&A will select six to twelve candidates and present them for your consideration as finalists. We will provide you with a complete electronic report for each recommended candidate which will include: the candidate's cover letter, resume, introduction, references, background checks and internet / newspaper archive search results. A sample candidate report is included as Appendix C. We will also provide advice on interviewing, a series of questions the elected officials may wish to ask (as well as outlining questions that are not appropriate to ask), and some logistical information.

Task Six: Finalist Selection

Approximately a week after the City has received the candidate materials, CB&A will meet with the elected officials to discuss our findings and to select finalists (ideally five with an alternate) to be invited to interview.

Task Seven: Notify All Candidates of Their Status

We will notify the finalists by telephone and give them the opportunity to ask additional questions. Additionally, we will provide them with information concerning the interviews and travel arrangements.

Further, we will contact those not selected to be interviewed. Part of the notification will include advice concerning their application materials. Thus, even though they were not advanced, they will have gained something valuable for their next employment search.

Phase IV: Coordinate the Interview Process and City Manager Selection

Task Eight: Coordinate the Candidate Assessment Process

Prior to the interviews, we will recommend an evaluation process including mechanisms to assess the candidates' communication skills, interpersonal skills, and decision-making skills. Typically, we suggest the governing body observe the finalists in three settings: a social setting (since the selected candidate will frequently represent the City at community functions), one-on-one interviews with the elected officials, and a formal interview with the governing body as a whole. Our process is outlined below.

> **Day #1:** The finalists are given a tour of the community by a knowledgeable staff member or resident. Municipalities often also include a reception with the City's senior staff at this point.
>
> Later that day, the City can host a reception for the candidates. Its purpose is to allow the elected officials to observe how the finalists respond to a social situation. As noted, your next City Manager will represent your local government in a variety of venues. It is thus important to know how the individual will respond to your citizenry. The reception also serves as an icebreaker whereby the elected officials and the candidates get to know one another informally.

Day #2: The next morning, the finalists will interview individually with each Council Member for approximately 40 minutes. These meetings will provide you with an opportunity to assess how the candidates are likely to interact with you on an individual basis. Ultimately, Managers succeed or fail based on their interaction with the Council and its individual members. One-on-one interviews are an excellent way to test that interaction.

After lunch, the Council, as a group, will interview each finalist one at a time for approximately 30 minutes. Part of the interviews might include a PowerPoint presentation, so the Council can observe the candidates' presentational skills.

We recommend you invite the finalists' spouses to the interviews, so they can become familiar with the community.

Finally, if it would make you feel more comfortable, we can recommend several third-party management and personality assessment tools that the City can use to provide additional input. They are generally not costly and are not included in our fee.

Task Nine: Debriefing and Selection

After the interviews are completed, we have developed a simple methodology that moves the elected body quickly and rationally to the selection of your next Manager.

Phase V: Negotiation and Continuing Assistance

Task Ten: Notification, Contract Negotiations and Warranty

If requested, we will assist in the employment agreement negotiations. Generally, a member of the elected body or staff and the attorney conduct the actual negotiations while we provide advice and assistance concerning the compensation package and contract. We can also take the lead role in the negotiations if desired. We have a standard contract you are welcome to use with the selected candidate. Your attorney, of course, will prepare the final contract. Since the basic parameters will have been discussed with the candidates, and the candidates have been thoroughly vetted, we expect prompt agreement.

Task Eleven: Continuing Assistance

Our work is not done when the contract is executed. We will stay in touch with you and your new City Manager. Our goal is to be there to assist in resolving any issues that arise before they become intractable. We simply feel it is part of our job to ensure a successful relationship.

Communication: Once the process begins, we will provide weekly emails reporting on the status of the search. At significant milestones we will discuss the process and results with each of you personally. We are also available at any time, day or night, to address any questions you have along the way. To do so, we will provide you with our cellphone numbers, and you should feel comfortable contacting us whenever you have a question whether it is directly related to the search or, for that matter, anything else related to local government. We are, in addition to being exceptional recruiters, students of local government, and can often offer insights as well as names of parties who are familiar with a wide variety of issues, often with innovative solutions. We strive to be responsive and to assist in any way we can.

The City's Obligations

The City will be responsible for providing the facilities for the interview process, coordinating lodging for candidates from outside the area, and making arrangements for the reception. The City will also be responsible for reimbursing the candidates (and spouses, if invited) for all expenses associated with their travel, meals, and incidentals for the interview process.

Proposed Project Schedule

The following is the schedule we would suggest and assumes CB&A is selected to complete the search by September 15th. It can be adjusted based on the availability of the Mayor and Council.

Phase I: Needs Assessment / Information Gathering

September 30th:	CB&A begins meeting with the Council Members and other stakeholders to understand the job and its challenges.
October 13th:	CB&A submits the draft of the full recruitment profile to the City for its review.
October 20th:	The City provides comments on the recruitment profile.

Phase II: Recruiting

October 23rd:	CB&A posts the full recruitment profile on its website and submits it to the appropriate publications. It is also e-mailed to approximately 14,000 local government professionals.
November 13th:	Closing date for submission of applications.
November 18th:	CB&A reports on the results of the recruitment.

Phase III: Screening, Reference Checks and Credential Verification

December 22nd:	CB&A forwards its reports and materials to the City for the recommended candidates. These will include the candidates' cover letters, resumes and introduction as well as the results of our reference, background, and Internet/newspaper archives/social media checks.
December 29th:	The City selects approximately five finalists and an alternate to interview.

Phase IV: Interview Process Coordination and City Manager Selection

January 7th:	The City holds reception for the finalists.
January 8th:	One-on-one and full Council interviews and selection of City Manager.

Phase V: Negotiation, Warranty & Continuing Assistance

Post-Selection:	CB&A works with City representatives and the selected candidate on an employment agreement.

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III. Proposed Project Team

Project Team and Involvement

Colin Baenziger & Associates has assembled an outstanding project team to serve your needs.



Colin Baenziger, our Senior Partner, has spent ten years in local government as a senior manager and over 30 years as a consultant. In addition to his 28 years in executive search, he specialized in operational reviews of governmental agencies and private sector clients such as the Recording Industry Association of America, and the Marriott Corporation. Mr. Baenziger has a master's degree with distinction in public administration from Cornell University's Graduate School of Management, and a Bachelor of Arts degree from Carleton College. He has also been active in the International City Management Association and the Florida City and County Management Association.



G. Scott Krim, Managing Partner, has 20 years' experience in the public and private sectors and offers an abundance of managerial and analytical experience. He is a versatile leader with proven expertise in executive search, operations optimization, personnel retention, and internal / external stakeholder relationships. Prior to joining our firm, Scott worked for five years in Utah's District Courts. He is a member of the International City / County Management Association, the Association for Public Policy Analysis & Management, the Society of Human Resource Management, and the American Communication Association. Scott has a Master of Public Administration (emphasis in state and local government) from Southern Utah University, and a Bachelor of Science in Organizational Communication from Weber State University in Ogden, Utah. Scott is a certified Professional and Technical Writer.



Lynelle Klein, Senior Vice President for Operations, is a skilled professional with extensive expertise in executive search. Starting as a research assistant with CB&A 12 years ago, she has now firmly established herself as the number three person at CB&A. Prior to joining the firm, she worked primarily in the private sector providing financial and administrative services. Ms. Klein has an associate degree from Brigham Young University in Rexburg, Idaho. She currently resides in Mesa County, CO.



Stephen Sorrell, Senior Vice President, brings over 35 years of management and technical experience in municipal, county, state, and special district agencies in addition to his work with Colin Baenziger & Associates (CB&A). Some of the leadership positions Steve has held include serving as Executive Director, Emerald Coast Utilities Authority in Pensacola, Florida, and as City Manager, Director of Public Safety, Assistant City Manager, and Director of Finance, all for Hamilton, Ohio. He is a P.E. and earned a Bachelor of Science in Civil Engineering Degree from the University of Dayton, Ohio, and Master of Public Administration Degree from the University of Cincinnati, Ohio. He is or has been a member of the International City/County Management Association, Florida City/County Management Association, Florida Finance Officers Association, American Water Wastewater Association, President of the Exchange Club, President of the Safety Council, Chairman of the Neighborhood Watch Program, and served on the Board of Directors for Senior Services and the Chamber of Commerce. One day, he hopes to slow down – just not yet.



Ron Williams, Senior Vice President. While Mr. Williams has had a long relationship with CB&A. In fact, he worked with the firm in its infancy and helped develop the operating methodology that has led to our growth and success. His public sector career began as a budget analyst for the City of Miami and culminated as the City Manager for Palmetto Bay (an affluent suburb of Miami, FL with 24,000 residents) and then for Live Oak (a rural city of 7,000 about 100 miles west of Jacksonville, FL). Along the way, he served in high level positions in juvenile justice, public works, and general services. What excites him now is finding the people you need to fill your key positions, and he is exceptionally good at it. Ron has a Bachelor of Science in Management and a Master's Degree in Public Administration from the University of West Florida. He has also taught at Miami Dade College and in the County's public school system.



Jeff Durbin, Senior Vice President. With over 30 years of leadership experience in local government and recruiting, he has seen it all and done most of it. He brings notable expertise in organizational change, fiscal challenges, and disaster management. Prior to joining CB&A, he served as an Interim Town Manager, and previously held the position of Town Manager for 16 years in Fraser, CO. He has a Master's Degree in Urban and Regional Planning from Michigan State University, and a Bachelor's Degree in Environmental Design from the University of Colorado. Mr. Durbin is proud to have achieved Credentialed Manager Status and is an active member of the International City/County Management Association, the Colorado City and County Management Association, and the Florida City and County Management Association.

IV. References

City Manager, Fircrest, WA (population 7,215)

Contact: Former Mayor and Current Mayor Pro Tempore Brett L. Wittner at (253) 312-8556 or **Brett.Wittner@gmail.com**



Brimming with Pacific Northwest charm, the City of Fircrest is known for its welcoming parks, popular festivals and recreation programs, peaceful neighborhoods, engaging Police Department, and charming small businesses. CB&A was hired right before Christmas 2022 to find their next **City Manager**. We began work on January 11, 2023. We created the recruitment profile, sought outstanding candidates, screened and shortlisted the best individuals, conducted thorough background checks, and recommended finalists. The interviews were held on April 21, 2023. The Council had never been through an interview process quite like ours and were very complimentary of it. The City selected *Dawn Masko, former Finance Director for Pacific, WA*, and the City is well pleased with her performance. She remains with the City.

City Manager, Longview, WA (population 37,722)

Contact: Former Council Member Angie Wean at 360.998.0713



CB&A began work in October 2024, to find the City's next **City Manager**. Our work included searching the nation to find the right person for the job, interviewing the candidates, conducting thorough background checks, and recommending finalists for the city to interview. After careful deliberation, the City selected *Jennifer Wills, formerly Parks and Recreation Director and Interim City Manager for Longview* in January 2025. She remains with the City.

City Manager, Mill Creek, WA (population: 20,930)

Contact: Councilmember Melissa Duque at (425) 745 1891 or **mduque@cityofmillcreek.com**



CB&A was selected in March 2022 to assist the City in finding its next **City Manager**. As part of our work, we interviewed the City Council to determine what they were looking for in a City Manager, conducted extensive outreach networking to local and regional governments, thoroughly researched the backgrounds of the top applicants, provided the materials to the City, and then coordinated the interview process. *Martin Yamamoto, former Deputy City Manager for Mill Creek, Washington,* was selected on June 28, 2022. He remains with the City.

Public Works Administrator, Renton, WA (estimated population: 102,153)

Contact: Former Human Resources Director Ellen Bradley-Mak at (253) 380-4767 or **bradleymakfamily@comcast.net**



On January 8, 2020, CB&A was hired by the City of Renton, WA to find their next **Public Works Administrator**. This recruitment was challenging as the City was seeking a skilled Public Works Director with experience in a large community who also had airport experience. Our work included recruiting and advertising for candidates, conducting background checks, selecting the most qualified, recommending them for interviews, and coordinating the interview process. Interviews were held on June 13. *Martin Pastucha, formerly the Interim Public Works Director for City of San Fernando, CA* was hired and remains with the City. In addition to a distinguished career in public works, Mr. Pastucha was the airport director for the City of Santa Monica and had significant interactions with the FAA, and airport users and tenants at the Santa Monica Airport. Mr. Pastucha remains with the City. We also assisted the City with their **Chief Administrative Officer** recruitment.

City Manager, Sequim, WA (population 6,670)

Contact: Former Councilmember William Armacost at (360) 461-1197, or **soundcutters@hotmail.com**
Former Councilmember Keith Larkin at (206) 715.9495 or **Klarkinpnw13@gmail.com**



CB&A was selected in early March 2015 to perform the search for Sequim's **City Manager**. Our effort involved searching the country to locate the best people for the job, interviewing them, conducting thorough background checks, and recommending finalists for the city to interview. Interviews were held on June 19th and 20th. *Charlie Bush, Development Services Director* for Issaquah, WA, was selected on June 20, 2015. Mr. Bush resigned in 2021, and we were hired to find his replacement. *Matt Huish (pictured), formerly the City Administrator for Sandy, Utah*, was selected and he remains with the City.

Candidate References

While it is important to deliver what the City expects, it is also important to keep candidates informed and to treat them with respect and dignity. Accordingly, we have provided references from five of those candidates.

Placement	Recruited To Be	Contact at
Dale Martin *Former City Manager for Winchester, CT*	City Manager, Fernandina Beach, FL *Appointed September 2015. He left in February 2023 and is currently the City Manager of Flagler Beach, FL.*	(904) 557-5047 dallmartin@yahoo.com
Eden Freeman *Former Assistant City Manager for Sandy Springs, GA*	City Manager, Winchester, VA *Appointed June 2014, she left in March 2020. She returned to Sandy Springs as the City Manager in January 2022.*	(404) 683-4816
Bryan Hill *Former Deputy Administrator for Beaufort County, SC*	Administrator, James City County, VA *Appointed July 2014. Hired as the Fairfax County, VA, CEO in January 2018.*	(843) 368-7458
Chris Morrill *Former Assistant City Manager for Savannah, GA*	City Manager, Roanoke, VA *Appointed December 2009. Hired as the Executive Director of the Government Finance Officers Association in 2017.*	(843) 368-7458
Raymond “Boz” Bossert, Jr. *Former Village Administrator for Port Edwards, WI*	General Manager, Sun ‘N Lake of Sebring Improvement District, FL *Appointed July of 2023 and remains with the District.*	(706) 215-4567

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Fee

CB&A offers a firm, fixed price of $32,500, which includes all the expenses we will incur. The only other expenses the City will incur are those associated with bringing the finalists (and spouses, if invited) to interview with the City (travel, meals, hotel etc.). Bills will be rendered as the search progresses and due at the end of each Phase as indicated below:

Requested Services	
Phase I: Needs Analysis / Information Gathering	$ 4,000
Phase II: Recruiting	14,000
Phase III: Screening	12,000
Phase IV: Interview Process Coordination and Selection	1,500
Phase V: Negotiation and Warranty	1,000
Firm, Fixed Fee Total	$32,500

Please note, as previously stated, we have never billed nor requested additional funds beyond our originally quoted fee – even when circumstances suggested we were entitled to them.

Warranty

We proudly stand behind our work with one of the more notable warranties in the industry, underscoring our commitment to quality and integrity. Our warranty includes the following:

1. Once the City employs our recommended candidate, we will not approach the selected City Manager for any other recruitment as long as the individual is employed by the City.
2. Should the selected individual leave for any reason other than an Act of God within the first year, CB&A will repeat the search for the reimbursement of our costs only. (Act of God defined as: unexpected health conditions occurring to themselves or close family members, total incapacitation, or death).
3. If, after the final events and interviews, the City determines that the candidates presented do not meet the desired standards or are not an outstanding fit, CB&A will repeat the search process at no additional cost.
4. All services outlined in our proposal are covered under a guaranteed, all-inclusive fee. This fee will not be exceeded, except under the conditions listed.

This warranty is effective provided the City adheres to the following guidelines:

- The City follows our recommendations and the agreed upon 90-day project schedule, including all components of each phase (Phase I - V inclusive); and
- The City selects from the recommended candidates officially presented by CB&A.

We recognize that unique circumstances may arise. In such cases, CB&A is willing to engage in good faith discussions with the City to explore potential solutions, or alternative options, even if they fall outside the formal bounds of this warranty.



Attachment "D"

AUGUST 2026

City Manager Recruitment Proposal

FOR CITY OF BATTLE GROUND, WA

PRESENTED BY

Greg M. Prothman
President, GMP Consultants

GMP CONSULTANTS
Greg@gmphr.com
(206) 714-9499
www.gmphr.com

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- Sample Position Profile
- Sample Invitation to Apply

August 24, 2026

Tamara Gunter
Human Resources Manager
109 SW 1st Street
Battle Ground, WA 98604

Dear Ms. Gunter,

Thank you for considering our proposal to assist the City of Battle Ground with the recruitment of its next City Manager.

GMP Consultants is well positioned to support the City in this important effort. The search will be led by Bryan Cosgrove, a senior consultant with previous extensive long-term City Manager experience, supported by a team specializing in candidate outreach, evaluation, background review, and stakeholder facilitation.

GMP is currently leading 12 city manager and deputy city manager searches:

- Burien, WA – City Manager
- Washougal, WA – City Manager
- Webster Groves, MO – City Manager
- Cannon Beach, OR – City Manager
- Richfield, MN – City Manager
- Kirksville, MO – City Manager
- Ridgefield, WA - Deputy City Manager
- Toppenish, WA – City Manager
- Roseburg, OR – City Manager
- Lake Oswego, OR – City Manager
- Lakewood, CO – City Manager
- Dillion, CO – City Manager

Managing this active portfolio directly benefits Battle Ground. Our team is in daily conversation with municipal executives and prospective candidates across multiple regions, giving the City timely insight into candidate availability, mobility, compensation expectations, and the issues shaping today's market.

That reach expands the potential pipeline, creates opportunities to identify relevant candidates across searches, and enables faster, more targeted outreach. At the same time, Battle Ground will receive focused attention from Bryan and our dedicated administrative team throughout the process.

Across more than 900 recruitments, GMP has refined a disciplined, transparent process—from stakeholder discovery and a tailored position profile through targeted outreach, structured screening, background and reference review, and final-interview support. Bryan provides senior-level strategy and direct counsel; our administrative team manages outreach, candidate communication, scheduling, and documentation. This coordinated approach keeps the search moving, supports informed decisions, and gives Battle Ground clear visibility at every stage.

If you have any questions or would like to discuss your specific needs, please contact me at (206) 714-9499 or greg@gmphr.com. I look forward to the opportunity to work with the City of Battle Ground on this important recruitment.

Sincerely,

Greg M. Prothman
President

About Us

Our Foundation

GMP Consultants is a public sector executive search firm with a collective 630 years of local government leadership experience. We pride ourselves in strong regional and national relationships.

GMP Consultants value the importance of local government in our communities. We offer our clients experienced subject matter experts with a solid understanding of municipal government coupled with decades of experience.

We have served in a wide range of executive positions, from city and county management to public works, planning, human resources, management information systems, police, fire and finance.

Our Qualifications

Founded and led by Greg M. Prothman, GMP consultants have worked on over 800 executives searches and over 100 public sector consulting projects.

Our senior search consultants are seasoned municipal leaders who are active in both national and state associations in their respective professional disciplines.

Our Philosophy

Our business philosophy centers on the understanding that this is a people related industry.

We have worked and lived in communities across the country, so we know first-hand that public service is both similar and unique in implementation one community to the next.

Our team takes the time to learn your values and vision so we can tailor our systematic process to your needs.

GMP Consultant's Mission

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

Why Choose GMP

What You Can Expect From a GMP Recruitment

SERVICE & RELATIONSHIP	Our consultants provide outstanding service and build lasting relationships with both clients and candidates
CUSTOMIZED SOLUTIONS	We take time to learn your needs, values, and vision, creating solutions tailored to your agency
PEOPLE FIRST	We prioritize quality communication, working closely with you and your candidates through every stage of the process
RECRUITMENT EXPERIENCE	GMP Consultants are accomplished municipal leaders who as a team have completed over 800 executive recruitments bring access to quality applicant pools
12 MONTH GUARANTEE	We offer a 12-month guarantee on your selection. We don't just find qualified candidates, we focus on finding right fit for your agency and community, ensuring a smooth leadership transition

Personal Service. Quality Results.

Meet Your Recruitment Team

Bryan Cosgrove – Senior Consultant (currently conducting Ridgefield deputy city manager, Lake Oswego city manager, Cannon Beach city Manager and Roseburg OR city manager recruitments)



Bryan recently retired after 30-plus years in municipal government management. During his career, Bryan served as Assistant City Manager for Oregon City, City Manager for the City of Silverton and his last 15 years as Wilsonville City Manager. Bryan is a member of the Oregon City/County Managers Association and the International City Managers Association. Bryan's entire career was spent in fast-growing municipalities. He has extensive experience in infrastructure planning and financing, tax increment finance (urban renewal), organizational development, community building and council-manager relations. Prior to entering municipal management, Bryan served 4 years in the United States Army, and 6 years in the Oregon National Guard where he deployed overseas in support of Operation Desert Shield/Desert Storm. He has a Bachelor of Science degree in Political Science and a Master Degree in Urban and Regional Planning both from Portland State University. In his downtime, he enjoys golf, live music, gardening and hanging out with his cats.

Brenda Gabbitas – Project Manager



Brenda brings more than a decade of experience collaborating with communities and stakeholders across the globe in both the public and private sectors. As a Project Manager with GMP, she has successfully led projects for clients throughout the United States, with a strong emphasis on strategic communication, operational organization, and exceptional client service. Her diverse professional background enables her to foster meaningful, long-term relationships while consistently delivering high-quality results and an elevated client experience. In addition to her professional expertise, Brenda holds a Bachelor of Education in Early Childhood Development from Utah Valley University.

Kate Hansen – Operations Manager



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

Work Plan & Approach

We understand that this is not just filling a position but is a leadership transition within your organization. Our goal is to not only find a highly qualified candidate but a candidate who is the perfect fit for your organization and the community.

We suggest a four-phase process:

PHASE 1: PREPARATION

- Create Search Schedule & Plan
- Engage Stakeholders
- Identify Ideal Candidate Traits
- Design Recruitment Profile





PHASE 2: SOURCING

- Place Targeted Advertisements
- Mail Invitation to Apply Flyers
- Send Emails to Potential Candidates
- Make Phone Calls to Potential Candidates

PHASE 3: ASSESSMENT

- Identify & Research Leading Candidates
- Conduct Preliminary Interviews
- Hold Work Session for Client to Select Finalists





PHASE 4: SELECTION

- Design Final Interviews
- Conduct Reference & Background Checks
- Finalist Interviews
- Select Chosen New Hire & Negotiate

1. Preparation

Information Gathering & Profile Development

Planning Meeting

We meet with you to:

- Review the Scope of Work
- Establish a project schedule
- Identify the geographic scope of the search
- Review the compensation package
- Identify Key Stakeholders

Stakeholder Engagement

Your Lead Consultant will meet with Key Stakeholders individually or collectively as appropriate to identify your agency's needs and the skills, talents & abilities necessary to help your agency thrive

Position Profile Development

Our design team will develop a custom Position Profile highlighting:

- Why Apply?
- Quality of Life
- Your Agency
- The Position
- Ideal Candidate Traits
- Challenges & Opportunities
- Compensation & Benefits
- Your social media

2. Sourcing

Strategic Outreach & Marketing

Advertising

Develop custom ads and post the position to extensive job boards and websites in regional and national professional associations along with postings on GMP's Job Board and LinkedIn page

Invitation to Apply

Our team creates a custom *Invitation to Apply flyer* mailed to our extensive database of City Manager professionals in your state the surrounding areas

E-mail Outreach

We will send email announcements to our extensive collection of over 4,000 City Manager professionals both locally and nationally

Personal Calls

Our consultant team will leverage their extensive knowledge of potential candidates to make personalized requests to potential candidates and their network

3. Assessment

Candidate Review & Screening

Receipt of Applications

Your lead consultant will review all application materials and send you regular updates on the candidate pool

Preliminary Interviews

Once the most promising candidates have been identified, GMP will complete a robust screening process of all semifinalists that includes:

- In-depth internet query
- An extensive preliminary interview with your lead consultant
- Candidate summary with consultant recommendations

Work Session

Your search team will meet with you to review candidate assessments. You will select candidates to move forward to final interviews. GMP will guide you through design of a customized final interview process

4. Selection

Final Interviews

Preparation

- Conduct reference checks
- Facilitate candidate communications & travel
- Develop final interview materials including master interview schedule, draft interview questions, and candidate packets

Interviews & Selection

Your lead consultant will be on-site to facilitate

- Final interviews
- Panel debrief
- Evaluation of the candidates and potential consensus

Employment Offer

Once a preferred candidate is identified your GMP will

- Conduct criminal history background check
- Assist in identifying potential contract elements
- Assist in the job offer and contract negotiations (if asked)
- Notify all unsuccessful finalists

Professional References

City of Vancouver, WA
Lon Pluckhahn – City Manager
lon.pluckhahn@cityofvancouver.us
360 487 8640
Fire Chief
Human Resources Director
City Attorney
Assistant City Manager

City of Marysville, WA
Jennifer Stapleton – City Administrator
jstapleton@marysvillewa.gov
360-363-8000
Community Development Dir
Police Chief
Public Works Director
Utilities & Maintenance Services Director

City of Lakewood, WA
Doug Russell – City Manager
Drussell@cityoflakewood.us
253 983 7703
City Manager (2)
Assistant City Manager

City of Umatilla, OR
David Stockdale – City Manager
david.stockdale@umatilla.gov
541 922 3226 ext. 102
City Manager
Parks & Recreation Director
Police Chief

Recruitment Schedule

Recruitments take approximately 90 to 100 days to complete

Kickoff Meeting		You & GMP: Meet to discuss timeline & search process
Profile Development	Week 1-2	GMP: Meet with key stakeholders & create position profile
Advertising	Week 3-7	GMP: Post ads; conduct candidate outreach
First Review	Week 8 -9	GMP: Conduct candidate screening & preliminary interviews
Work Session	Week 10	You & GMP: Review semifinalists and choose finalist candidates
Final Interview Prep.	Week 11-12	GMP: Conduct reference checks, create interview schedule, coordinate travel with candidates
Final Interviews	Week 12	GMP: Facilitate finalist interview process
Hiring Selection		You: Host interviews & make hiring selection

Professional Fee & Expenses

The professional fee for conducting a **City Manager** search is **$23,000**. Professional fees cover all consultant and staff time required to conduct the recruitment. Expenses are additional. Professional fees are billed in three equal installments: at the beginning, halfway, and upon completion of the final interviews. If needed, re-advertising the position can be completed for an administrative fee of $950 plus expenses.
Your Agency will be responsible for reimbursing expenses incurred on the Agency's behalf. All expenses are submitted at actual cost with no markup.

Expenses Include:

Job boards	$1,800 - $2,200
Direct Mail Announcements	$1,700 - $2,000
Consultant Travel	IRS mileage rate + $87.50/hr.
Background Checks	$225 per candidate

Guarantee & Warranty

Guarantee

Should the selected candidate leave the employment of your Agency within the **first 12 months** of appointment, we will conduct an additional recruitment for the cost of expenses only, if requested to do so within six months of the employee's departure.

Warranty

If the major elements of the process are followed and a candidate is not chosen, we will repeat the recruitment for a $950 administrative fee plus expenses.

Selected Candidate Support

First Year Goals & Six-Month Evaluation – $3,750

We will assist in the selected candidate's success by working with the City to establish goals and expectations for the first year of service. We will also conduct a six-month performance evaluation designed to provide constructive and helpful feedback on work efforts and accomplishments to date, to provide any potential mid-course corrections and ensure success.

Leadership Assessment - $2,000 *(per candidate)*

GMP partners with Martin-McAllister who works with organizations to understand the skills and characteristics that are most important to them in making hiring decisions. Using a combination of validated inventories and an interview with a licensed psychologist, Martin-McAllister evaluate candidates' problem-solving skills and style, personality characteristics, work style, motivations, and professional goals to give organizations a prediction of what they would see from candidates on the job.

Related Searches By GMP Consultants

Additional Related Searches

City of Arlington, WA
City Administrator

City of Bainbridge Island, WA
City Administrator

City of Battle Ground, WA
City Manager (2)

City of Bingen, WA
City Administrator

City of Bothell, WA
Assistant City Manager

City of Bothell, WA
Deputy City Manager

City of Carnation, WA
City Manager (2)

City of Chehalis, WA
City Manager (2)

City of Chelan, WA
City Administrator (3)

City of Clyde Hill, WA
City Administrator

City of College Place, WA
City Administrator

City of Connell, WA
City Administrator (2)

City of Covington, WA
City Manager

City of DuPont, WA
City Administrator

City of Duvall, WA
City Administrator

City of Edgewood, WA
City Manager (2)

City of Ellensburg, WA
City Manager

City of Fife, WA
City Manager

City of Fircrest, WA
City Manager (2)

City of Gig Harbor, WA
City Administrator

City of Issaquah, WA
City Administrator

City of Issaquah, WA
Deputy City Administrator

City of Kelso, WA
City Manager

City of Kenmore, WA
City Manager (3)

City of Kennewick, WA
City Manager

City of Lacey, WA
City Manager (2)

City of Lake Forest Park, WA
City Administrator (3)

City of Lake Stevens, WA
City Administrator

City of Lakewood, WA
Assistant City Manager

City of Lakewood, WA
City Manager (2)

City of Leavenworth, WA
City Administrator (2)

City of Longview, WA
City Manager

City of Lynden, WA
City Administrator

City of Medina, WA
City Manager (2)

City of Mill Creek, WA
City Manager

City of Monroe, WA
City Administrator

City of Moses Lake, WA
City Manager (3)

City of Mountlake Terrace, WA
Assistant City Manager

City of Mountlake Terrace, WA
City Manager (2)

City of Mukilteo, WA
City Administrator

City of Mukilteo, WA
Management Services Director

City of Newcastle, WA
City Manager (2)

City of Normandy Park, WA
City Manager

City of North Bend, WA
City Administrator

City of Othello, WA
City Administrator

City of Pasco, WA
City Manager (3)

City of Pasco, WA
Deputy City Manager

City of Port Angeles, WA
City Manager

City of Prosser, WA
City Administrator

City of Puyallup, WA
City Manager

City of Renton, WA
Chief Admin Officer

City of Ridgefield, WA
City Manager

City of Sammamish, WA
City Manager (2)

City of SeaTac, WA
City Manager

City of Shelton, WA
City Administrator

City of Shelton, WA
Management Assistant

City of Shoreline, WA
City Manager (2)

City of Shoreline, WA
Deputy City Manager

City of Spokane Valley, WA
City Manager

City of Spokane Valley, WA
Deputy City Manager

City of Stanwood, WA
City Administrator

City of Stevenson, WA
City Administrator

City of Sultan, WA
City Administrator

City of Sunnyside, WA
City Manager

City of Tumwater, WA
Assistant City Attorney

City of Tumwater, WA
City Administrator

City of Vancouver, WA
Assistant City Manager

City of Walla Walla, WA
City Manager

City of White Salmon, WA
City Administrator

City of Woodinville, WA
City Manager

City of Woodland, WA
City Administrator

City of Yakima, WA
Assistant City Manager

City of Yakima, WA
City Manager

City of Yelm, WA
City Administrator

Franklin County, WA
County Administrator

Grays Harbor County, WA
County Administrator

Greys Harbor County, WA
County Administrator

Island County, WA
County Administrator

Jefferson County, WA
Central Services Director

Lewis County, WA
County Manager

Mason County, WA
County Administrator

San Juan County, WA
County Manager

Snohomish County, WA
Executive Director (2)

Thurston County, WA
Assistant Chief Admin Officer

Town of Friday Harbor, WA
City Administrator

Town of Friday Harbor, WA
Town Administrator

City & Borough of Sitka, AK
Municipal Administrator

City & Borough of Wrangell, AK
Borough Manager

City of Thorne Bay, AK
City Administrator

City of Emeryville, CA
City Manager

City of South Lake Tahoe, CA
City Manager

Inyo County, CA
Assistant/Deputy County Administrator

Inyo County, CA
County Admin Officer

Mono County, CA
Assistant County Admin Officer

Mono County, CA
County Admin Officer

City & County of Broomfield, CO
Deputy City & County Manager

City of Colorado Springs, CO
Assistant City Manager

City of Louisville, CO
City Manager

Eagle County, CO
County Manager

Gunnison County, CO
Assistant County Manager

Gunnison County, CO
County Manager

Town of Silverthorne, CO
Town Manager

Blaine County, ID
County Administrator

City of Hailey, ID
City Administrator

City of Ketchum, ID
City Administrator

City of Lewiston, ID
City Manager

City of Post Falls, ID
City Administrator

City of Sun Valley, ID
City Administrator

City of Brainerd, MN
City Administrator

City of Centerville, MN
City Administrator

City of Medina, MN
City Administrator

City of North Branch, MN
City Administrator

City of Oak Park Heights, MN
City Administrator

Stearns County, MN
County Administrator

City of Belgrade, MT
Assistant City Manager

City of Belgrade, MT
City Manager (2)

City of Kalispell, MT
City Manager

City of Livingston, MT
City Manager

City of Polson, MT
City Manager

City of Whitefish, MT
City Manager

Town of West Yellowstone, MT
Town Manager (2)
City of Minot, ND
City Manager
City of Burns, OR
City Manager
City of Coquille, OR
City Manager
City of Drain, OR
City Administrator
City of Hood River, OR
City Manager
City of Lebanon, OR
City Manager
City of Milwaukie, OR
City Manager
City of Ontario, OR
City Manager
City of Toledo, OR
City Manager
City of Waldport, OR
City Manager
City of Wood Village, OR
City Manager
Clackamas County, OR
County Administrator
Curry County, OR
County Administrator
Hood River County, OR
County Administrator
City of Spearfish, SD
City Administrator
Summit County, UT
County Manager
City of Rawlins, WY
City Manager

City of West Wendover, NV
City Manager
City of Astoria, OR
City Manager (2)
City of Canby, OR
City Administrator
City of Cottage Grove, OR
City Manager
City of Gladstone, OR
City Administrator
City of John Day, OR
City Manager
City of Lincoln City, OR
City Manager
City of Mt. Angel, OR
City Manager
City of Scappoose, OR
City Manager (2)
City of Troutdale, OR
City Manager
City of West Linn, OR
City Manager
City of Woodburn, OR
City Administrator
Clatsop County, OR
County Manager (2)
Deschutes County, OR
County Administrator
Lane County, OR
County Administrator
City of Moab, UT
Assistant City Manager
City of Casper, WY
City Manager
City of Riverton, WY
City Administrator

County of Los Alamos, NM
County Administrator
City of Bandon, OR
City Manager
City of Coburg, OR
City Administrator
City of Damascus, OR
City Manager
City of Hermiston, OR
City Manager
City of La Grande, OR
City Manager (2)
City of McMinnville, OR
City Manager
City of North Plains, OR
City Manager
City of Shady Cove, OR
City Administrator
City of Umatilla, OR
City Manager
City of Wilsonville, OR
City Manager
City of Yachats, OR
City Manager
Crook County, OR
County Manager
Deschutes County, OR
Fair & Expo Director
North Plains, OR
City Manager
City of Moab, UT
City Manager
City of Gillette, WY
City Administrator
City of Sheridan, WY
City Administrator

Appendix – Work Samples

The following documents are examples of our **position profile** and **invitation to apply letter** materials.

Additional samples are available at https://www.gmphr.com/
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CITY MANAGER

CITY OF LAKEWOOD

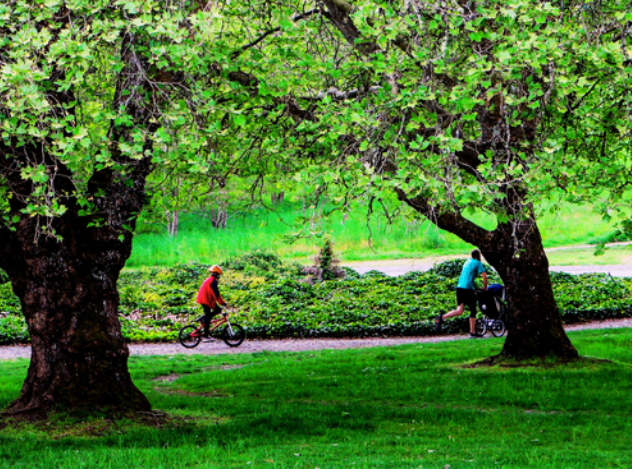
Washington



Why Apply?

GMP CONSULTANTS

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









WELCOME TO LAKEWOOD

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

Historically, this area was once a weekend retreat for wealthy Seattle residents who came to Lakewood to enjoy its lakes, forests, and prominent golf courses. Today the city has preserved its parks and open spaces while supporting thriving businesses as a strategic hub for the Seattle metropolitan area. Lakewood is also known as the home to Joint Base Lewis McChord (JBLM), the largest Army military installation in the western United States and the largest single-site employer in the state of Washington.

Diversity and vibrant cultural heritage are defining assets of Lakewood. With a majority population of people of color, Lakewood is a mix of languages, culture, heritage, visions, and values. The City fosters a strong and inclusive sense of community with annual events like Welcome Walk, Parks Appreciation Day, Youth Summit, Fiesta de la Familia, and SummerFEST.

Lakewood Towne Center serves as the city’s primary shopping district. This open-air shopping and community hub features a civic center with City Hall; retail, dining, entertainment options; and tree-lined streets. Towne Center is also home to the historic and beloved Lakewood Playhouse which has hosted local theater productions, art performances, and community events since 1938.

Lakewood takes pride in its 540 acres of parks and seven lakes, totaling nearly two miles of water area that offer opportunities for fishing, waterskiing, boating, and paddling. The City's 340-acre Fort Steilacoom Park attracts over 1 million visitors a year. The community is served by Pierce Transit and the Sound Transit systems, providing excellent public transportation to the greater Tacoma/Seattle area. Sea-Tac International Airport serves the region 30 miles to the north.



THE CITY OF LAKEWOOD

Incorporated in 1996, the City of Lakewood serves a population of 63,612 across 19 square miles with a 2025 budget of $120 million and a team of 222 FTEs. The City operates under a Council-Manager form of government with seven part-time, nonpartisan Councilmembers elected to staggered four-year terms. The City Council elects one of its members as Mayor. The Council enacts all legislation and general policy decisions governing Lakewood and appoints a City Manager to oversee the City's administrative functions and implement the policies and goals of the Council.

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

Lakewood Water District provides water services and Pierce County Public Works and Utilities provide sewer services. Garbage, recycling, and yard waste are provided by Waste Connections under contract with the City. West Pierce Fire and Rescue (WPFR) provides fire protection and emergency medical services to the Lakewood community. The City contracts with Nisqually Corrections and Pierce County Sheriff's Office for jail services. Tacoma Power, Puget Sound Energy, and Lakeview Light and Power deliver electric services. Puget Sound Energy is the primary purveyor of natural gas services.







THE CITY MANAGER

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

THE IDEAL CANDIDATE

- Transparent with excellent verbal and written communication skills; pro-active in the dissemination of information; responsive to Council members, the community, and staff; actively listens and follows through.
- An outgoing personality who enjoys engaging with the community and is comfortable establishing relationships and a network of community contacts.
- Experienced at working with the City Council (or elected body) in developing/updating strategic goals and objectives, setting policy direction, and keeping the City Council and staff informed.
- A confident and self-assured demeanor that will engender trust with Council and staff; proven skills in making timely, clear, and unambiguous decisions.
- Resourceful and strategic, capable of helping to position the City for thoughtful growth and economic development opportunities.
- Business friendly with relevant economic development experience, understands the processes and economics associated with growth, and how to encourage, manage, and leverage growth to benefit the community.
- Ability to provide structure for efficient city operations and evaluate and align organizational resources that reflect the Council's priorities.
- Fiscal acumen to understand and monitor the long-term financial stability of the City and how to fund/finance strategic public investments.
- A commitment to empowering employees and a demonstrated ability to mentor and develop key professional staff.







OPPORTUNITIES & CHALLENGES

Relationship Building

The new City Manager will need to quickly gain the trust and confidence of the Council, staff, and the community by demonstrating capable leadership to bring people together as a team and facilitate strong collaboration, especially as it pertains to decision making. The City Manager is key to maintaining the City's effective and positive relationship with Joint Base Lewis McChord (JBLM) in addition to nurturing its strong partnerships with state and regional agencies, local tribes, Pierce County, and neighboring cities.

Progress on the Adopted 2025-2026 City Council Goals

In August 2024, the City Council adopted four goals to direct the Lakewood community toward positive change and that serve as their policy direction. The City Manager will need to work with staff to ensure that specific benchmarks for the 2025-2026 biennium are achieved while keeping the City Council and Lakewood Community informed and engaged throughout the process.

Economic Development

The City wants revitalization of its downtown and the district subareas that support the long-term vision of vibrant, sustainable, and economically thriving urban environments. The City has funding to complete the 30% project design phase of its downtown green street loop project and there are several new multi-family housing projects in the City's planning and permitting pipeline. Helping the community to understand how this residential development can be a catalyst for the desired revitalization of downtown should be a key focus of the City Manager.

Financial Stability

The City is in an excellent financial position, with very low debt and adequate reserves. The City needs to maintain its positive financial condition and outlook, while planning strategically to fund and finance a multi-generational community center, urban park(s) within the downtown area, and other key capital improvements.

Public Safety

The City believes that public safety is a collaborative effort encompassing community policing, court, and social and human service. The City continues to focus on community engagement to increase community-based policing and has set milestones and benchmarks as part of a comprehensive public safety strategy to reduce crime and create a safer City. The City Manager should collaborate with departments to maintain the City's focus and progress on achieving public safety milestones.



COMPENSATION & BENEFITS

The City of Lakewood is offering an annual salary range of $240,000 to $275,000 for this position, dependent upon experience and qualifications, along with a comprehensive benefits package.

- Medical, Dental, Vision Insurance
- Life Insurance/LTD/Survivor Income plans
- WA PERS Retirement
- 457 Deferred Compensation Plan
- Vacation, Medical, & Management Leave
- Car Allowance
- No WA state income tax

EDUCATION & EXPERIENCE

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

TO APPLY

Apply Online: gmphr.com

First Review: April 28, 2025

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

RESOURCES

2025-2026 Biennium Budget

Org Chart

Comprehensive Plan

City Council Goals 2025-2026

City Videos:

- SummerFEST
- Build Your Better Here
- Fiesta de la Familia
- Making a Difference
- Summer Concerts
- Farmers Market

City of Lakewood

Lakewood Police



Welcome to RIDGEFIELD

WHY APPLY?

This is an excellent opportunity to join a collaborative staff in one of Washington's fastest-growing cities. The current Deputy City Manager is retiring after a long career in local government. The Deputy City Manager oversees the administration team, including human resources, IT support, City Clerk functions, and external communications.

Ridgefield is ideally situated near the Portland - Vancouver metropolitan area and is home to the 5,200-acre Ridgefield National Wildlife Refuge. The next Deputy City Manager will benefit from dedicated staff and a supportive, collaborative executive team.

Dear Colleague,

GMP is assisting the **City of Ridgefield**, Washington, with its search for a **Deputy City Manager**. Perhaps this is the right time to consider this exciting opportunity. If not, would you please share it with others who may be interested?

Thank you for your consideration and assistance.

Bryan Cosgrove, GMP Consultants
bcosgrove@gmphr.com / (503) 991-8667

GMP
Greg M. Prothman, President

CITY OF RIDGEFIELD WASHINGTON



gmphr.com

THE CITY OF RIDGEFIELD

The City of Ridgefield is a full-service city serving a population of 16,820 across 7 square miles in Clark County. The City operates with a 2026 annual budget of $81 million and a team of approximately 90 employees across five departments: Administration, Community Development, Finance, Police, and Public Works. The City operates under the council-manager form of government, with a seven-member City Council elected at large. City Manager Steve Stuart has served in the position since 2014.



View full position profile at gmphr.com

THE DEPUTY CITY MANAGER

Reporting to the City Manager, the Deputy City Manager serves as the primary assistant to the City Manager in the administration and direction of City operations and activities. The Deputy City Manager manages the Administration Department, including the City Clerk's Office, human resources and payroll, labor relations, information technology coordination, records management, event planning, and community outreach and engagement.



Responsibilities also include strategic planning, budgeting, organizational development, and serving as acting City Manager as required. Direct reports include the City Clerk, Human Resources Manager, Community Events Lead, and Public Relations & Events Coordinator.



EDUCATION & EXPERIENCE

- Bachelor's degree in political science, human resources management, or a related field.
- 8 years of progressively responsible experience in municipal government, including 5 years at the director level or higher.
- Leadership experience across a broad range of municipal functions, including legal, human resources, labor relations and negotiations, and risk management.
- An equivalent combination of education and experience that demonstrates the necessary knowledge and abilities may be considered.



PREFERRED: Human Resources Specialist certification or legal training.

LEARN MORE

Visit: gmphr.com

Salary Range: $153,823–$214,818 annually DOQ

First Review: September 13, 2026

More Info: Bryan Cosgrove, GMP Consultants
bcosgrove@gmphr.com / (503) 991-8667



CITY MANAGER RECRUITMENT

PROPOSAL

Prepared by Jensen Strategies, LLC

JENSEN STRATEGIES

AUGUST 2026

August 25, 2026

Tamara Gunter
Human Resources Manager
City of Battle Ground
109 SW 1st Street
Battle Ground, WA 98604

Dear Ms. Gunter and City Council,

Thank you for the opportunity to submit a proposal to conduct the City Manager recruitment for the City of Battle Ground. We understand the importance of this hiring decision to continue the City's progress and momentum, laying the foundation for the future success of your City and community. Our experienced team is committed to conducting a professional recruitment process in partnership with the City, adherence to recruitment law and best practice, and with an inclusive approach.

There are several factors that make our team uniquely prepared to assist your City:

We know the Pacific Northwest.

- Our firm is based in Portland, Oregon and has been serving cities and counties of all sizes, in Oregon and Southwest Washington with populations from less than 1,000 to over 640,000, since 2012.
- We work regularly with Northwest jurisdictions on other types of projects such as facilitation, collaborative decision-making, strategic planning, organizational development, City Manager performance evaluations, leadership coaching, and policy analysis. This work keeps us current on issues facing local governments.

We offer extensive experience and expertise in recruitment.

- Our team has a decade of experience conducting successful City Manager and upper-level manager recruitments. We are honored by many repeat clients.
- We provide reliable, professional advice and evaluation tools that empower our clients to make decisions they can feel confident are best for the organization and community.
- We are well versed in recruitment best practices, public meeting and records law. We protect our clients, candidates, and uphold public expectations.
- Key members of our recruitment team are former public administrators who bring a first-hand understanding to the positions we recruit. Our candidate evaluators are all professionals who have held the same position during their careers.
- Our firm is well-networked with cities in the region so we are well-connected to identify and vet potential candidates that may be the best fit for our recruitment clients. Our national connections help us identify potential out-of-state candidates.

- Most importantly, we stand by our work. For successful City Manager recruitments, we offer a guarantee if you have to hire another City Manager within the year.

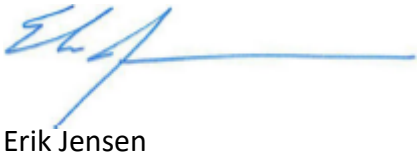
We lead with your values, and work for your City and community's best interest.

- For us, it's more than a job or project – it's a calling for our team members. We are passionate about public service and dedicated to delivering tangible results for our clients and the communities they serve. We take pride in representing your organization with professionalism and integrity, always advancing the principles of good governance.
- We work closely with your City and staff to effectively use resources, minimize impact on staff workloads, share information, and collaborate for a successful process.
- We engage the community to understand their values and priorities that they expect the next City Manager to embrace.
- We always strive to put your City's best foot forward by representing your community with integrity, positivity, and by treating all participants, including candidates, with dignity and respect throughout our recruitment processes.

Jensen Strategies is an Oregon-certified Emerging Small Business (ESB) # 9880. We certify our firm is able to perform all work as outlined in this scope of work. The terms of our proposal are valid for 90 days. Please do not hesitate to reach out with any questions or requests for additional information.

Our firm is prepared to seamlessly collaborate with the City of Battle Ground's staff and Council to effectively define and seek the best leader for the City's next chapter. We appreciate the opportunity to submit our proposal to assist the City of Battle Ground with this recruitment. It will be our pleasure to partner with the City on this important search.

Sincerely,



Erik Jensen
Principal
Jensen Strategies, LLC
1750 S. Harbor Way, Suite 350
Portland, OR 97201
(503) 477-8312
erik@jensenstrategies.com

Jensen Team & Qualifications



Jensen Strategies, based in Portland, is a leading regional management consulting firm specializing in local, regional, and state government. Serving Pacific Northwest communities since 2012, we offer a full spectrum of services for cities, counties, state, and special districts. Our approaches are customized to meet each organization's specific needs, circumstances, and goals. We work collaboratively to deliver results that meet our client's mission and objectives.

Our team is comprised of experienced local government administrators who understand the dynamics and challenges of managing municipalities, counties, and other government agencies.

We are proud to offer our proven experience, seamless partnership, broad perspective, and commitment to public service.

Our services include:

EXECUTIVE LEADERSHIP RECRUITMENT & DEVELOPMENT
We find top talent and invest in their long-term success.

- Recruitment, Performance Evaluations, City Manager goal setting, 1-1 Executive Coaching

COLLABORATIVE DECISION-MAKING
We build consensus and shared commitment around the decisions that matter most.

- Goal-setting Retreats, Strategic Planning, Community Engagement, Community Visioning, Facilitation for Policy Making Bodies

ORGANIZATIONAL DEVELOPMENT & ASSESSMENTS
We build and strengthen organizations and teams through information and insight.

- Organizational Assessments, Organizational Development Assistance, Policy Research and Analysis, Staff and Elected Official Team Trainings

Executive Recruitment Experience

Jensen Strategies has conducted, or is currently conducting, national recruitments for the following clients and positions.

- City of Ashland, OR
  City Attorney (2023)
  Deputy Public Works Director (2023)
- City of Astoria, OR
  City Planner (2022)
- City of Cannon Beach, OR
  City Manager (2017)
  Community Development Manager (2018)
  Emergency Manager (2018)
- City of Cornelius, OR
  Public Works Director (currently recruiting)
- City of Carlton, OR
  City Manager (2021)
- City of Cornelius, OR
  City Manager (2022)
- City of Dayton, OR
  City Manager (2024)
- City of Estacada, OR
  City Manager (2022)
- City of Fairview, OR
  City Attorney (2022, 2024)
- City of Hood River, OR
  Building Official (2018)
  City Manager (2021)
  Finance Director (2023)
- City of Independence, OR
  Public Works Director (2026)
- City of Manzanita, OR
  City Manager (currently recruiting)
- City of Milton-Freewater, OR
  Public Works Superintendent (currently recruiting)
- City of Newport, OR
  City Manager (2024)
  Police Chief (2025)
- City of North Bend, OR
  City Administrator (2020)
- City of Sandy, OR
  City Manager (2023)
  Public Works Director (2025)
- City of Scappoose, OR
  City Manager (2021)
  Finance Administrator (2022)
  Police Chief (2022)
- City of Seaside, OR
  City Manager (2022)
- City of Sheridan, OR
  City Manager (2021)
- City of Silverton, OR
  Public Works Director (2025)
- City of Sisters, OR
  City Manager (2017, 2023)
- City of Stayton, OR
  City Manager (2022)
  City Engineer (2026)
- City of Toledo, OR
  City Manager (2025)
  Finance Director (2026)
- City of Troutdale, OR
  City Manager (2025)
  Community Development Manager (2023)
- City of Warrenton, OR
  City Manager (2022)
  Public Works Director (2023, 2024)
  Building Official (2024)
  Planning Director (2026)
- City of Yachats, OR
  City Manager (2023)
- Columbia Pacific Economic Development District
  Executive Director (2023)
- Port of Hood River
  Finance Director (2022)
- Washington County
  Chief HR Officer (2020)
  Benefits and Leave Manager (2020)
  Employee and Labor Relations Manager (2021)

Recruitment Approach

We take the time to get to know your City and community needs. Our objective is to help you select the best candidate with the right toolset to serve as the City of Battle Ground's next City Manager. Our recruitments utilize strategic and personal outreach approaches to attract a wide range of qualified applicants. We use our deep network, administrative experience, and our knowledge of your city's needs to incisively evaluate and help the City Council make an informed and thoughtful decision.

We commit to working in close partnership with the City of Battle Ground (City), following a process that is responsive to current needs and designed to make the best use of your time and resources. Our recruitment processes are an opportunity for all parts of the City – the public, Council, and staff – to come together, find consensus on City priorities and cohesively move into the next chapter.

The following scope of work is designed to follow these parameters. The final scope will be revised, if needed, to meet the specific needs of the City.

Scope of Work

Phase 1: Start-up / Candidate Profile Development

The first phase of our recruitment processes is designed to ensure a mutual understanding of expectations, key milestones, and timeline as well as obtain a comprehensive understanding of the City's desired attributes and needs for the next City Manager.

1.1 **Start-up meeting:** Getting organized and ensuring we're on the same page.

We will begin the recruitment by meeting in-person or virtually with designated City representatives to refine the project scope and schedule. The proposed process and timeline will be amended as necessary, respecting any scheduling considerations or special requests. This initial phase will also include collaboration to define the geographic and professional breadth of the recruitment and identify key stakeholders and approaches to help inform the candidate profile development.

Deliverables: In person or Zoom meeting with designated City representatives, final project scope and timeline, geographic and professional refinement, and determination of key stakeholders and approaches.

1.2 **Background Research:** Taking time to understand your community.

We will familiarize ourselves with any key documents (plans, financial information, etc.) as well as the culture and values of both the organization and the community.

Deliverables: Jensen Strategies' enhanced understanding of Battle Ground.

1.3 **Stakeholder Interviews:** Engaging and learning your City, leadership, and priorities.

Our team will conduct individual Zoom interviews with the Mayor, City Councilors, executive team members, department heads, and other key staff to gather their perspectives on the attributes desired for the next City Manager as well as to identify key issues the next City Manager may be expected to address. The interviews will be confidential and the input received will contribute to the candidate profile development.

Deliverables: Up to 16 Zoom stakeholder interviews.

1.4 **Stakeholder Meetings and Surveys:** Involving the community and staff to build buy-in.

Allowing the opportunity for community input on the desired attributes of the next City Manager is a best practice in our experience. To gather information on the desired attributes for Battle Ground's next City Manager, we will facilitate one external stakeholder Zoom or in person meeting open to the public. We will also conduct two online surveys, one for the community and one for City staff input (for those who are not interviewed). Development and distribution of promotional announcements and materials as well as event logistics will be coordinated with designated City staff to ensure consistency of City communication standards and branding.

We have the ability to retain our contractors or existing City vendors to provide Spanish written and verbal translation services for these surveys and meetings if desired.

Deliverables: Meeting promotion materials, one Zoom [or in person which is negotiable for an additional direct expense] public meeting, and two online surveys for community and City staff input.

1.5 **Candidate Profile Draft:** Articulating the City's ideal candidate.

Drawing upon the input gathered from our interviews, public meeting, as well as community and staff surveys, we will develop a draft candidate profile containing the knowledge, skills, abilities, education, and work experience desired for the position, as well as traits such as management approach and personality. The profile will also include information on policy priorities and hiring procedures. As an optional task, upon request, we will conduct research on comparable city salaries for the Council to assess the competitiveness of the compensation package and recommend a salary range.

Deliverables: Candidate profile draft. Optional comparable salary research (not budgeted)

1.6 **Review and Adoption of Candidate Profile:** We recommend the Council formally adopt the candidate profile, with policy directives. To this end, we will prepare and present the draft candidate profile and hiring process for discussion at a City Council work

session. Following the work session, we will make any changes desired by the Council, and submit the final profile and hiring process for formal Council approval.

Deliverables: Participation in one City Council work session. Preparation of official candidate profile and hiring process for Council adoption.

Phase 2: Position Advertisement

We conduct a multi-faceted advertisement and recruitment process that is specific to the position and the City's needs. This includes engaging with national, regional, state, and local distribution platforms as well as direct outreach to our wide and deep networks of local government professionals.

2.1 Recruitment Brochure Development: Showcasing your City and opportunity.

Upon City Council formal adoption of the hiring process and candidate profile, our team will develop a professional, comprehensive recruitment brochure designed to attract high quality applicants. Organization-specific information will be incorporated into the brochure, including an overview of department functions/services, staff size, budgetary information, and current challenges and policy priorities. Community information will be reviewed, utilizing the existing community description as a base, which includes quality of life details, economic highlights such as key industries and major employers, and a listing of public agencies with overlapping jurisdiction. The brochure will conclude with position compensation information, including salary and benefits package, as well as information on how to apply for the position and the recruitment timeline. The recruitment brochure will be prepared by our graphic artist and consistent with any City branding.

Deliverables: Development of one graphically enhanced recruitment brochure.

2.2 Position Advertisement: Casting a wide net and leveraging our connections.

We will conduct a national and strategic position advertising and outreach process designed to attract a variety of qualified and well-suited candidates. Our approach will be multi-faceted and will include advertising the position on high-profile managerial and specialization-specific websites, within professional publications and periodicals, with venues that reach out to diverse candidate populations, and in other forums as appropriate. We will also proactively identify and reach out to qualified candidates through our extensive network in Oregon and national contacts.

Deliverables: Multi-faceted advertisement approach. Proactive contact of qualified professionals.

Phase 3: Candidate Screening

We will carefully vet all submitted applications, conduct in-depth interview processes, and provide the City with all the information necessary to make the best choice for finalists and the successful candidate. We also maintain contact with the candidates to keep them updated on the recruitment process as it moves forward.

3.1 **Initial Application Screening:** Understanding the City's candidate pool.

Candidates will provide a resume, a cover letter, and a Jensen Strategies supplementary questionnaire. Our questionnaire is designed to obtain consistent comparative data (number of personnel managed, budget size managed, as well as length of tenure in positions). The form also gives candidates the opportunity to proactively disclose any irregularities in their materials or previous separations. Our team will review applications based on criteria consistent with the adopted City Manager profile, and determine which candidates most closely align with the City's needs.

Deliverables: Initial application screening and rating.

3.2 **Semi-Finalist Zoom Interviews:** Narrowing the field with your priorities in mind.

We will conduct preliminary Zoom interviews with the candidates who most closely align with the candidate profile adopted by the City Council. In preparation for the interviews, we will conduct an internet search regarding each candidate, to identify any high profile work-related media.

Deliverables: Preliminary Zoom interviews and internet research for up to 10 candidates.

3.3 **Recommendation of Finalists:** Working closely with the Council to select final candidate slate to consider.

We will attend an executive session of the City Council in person to present the results of our initial review process and recommendations of up to four finalists. For transparency, we will provide briefing notebooks with information on all the candidates interviewed. During the session, we will answer Council questions and assist in facilitating a discussion to seek input to identify four finalists. Subsequently, we will provide a press release for the City to distribute announcing the finalists after we receive permission from those candidates for public disclosure of their candidacy.

Deliverables: Recommendation of up to four finalist candidates with supporting information on all candidates interviewed by Zoom. Attendance, presentation, and facilitation at a City Council executive session. Press release for distribution.

Phase 4: Finalist Evaluation and Selection

We will work with the City to coordinate a finalist interview process that represents multiple perspectives and provides a legal and equitable evaluation of each finalist. To this end, we are prepared to modify this proposed finalist process to address the City's specific needs within legal and best practice standards. Depending on the changes to this scope, budget adjustments may apply.

4.1 **Background Checks**: Due dilligence to ensure all finalists would be acceptable hires.

We will work with our partner, Fair Screen (www.fairscreen.com), to perform comprehensive background checks on all finalists.

Background checks include at a minimum:

- County criminal searches
- State criminal searches
- Federal criminal search
- National criminal database search
- Sex offender search
- Motor vehicle search
- Education/degree verification
- Employment verification
- Credit check
- Civil litigation

Deliverables: Identification of any concerning issues found during background checks of up to four candidates.

4.2 **Reference Checks:** Going the extra mile to fully understand the candidates.

We will take the necessary time to vet the candidates with the references they provide, as well as other knowledgeable contacts we may be aware of, asking incisive questions to gain a comprehensive understanding of their abilities as managers and potential fit for the City. We require four references from each candidate and we will conduct individual phone interviews with each reference.

Deliverables: Reference check summaries for up to four finalists.

4.3 **Community & Staff Input Forums:** Facilitated dialogues with the candidates.

Prior to the final interviews, two facilitated input forums will be held to provide opportunities to interact with the finalists, ask them questions, and form general impressions of the candidates. Participants will be organized into small groups, with candidates rotating between them, to allow everyone to engage in more intimate conversations with all the finalists. The first forum will be open to the City staff, and the second forum will be open to members of the public. At both events, attendees will be provided an opportunity to provide feedback concerning their impressions of the finalists, to inform the Council's final selection process. As noted before, we are

prepared to work with the City's translation services for the meetings and feedback surveys. The City will be responsible for promoting both forums.

Deliverables: Coordination, development, and implementation of two in-person finalist forums. Feedback survey for participants.

4.4 **City Tour:** Giving finalists an on-the-ground understanding of the City.

We recommend and will support coordination of a City-led tour of Battle Ground for the finalists.

Deliverables: Coordination with City to provide tour.

4.5 **Finalist Interviews:** Moderated panel interviews to inform Council evaluation.

We will facilitate four in-person interview panels consisting of (1) City Council (conducted in executive session), (2) local government administrators from area jurisdictions, (3) department heads, and (4) community leaders. Panelists will receive an informational packet containing interview guidelines, questions, and comprehensive information on each finalist. After panel interviews have been completed, we will summarize the findings and recommendations to be shared during Council deliberations and selection.

Deliverables: Developing, coordinating, and providing briefing materials for the finalist panels. Moderated panel interviews. Written summaries of the feedback and observations from panel interviews and receptions as applicable.

4.6 **Council Deliberations and Selection**: Complete presentation of all input and facilitation of the decision-making process.

The Council will convene in executive session to debrief their interviews with the finalists, receive stakeholder feedback summaries, and deliberate their preferred choice for City Manager. At the session, we will present summary material on all input received during the finalist forums, interviews, references, and background checks. Based on all the information provided, we will facilitate the Council's discussion, seeking consensus when possible, to identify a preferred candidate for consideration in a public meeting of the Council which will follow the executive session.

Deliverables: Attendance, presentation, and facilitation at City Council executive session to reach a consensus on a selected candidate.

Phase 5: Contract Negotiations

5.1 As requested by the City, we can provide support in the contract negotiations with the selected candidate. We recommend the City Attorney lead the negotiations.

Deliverables: Assistance provided to the City in contract negotiations, not to exceed four hours.

Project Budget

Professional Fee: Jensen Strategies' fees include all staff time, meetings and communication with the City, preparation of documents and advertisements, candidate profile development, application screening, communications with candidates, interviews, reference checks, candidate travel coordination, preparation/facilitation/moderation of stakeholder meetings and interview panels, and other tasks related to the recruitment.

Our professional fee for the approach offered is: $ 28,000

Reimbursable Expenses: All the anticipated reimbursable expenses for this project are pass through costs to the City. All of the anticipated expenses for this project are included below except any candidate travel reimbursement and meals and/or refreshments for finals week which will be subject to City approval. Though we tailor each recruitment to our clients' individual needs, expense items typically include:

- Fees for advertising the position online and in publications (typically less than $2,500)
- Background checks for finalists (estimated to be $1,000 for up to four finalists)
- Document printing and binders (typically less than $300)
- Graphic art design (typically less than $1,000)
- Consultant travel expenses (mileage charged at current IRS mileage rate, lodging at no more than $250/night/person, $60 daily per diem per person, and travel time will be charged at 50% of each person's billable rate)

Estimated reimbursable expenses: $7,500

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

Adjustments, Insurance, and Guarantee

Professional Liability Insurance

Jensen Strategies carries a professional liability insurance policy through The Hanover Insurance Group in the amount of $2 million.

Guarantee

Jensen Strategies stands by our work. We will guarantee, with a full recruitment from inception to selection, if the selected candidate resigns or is terminated for cause within **one year** of the hire date, we will conduct one replacement recruitment for no additional professional fees. In this event, the organization would only be responsible for paying the direct expenses associated with the additional recruitment. This guarantee applies if the following terms are met:

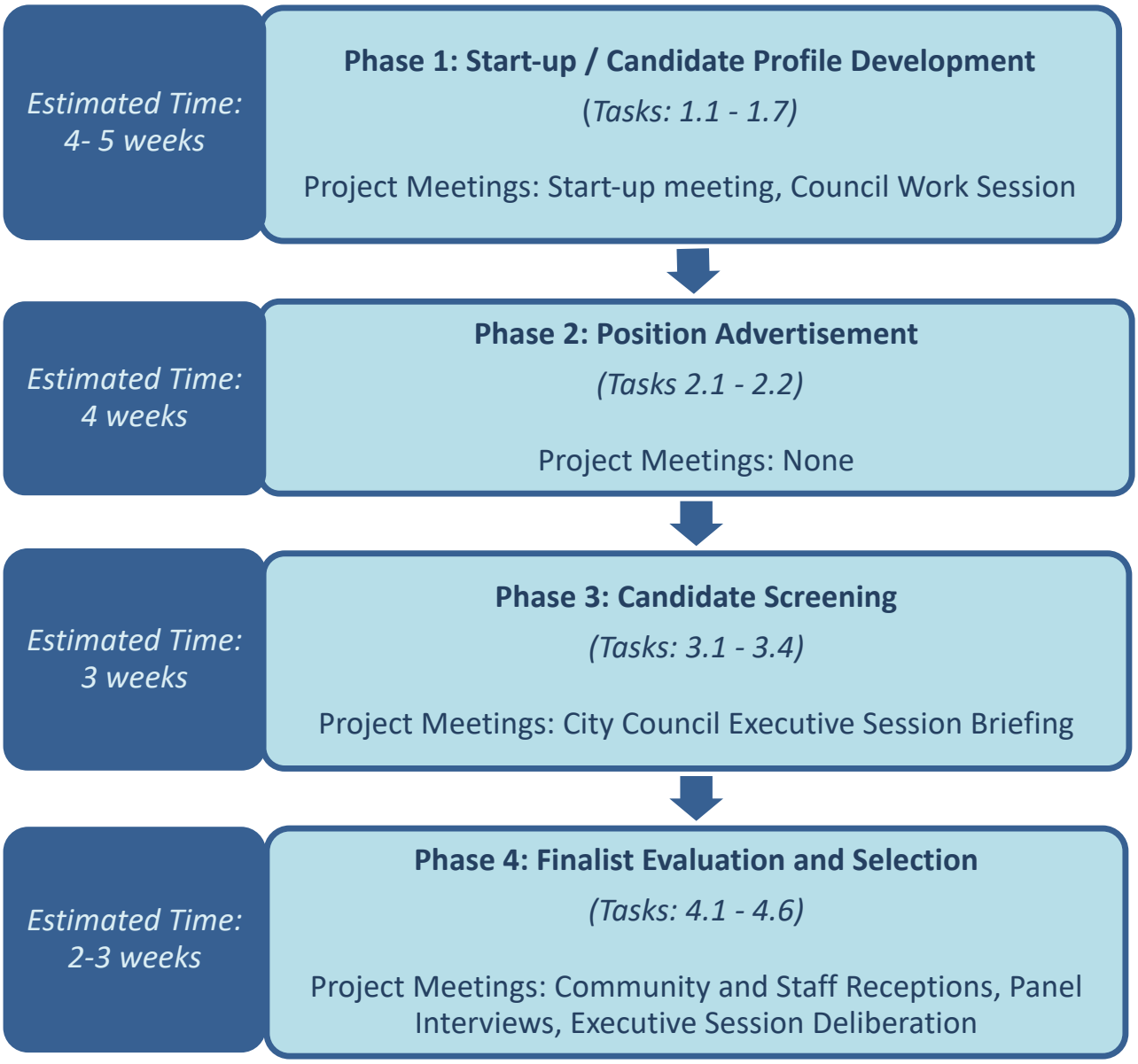
1. the selected candidate signs an employment agreement with the organization prior to starting work;
2. Jensen Strategies has fully vetted the selected candidate as described in the scope of work;
3. Jensen Strategies has been requested to implement this guarantee within three months of the employee's departure; and
4. organization representatives do not deviate from the agreed upon scope of work and/or Jensen Strategies' professional advice provided for the best interest of a successful recruitment.

Adjustments to the Recruitment Process

Jensen Strategies is dedicated to providing a recruitment process that meets the City's expectations and produces an outcome that generates wide support. We commit to working closely with the City and are more than willing to adjust our process as needed to meet your specific needs. After a scope of work has been agreed upon, Jensen Strategies will not be responsible or liable for any deviation in the process or discountenance of professional advice. Consequences may include removing our one-year guarantee (with notice).

Proposed Timeline

*The following schedule is only a sample time frame. The overall estimated time is **14-16 weeks** (dependent upon various factors such as City conflicts, council availability, and staff capacity). The consultant will work with the City to develop a schedule that meets its needs.*



Team Profiles

Erik Jensen, Principal



Erik Jensen is the Principal and Founder of Jensen Strategies, LLC. He established the firm in 2012 after serving over 20 years as a public administrator, project manager, and public affairs consultant in Oregon and Washington. Erik has led numerous processes helping Northwest organizations navigate future policy and operational planning as well as recruiting upper-level public managers.

Erik has assisted local governments and public policy organizations to set strategic courses of action for current and future decision-making. As a seasoned facilitator, strategic planner, recruiter, and organizational and public policy development expert, he has led significant initiatives for numerous entities including cities, counties, and professional organizations. These projects have included upper-level recruitments, city council retreats, strategic planning processes, community vision action planning, organizational assessments, committee facilitation, and public policy feasibility studies.

As an experienced facilitator and trained mediator, Erik has helped clients build partnerships and reach consensus among diverse interests. Erik believes the best policy and organizational development initiatives are objective, inclusive, well informed, and lead to tangible outcomes. He emphasizes the importance of balancing community and organizational interests, involving key stakeholders, and ensuring the process is well informed to build sustainable results.

Before forming Jensen Strategies, Erik was the Administration Department Director/Chief of Staff for the City of Hillsboro overseeing several organization-wide functions including city-wide projects (e.g., visioning, strategic planning, sustainability), legislative relations, community and media relations, and franchise management. Earlier, as a project manager for the same department, he led external and internal policy initiatives such as development and implementation of the international award-winning Hillsboro 2020 Vision. He led the process to develop the City's first operational strategic plan. Prior to the City of Hillsboro, Erik was a public affairs consultant with another firm where he facilitated public engagement processes for large, high-profile projects such as Portland CSO Program, and Oregon Arena Project. He has also held staff positions at the Oregon Legislature and political campaigns.

Erik has a Bachelor of Arts degree in Political Science from Lewis and Clark College and a Master of Public Administration degree from the University of Washington. He is a member of the International City/County Management Association (ICMA), Oregon City/County Management Association (OCCMA), and Society for Human Resource Management (SHRM).

Amelia Wallace, Senior Associate



Amelia Wallace, Senior Associate, has been with Jensen Strategies since 2020 providing project leadership, recruitment support, facilitation, policy analysis, and product development for clients. She earned her Master of Public Administration (MPA) from the University of Washington Evans School of Public Policy & Governance in Seattle with a concentration on public financial management, local government service, and policy analysis.

As an experienced project manager, facilitator, and researcher, she has led or served as project assistant on a variety of projects for cities, ports, nonprofits, and other professional organizations. These projects have included upper-level recruitment, city council retreats and goal setting, strategic planning processes, community visioning, work group facilitation, and public policy feasibility studies.

Amelia is from the Tennessee Valley and earned her Bachelor's in Politics with Honors from Oberlin College in Ohio. She started her career with three cycles of campaign organizing for local and statewide elections. While happily retired from campaigns, her experience organizing and training maintains her passion for civic engagement and community development. She also served as an AmeriCorps member building partnerships and running youth biking safety and Safe Routes to School programs.

While in Seattle, Amelia immersed herself in a variety of professional and academic activities. In her work, she served as the graduate intern for the City of Seattle Department of Transportation Curbside Management team providing parking policy research, supporting COVID-19 business relief efforts, and coordinating neighborhood engagement and communication about new Link light rail stations. In her final consulting project for her degree, she worked with the Seattle Office of Civil Rights to develop qualitative analysis data as part of the City's Race and Social Justice Initiative. Outside of class, she led the local University of Washington International City/County Management Association (ICMA) student chapter which offers an assortment of professional development events and networking opportunities including conferences and paid fellowship opportunities to support students' work with small cities across Washington state.

Emily Rehder, Operations Manager



Emily Rehder is the Operations Manager joining the team in the spring of 2021. She manages office operations, directs project support, coordinates marketing efforts, leads graphic design work, and oversees the firm's online presence including the website and social media.

Emily is responsible for candidate management during our recruitment process. Her attention to detail and understanding of timeliness to the customer and candidates is remarkable. She works with our associates in following through with scheduling interviews, arranging candidate travel, managing candidate application packets, and assembly of candidate information to give to the client.

Emily's experience as a manager stems from running a successful supplemental education center for 11 years. Emily holds a Bachelor's degree in American Studies with an emphasis on Minorities in Education from UC Berkeley.

JS Consultants

Brian Sjothun

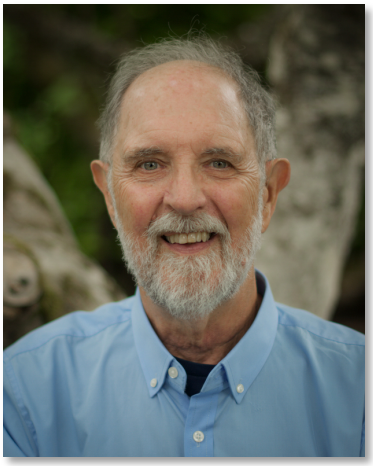


Brian Sjothun just recently completed a 36-year public service career in Oregon, where he served the final eight years as City Manager in Medford. Prior to this role, Brian was the Parks & Recreation Director for Medford for 12 years and he began his public service career in Woodburn as he served as the Recreation Services Manager for 16 years.

Passionate about leadership development, Brian has extensive experience with public administration and has helped lead the development of innovative local government programs, performance management initiatives, accountability, leadership and teambuilding efforts and strategic planning activities which includes Council and Community Goal Setting initiatives.

The Portland native received his bachelor's degree from Warner Pacific College, and he completed a master's degree in public administration from Golden Gate University in 2002. Brian enjoys golfing, swimming, exercising and reading. All of this takes a backseat to his wife Rene', their two daughters and three grandchildren.

Dave Waffle



Dave Waffle is a retired City Manager with more than 45 years of municipal management experience. His most recent positions include Interim Assistant City Manager and Assistant Finance Director for the City of Beaverton, Oregon. Prior to joining Beaverton, Dave served as City Manager for six Oregon and Wisconsin cities. In retirement, he has served as a volunteer Senior Advisor to the Oregon City/County Management Association (OCCMA), providing support for local government managers and administrators.

He is known for his collaborative approach to intergovernmental relations, community development activities, community engagement best-practices, government ethics and public finance knowledge. He led many regional committees (e.g., solid waste, libraries & broadband services), several statewide advisory committees (e.g., finance, small cell telecommunications) and local government professional organizations in Wisconsin and Oregon. He now serves Cornelius as the chair of their Planning Commission.

He holds a master's degree in Public Affairs from the University of Oregon and a bachelor's degree from Michigan State University. He is a Life Member of ICMA and OCCMA.

Bill Peterson



Bill Peterson has nearly 40 years of public sector municipal management and five years as a financial officer in the construction industry. He provides the Jensen Strategies team support in the fields of public finance, public executive recruitment, project management, policy analysis, and utility management.

Bill began managing cities in 1974, initially as an assistant to a Mayor in Riverton Wyoming, where he was soon named the City Administrator. Bill then went on to Hermiston, OR, Grants Pass, OR, and Wood Village, OR, as City Manager. He also served for five years as the chief administrative and financial officer for a construction company in Grants Pass, OR, between city management jobs. He has specific experiences managing public and private financing, urban renewal, solid waste, and utility districts, as well as a range of policy and administrative skills acquired in managing full service municipal governments.

Bill holds a Bachelor's degree in Political Science from the University of Wyoming and has completed extensive post graduate work in Public Administration.

Erik Kvarsten



Erik Kvarsten has 36 years of experience as a City Manager in Oregon. Most recently, he served as City Manager of Gresham for over 15 years. He also held a similar position in Troutdale for eight years, and prior to that served as City Manager in Independence and two other cities in Oregon. In these positions, he was responsible for overall city operations and support of policy development and governance processes. Through this experience, Erik gained an understanding of a broad range of municipal issues.

Erik is a recipient of the League of Oregon Cities Herman Kehrli Award recognizing valuable contributions and commitment to the highest standards of public service. Erik served on the State of Oregon Board of Public Safety Standards and Training and was a longtime member of the Transportation and Growth Management Advisory Committee. He is a life member of ICMA.

He holds a Bachelor's Degree in Community Service and Public Affairs from the University of Oregon and is currently a member of the Dean’s Council for the College of Design at the University of Oregon.

References

Jensen Strategies has the honor of being recommended by:

Jan Kaplan, Mayor
City of Newport
169 SW Coast Hwy
Newport, OR 97365
541-574-0645
J.Kaplan@newportoregon.gov

City Manager (2024)

Erich Mueller, Finance Director
City of Troutdale
219 E. Historic Columbia River Hwy
Troutdale, OR 97060
503-674-7231
erich.mueller@troutdaleoregon.gov

City Manager (2025)
Community Development Director (2023)
Troutdale Police Department Assessment (2024)

Keith Kudrna, Mayor
City of Fairview
1300 NE Village Street
Fairview, OR 97024
503-380-0237
kudrnak@ci.fairview.or.us

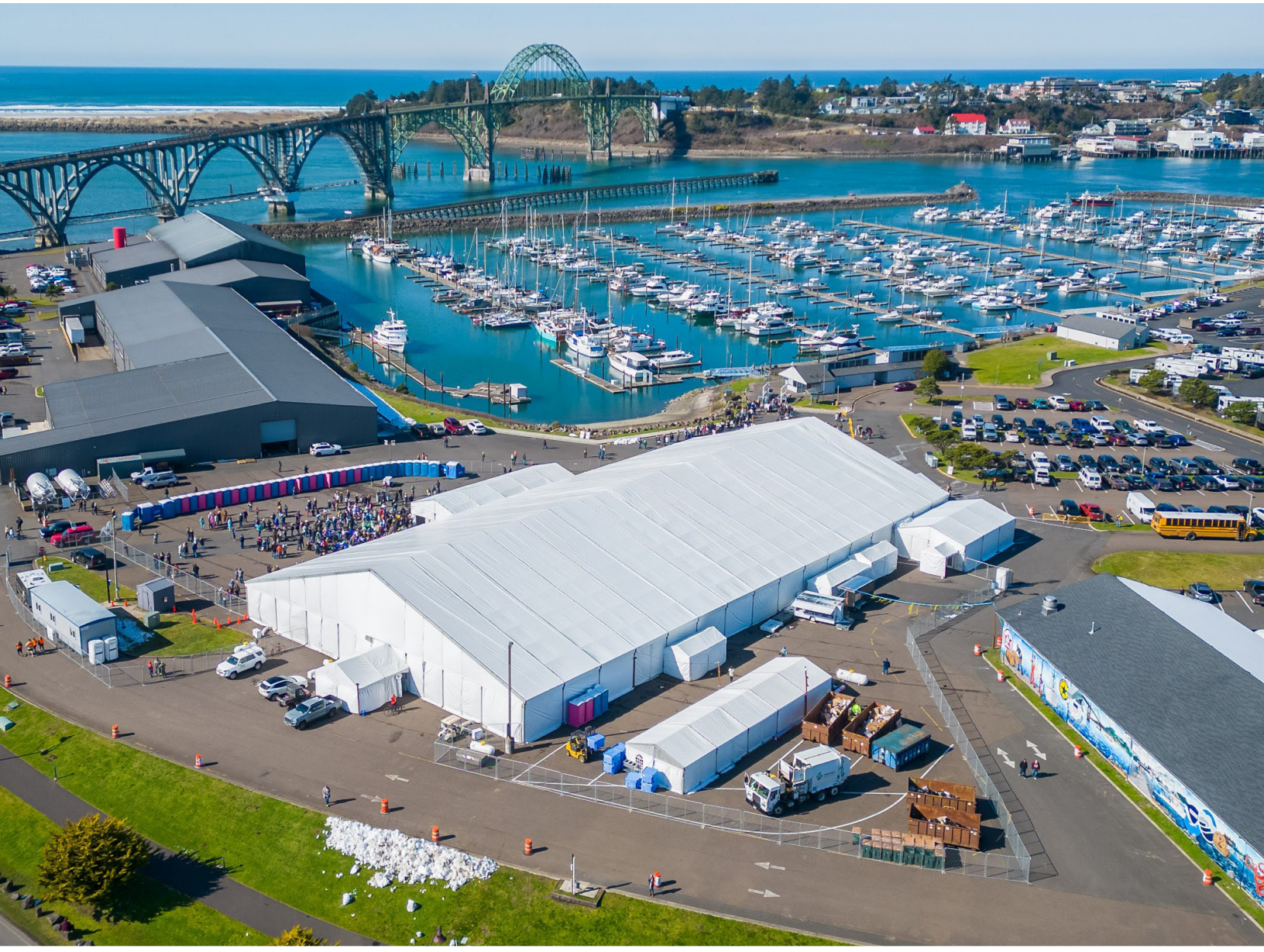
City Manager (2024)

Tyler Deems, City Manager
City of Sandy
39250 Pioneer Blvd.
Sandy, OR 97055
503-826-1079
tdeems@ci.sandy.or.us

City Manager (2024)
Public Works Director (2025)`

Sample Recruitment Brochures

NEWPORT
OREGON



CITY MANAGER

CITY OF NEWPORT, OREGON

CITY MANAGER

Salary $150,000 - $180,000 annually

Plus excellent benefits package

NEWPORT
OREGON

POPULATION
11,083

BUDGET
$114 Million (FY 2023-2024)

FTE
164

CITY DEPARTMENTS
Administration
Airport
Community Development
Engineering
Finance
Fire
Human Resources
Information Systems
Library
Parks & Recreation
Police
Public Works

BENEFITS
Medical/Dental/Vision
Life/Disability Insurance
Retirement
Car/Cellphone Allowance

COMMUNITY
Small Town Feel
Regional Hub
Coastal Charm
Diverse Community
Iconic Festivals
Family Friendly

JENSEN STRATEGIES

THE COMMUNITY

The City of Newport, Oregon (population 11,083), situated on Yaquina Bay, serves as the Lincoln County seat and a regional hub on the central Oregon coast. With two major highways, 101 and 20, converging in the City, it provides easy access to visitors and area residents alike. Newport is a well-loved year-round tourist destination offering a wide range of outdoor recreation opportunities, historic sites, performing arts, family activities, shopping, and culinary establishments. Commercial fishing, shipping, and marine research provide an active coastal economy.

Incorporated in 1882 and recognized as the Dungeness Crab capital of the world, Newport first established itself with a thriving fishing and natural resource-based economy. Today, Newport sustains its economy with the Oregon's largest commercial fishing fleet based on the historic Bayfront area, a vibrant tourism economy, and a growing marine research economic sector.

The community takes in pride in the City's distinct neighborhoods that showcase Newport's diverse array of natural, cultural, economic, and tourist attractions. Recognizable landmarks such as the Yaquina Bay Bridge, whose iconic architecture symbolizes progress and hope for the future, as well as the historic Yaquina Head and Yaquina Bay Lighthouses, the former of which is the tallest lighthouse in Oregon.



Agate Beach, Nye Beach, and South Beach, offer ample and varied opportunities to enjoy the beautiful coast with surfing, clamming, boating, beach walking, and visiting an eclectic array of shops and restaurants. The community celebrates its vibrant public art culture including the active Performing Arts Center. Notable marine science organizations and research centers including the Oregon Coast Aquarium, Oregon State University's Hatfield Marine Science Center, the National Oceanic and Atmospheric Administration Marine Operations Center - Pacific (NOAA MOC-P), the US Coast Guard and others are part of this community. The City's Nye Beach Neighborhood and the Bayfront each offer a variety of shops, restaurants, and lodging establishments. Host of the renowned Seafood and Wine Festival, the City holds numerous events throughout the year. Newport is a welcoming, authentic coastal community with diverse, active, environmentally, and nature-minded people who engender a sense of community and friendliness.



THE ORGANIZATION

The City of Newport employs a Council-Manager form of government with the legislative and policy-making body composed of a Mayor and six City Council members who are elected at-large. Councilors serve a term of four years and the Mayor is elected every two years. The Mayor, a voting member of the Council with no veto powers, serves as chair of the Council, preserves order, enforces council rules, and determines the order of business. The Council also elects a Council President from its members to act as Mayor if the Mayor is unable to perform duties. The City Manager is appointed by a majority of the Council, as is the City Attorney and Municipal Judge. The City Manager appoints, supervises and removes all other employees of the City.

City departments include Administration, Airport, Community Development, Engineering, Finance, Fire, Human Resources, Information Systems, Library, Parks & Recreation, Police, and Public Works. The City employs roughly 164 full-time equivalent employees, with a 2023-2024 budget of approximately $114 million. The City participates in three collective bargaining agreements with the City of Newport Police Association the Local International Association of Fire Fighters, ALF-CIO and the Newport Employees Association which covers public works personnel.

THE POSITION

Under the direction and supervision of the City Council, the City Manager serves as the chief administrative officer of the City government and is responsible for implementing the policies enacted by the Council. The City Manager has general supervision, direction and control over all non-elective officers and public employees of the city and of the work of all city departments, other than appointive officers. The City Manager assumes full leadership and accountability for all City operations, hiring of key personnel, provides leadership and expert guidance, spearheads long-term planning efforts, and serves as the primary liaison between the policy-making and operational functions of the City.

THE IDEAL CANDIDATE

The ideal candidate possesses and has demonstrated the following attributes:

- **Experienced, approachable, and well rounded, leadership and management abilities** to cultivate an effective, visionary, and efficient organization. Skills to provide impartial and clear direction, oversee and support multidisciplinary departments, balance priority initiatives, and promote equitable practices in the organization. Management experience to ensure operational effectiveness through strategic utilization of limited

staff capacity, effective collaboration and delegation, promotion of accountability, and fostering of a shared organizational culture and common purpose. A leadership style that values and practices consistent and clear communication, teamwork, humility, professionalism, creativity, and integrity. A commitment to continuous learning and professional development opportunities as practicable. Ability to effectively and expeditiously recruit for key staff vacancies while ensuring continuity of operations. A calm, even tempered, inclusive, respectful, and empathetic personal demeanor.

- **Ability to foster effective Council relations** to support their work as a policy making body through professional, responsive, equitable, and inclusive relationship development. Skills to support the Council's navigation of challenging policy decisions through provision of impartial background information and facilitating the adoption of long-term goals and strategies. Ability to effectuate Council policy decisions through staff direction and ensuring adequate resources are available for implementation. Proactively maintain awareness and keep the Council informed of City operations and legal obligations to ensure regulatory compliance and informed decision-making. Demonstrated experience conducting productive public meetings and fostering meaningful dialogue, inclusivity, transparency, and effective time management. Commitment to maintain robust Council member onboarding processes and support is desired.
- **Articulate and consistent communication practices** to facilitate effective internal and external organizational coordination. Skills to engage and collaborate with diverse City audiences including City Council, staff, local government officials, community members and groups, nonprofits, and businesses are essential. Demonstrated emotional and cultural competency, transparency, humility, inclusion, ethics, and accessibility when communicating with all individuals or groups. A communication style that facilitates neutral, equitable, and respectful two-way dialogues on complex policy issues is essential. Communicate verbally and in writing with clarity, substance, and conciseness.
- **Strong understanding of the components and processes for implementing large, complex capital infrastructure projects**



to provide excellent management and communication. Skills to effectively manage, guide, prioritize, and lead City efforts and multi-disciplinary technical teams for tangible project outcomes are critical. Aptitude to identify and pursue creative and strategic infrastructure and facilities project funding with sensitivity to taxpayer impacts. Ability to effectively communicate infrastructure and facility needs and impacts as well as keep partners, stakeholders, and community members informed of progress is necessary. Familiarity with water, wastewater, stormwater, and facilities projects as well as sustainable energy approaches and other measures to reduce contributions to climate change is beneficial.

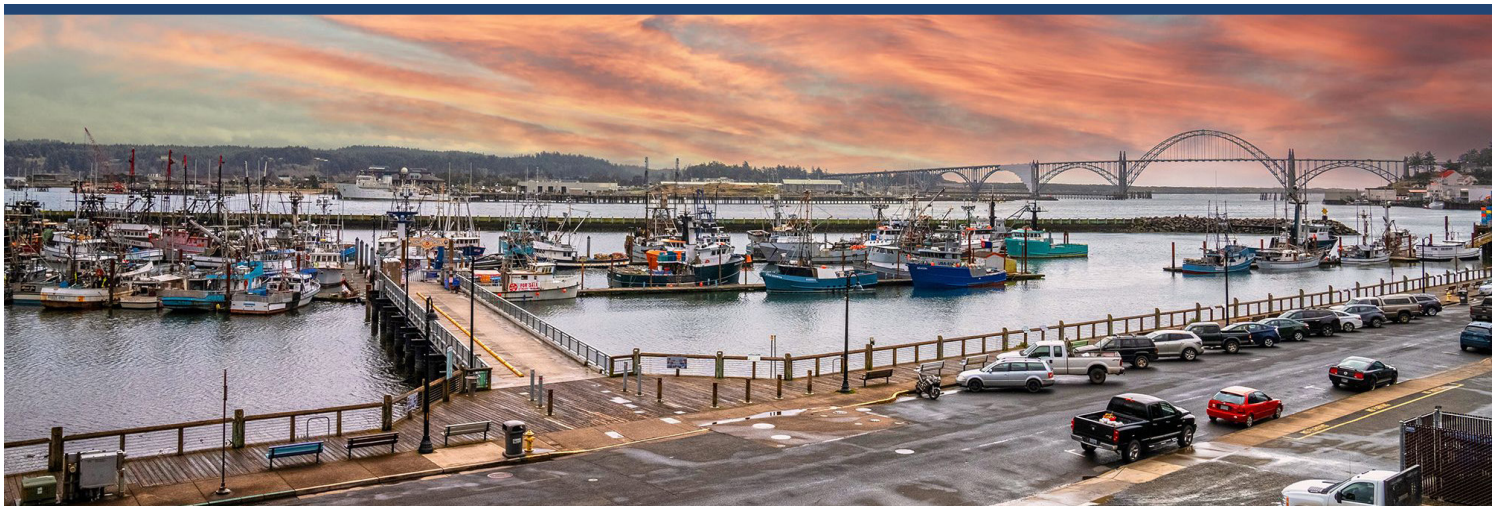
- **Demonstrated and excellent public finance proficiency** to maintain the City's high quality services, and fund major infrastructure and facilities projects, and ensure long-term sustainable resources. Municipal finance experience to support responsible management of taxpayer funds through strategic fiscal management that utilizes diverse revenue sources, balances resident and business interests, and is integrated with City Council goals and the community vision. Effective communication and engagement skills to support fiscal decision-making related to utility rates, potential taxes, bond measures, and levies is imperative. Prior knowledge or the ability to quickly learn Oregon budget law and requirements including Urban Renewal funds.
- **Excellent human resource planning and management experience** to maintain, attract, retain, and enhance an effective City workforce with fiscal responsibility.

A commitment to developing, continuing, revising, and implementing personnel policies and initiatives to promote a supportive, team-oriented, and efficient workplace environment is essential. Ability to plan for current and future workforce needs by attracting and developing talented professionals through recruitments and proactive succession planning. Union relations experience including labor negotiations is beneficial.

- **Demonstrated skills to be an effective liaison to inform and meaningfully engage the community** in important City activities and decisions. Ability to develop and implement effective approaches, including social media and online resources and that are inclusive of diverse populations, cultures, and perspectives. A commitment to practicing accessibility, professionalism, respect, and employ a respectful even-handed approach to differing views and interests. Experience and excellent communication skills to facilitate transparent, inclusive, and consensus building community dialogue around important and complex civic matters is essential. Willingness to become a visible leader that promotes and facilitates regular engagement between the City and community.
- **Knowledge to effectively manage planning, maintenance, construction, and connectivity of City streets.** Experience in street asset maintenance and enhancement, traffic and parking management, coordination of intergovernmental projects, and efforts to enhance multi-modal transportation systems is beneficial. Familiarity supporting the development of local transit options and partnerships to promote safe, income accessible, and city-wide transportation options is desired.



- **Knowledge and experience in community and economic development** to plan and implement initiatives to promote City goals, economic resilience and plan for long term economic health. Experience and skills to balance diverse interests and needs in meaningful community dialogues about development goals, placemaking initiatives, and implementing the community's vision is desirable. Knowledge to foster local industries that support career-oriented workforces. Familiarity or capacity to effectively operate within Oregon's land use laws, including coastal goals, and urban renewal management is important. A commitment to sustainable economic growth focused on development of underdeveloped assets already connected or accessible to City infrastructure is important.
- **Demonstrated experience and commitment to cultural competency,** with a working understanding of the principles and issues related to Diversity, Equity, and Inclusion (DEI) including racial and social equity. Dedication and experience to support the Newport City Council's commitment to cultivate awareness and practices related to DEI principles as an integral part of the City's public processes, policies, and operations. Experience building trusting relationships with underrepresented communities, increasing language and/or physical accessibility, and other inclusionary efforts for all Newport community members is important. Specific knowledge or experience working with Latiné, Ukrainian, other eastern European, indigenous Native American, and South American populations is beneficial.
- **Knowledge of current housing policies and approaches** to support affordable housing options in a tourist impacted and regionally important industrial economic base. Ability to facilitate housing development opportunities that meet City goals and can be supported by the City's infrastructure capacity is important. Skills to effectively support the City's existing camping and parking policies, County-led shelter efforts, as well as other opportunities to provide resources to address public health and safety concerns is important.
- **Ability to work collaboratively with other local or regional jurisdictions** to identify and pursue mutually beneficial projects and policy development opportunities while effectively advocating for City interests. An ability



to enhance and expand strong working relationships with the County, State, Federal, and other local governments, including those with a local presence such as the National Oceanic Atmospheric Administration (NOAA) or the Coast Guard will be necessary.

- **Relevant knowledge or experience to coordinate emergency preparedness** with partners and plan to ensure the City is prepared to protect and aid its citizens in the event of a disaster. Familiarity with coastal emergency management planning and implementation is beneficial. An ability to proactively support local and regional emergency preparedness planning through infrastructure improvements, collaboration, and planning is important.
- **Skills to support the City's existing and future technology systems** including seeking and evaluating fiscally prudent opportunities for new technologies. An ability to coordinate potential implementation of new software, tools, and process updates smoothly with appropriate engagement and transparency, particularly until the IT Director position is filled, is important.
- **Appreciation of Newport's unique culture** with rich natural beauty, passion for public arts, and culturally diverse and vibrant Newport community. A willingness to be an active member of the community, promote Newport's well being, and help bring the Newport 2040 Vision to fruition.
- **Thorough understanding of city government roles** including the Council-Manager form of government and the proper roles of bodies and individuals within such governments. Ability to help the City Council, staff, and advisory bodies operate effectively with each other and within their legally defined roles.

POLICY DIRECTIVES

The City Manager will be expected to support, facilitate, and/or implement the following policy priorities for the City:

Big Creek Dam Replacement Project

Like other Oregon coastal communities, a majority of the City's key infrastructure was constructed with substantial Federal support in the 1950s through the 1970s. Today, the City faces a backlog of maintenance, rising demands for additional capacity, and the need to update infrastructure systems while competing for limited federal dollars and other funding sources. Currently, the City of Newport has two water reservoirs located at the Upper and Lower Big Creek Dams (constructed in the 1950s and 1970s respectively). The upper dam has been deemed high hazard and the lower dam has been classified as potentially unsafe. Both dams are not seismically sound posing a substantial risk of compromising the City's water supply not to mention immediate flooding impacts on a small number of residential homes (~20) and the City's water treatment plant.

Over the last decade, the City completed feasibility assessments and is preparing requisite financing and design work to move forward with the recommended option to a new concrete dam between the original dams. This $100-million-dollar plus project, the City's largest-ever infrastructure project, has been allocated $14 million from the State of Oregon to conduct design and permitting for a replacement dam and $60 million has been authorized, but not appropriated, in federal funding to date. Additional revenues will be needed requiring additional federal and state funding and voter-approved general obligation or revenue bonds for a local match. In addition, negotiated

land acquisitions or private access easements will be needed to establish access roads.

The next City Manager will need to continue leading this complex and critical project effectively and strategically, keeping it on schedule to avoid increases in construction costs, while providing transparency and updates for the Newport community.

Wastewater Treatment Plant Replacement

With a growing population, a large seasonal influx of tourists, and a robust fishing and food processing industries, Newport needs a reliable City wastewater infrastructure. The City is completing a wastewater treatment plant master plan which recommends the treatment plant be upgraded and expanded within the next decade to meet growing demand and to avoid future discharges that could lead to Oregon Department of Environmental Quality violations and fines. With a preliminary projected construction cost of $100 million, this project will be on par with the size and complexity of the Big Creek Dam replacement. It will be incumbent upon the next manager to possess the expertise and organization to effectively coordinate this work concurrently with the Big Creek Dam replacement. This requires supporting financing efforts to secure funding for the plant as well as regular sewer and collection system upgrades on an annual basis to avoid other major issues in the future.

Workforce Development & Workplace Culture

In recent years, the City of Newport has experienced staffing challenges related to retirements, departures to pursue new opportunities, competition with other employers, or inability of employees to find affordable housing options. These factors have resulted in a substantial number of key position vacancies which are typically difficult to fill quickly as well as a potential loss of institutional knowledge. These positions currently include the City Engineer, Information Technology Director, Public Communications Director, and anticipated retirements of executive managers including the Fire and Police Chiefs. In response, the City has been working to develop and implement recruitment processes, succession planning, and workplace culture initiatives to promote retention of staff and sharing of institutional knowledge.

A workplace culture conditions and opportunities assessment that has been under development for several years is being completed and has and will provide prioritized recommendations for City Council's consideration. These include changes related to work schedule, employee recognition, workload management, professional development for growth and capacity planning, and opportunities to improve overall recruitment and retention outcomes. The next City Manager will need to support and ensure ongoing work to implement adopted recommendations, promote the City of Newport as an Employer of Choice, further succession planning, as well as evaluate staffing assignments and efficiencies.

Urban Renewal

Northside Urban Renewal District - City Center Revitalization Project

With Highways 101 and 20 entering the City core, Newport has limited options in downtown to reduce traffic impacts, conduct beautification initiatives, enhance walkability (sidewalks and a cross walk), and promote economic and residential development. In 2015, the City established the Northside Urban Renewal District which has funding to finance area improvement projects. A Transportation



Growth Management grant has been obtained to develop a City Center Revitalization Plan. Key concepts in the plan will include consideration of two options to upgrade Highway 101, incentivize façade improvements, establishment of a permanent farmers market location, a 20-year downtown revitalization plan, and developing additional sidewalk and active transportation amenities. This planning effort will guide a decision for City Council and ODOT on selecting one of two proposed options for Highway 101, allowing the City to collect public input and make a final decision. The planning process will occur over an 18 month period.

Encouraging residential development in the downtown core is intended to promote growth in underdeveloped areas already connected to City services allowing the City to grow more sustainably and cost-effectively. The next City Manager will be integral to developing the final plan and implementation of these urban renewal projects.

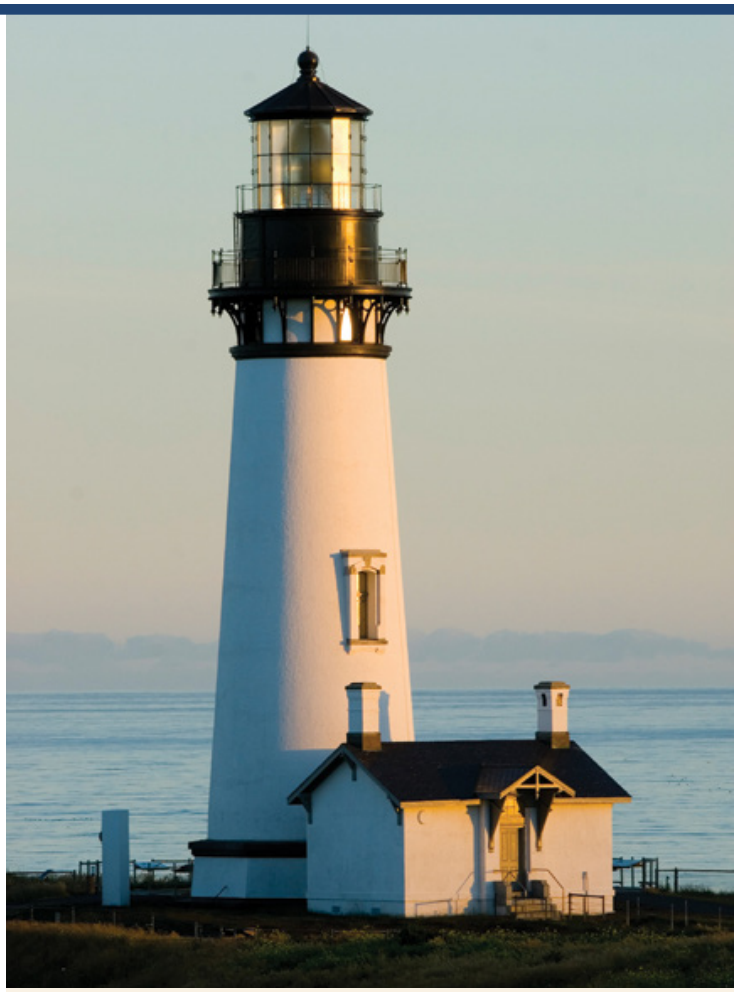
South Beach Urban Renewal District

Redevelopment efforts to be completed in the South Beach area include establishing a robust bike and walking network, enhancing South Beach placemaking through improvements to landscaping and public art, intersection improvements at SE 40th and US 101, and various infrastructure improvements. This URA is anticipated to close to new projects in December of 2025 with the capture of taxes ending in 2027. The next City Manager will be expected to effectively prioritize and implement the funds' final investments and manage the sunsetting of this initiative.

EDUCATION/EXPERIENCE

A bachelor's degree in public administration, planning, political science, or related field, and at least five years of upper-level public sector management experience are required. Equivalent combination of education and experience may be considered.

An advanced degree in public administration or related field, an active member or ICMA Credentialed Manager (ICMA-CM), five or more years' experience serving as a City Manager, and 10 or more years of increasingly responsible public sector experience are preferable. Experience and/or training in public infrastructure work, public finance, and initiatives related to diversity, equity, and inclusion is highly desired. Oregon local government experience is helpful.



RECRUITMENT PROCESS

Applications Due
March 11, 2024

Semi-Finalist Online Video Interviews
Week of March 18, 2024

Finalist Interviews & Selection
April 16 - 19, 2024

Anticipated Start Date
July 8, 2024

For additional details, required application materials, and instructions on how to apply, please visit
www.jensenstrategies.com/recruitment/newportcitymanager

Questions may be directed to:

Emily Rehder, Jensen Strategies, LLC
503-477-5615 or emily@jensenstrategies.com

NEWPORT OREGON

JENSEN STRATEGIES

The City of Newport is an Equal Opportunity Employer.



JENSEN STRATEGIES

City Manager

CITY OF TROUTDALE, OREGON

$170,000 to $210,000 annually plus excellent benefits



THE COMMUNITY

Troutdale (population 16,348) is a thriving and growing Pacific Northwest community situated on the banks of the Columbia and Sandy rivers and is known as "The Gateway to the Columbia River Gorge." Located on the eastern edge of the Portland metropolitan region, it is well positioned to contribute to and benefit from the regional economy while providing residents with quality-of-life amenities both locally and in the surrounding area.

While Troutdale has been largely a bedroom community with most of the working population leaving the City during the day, recent industrial development is contributing to an expanding role as a job center within the region. The Troutdale Reynolds Industrial Park (TRIP) provides a local employment center with a general aviation airport, a regional FedEx sorting center, an Amazon Fulfillment Center, and numerous other employers. In addition, the City's Urban Renewal Agency is pursuing a large mixed use redevelopment project called "The Confluence at Troutdale" which will provide both urban and natural amenities as well as complement economic development of the surrounding areas including downtown.

Troutdale offers residents and visitors year-round recreation opportunities and is known for its many tourist attractions such as McMenamins Edgefield, a historic downtown, the Columbia Gorge Premium Outlet Mall, and a variety of stores and restaurants. Troutdale is within a few hours' drive, or less, from the Pacific Coast, Mt. Hood, and the Columbia Gorge National Scenic Area, offering an abundance of outdoor recreational opportunities including mountain and road biking, whitewater kayaking and rafting, golfing, fishing, sailing, boating, water and snow skiing, snowboarding, snowshoeing, hunting, camping, and hiking. Nearby Portland also offers the amenities of a big city such as performing arts, celebrated restaurants, and myriad retail options.

POPULATION: 16,348

24-25 BUDGET: $74 M

FTE: 66

CITY DEPARTMENTS:

- Executive
  - » *City Recorder*
  - » *Recreation*
  - » *Municipal Court*
  - » *Urban Renewal*
- Finance
  - » *Budget / Audit*
  - » *Accounts Payable / Receivable*
  - » *Payroll*
  - » *Utility Billing*
  - » *Human Resources*
  - » *IT Services*
- Community Development
  - » *Planning*
  - » *Building*
  - » *Code Compliance*
  - » *Tourism / Economic Development*
- Public Works
  - » *Water*
  - » *Wastewater*
  - » *Streets*
  - » *Stormwater*
  - » *Engineering*
  - » *Environmental Services*
  - » *Solid Waste / Recycling*
  - » *Parks*
  - » *Facilities Maintenance*

BENEFITS:

- Medical, Dental, & Vision
- PERS Retirement
- Deferred Compensation
- Life Insurance
- Disability Insurance

UNION: AFSCME

COMMUNITY:

- Scenic Natural Environment
- Outdoor Recreation
- Historic Downtown
- Community Pride
- Safe

THE ORGANIZATION

The City of Troutdale employs a Council-Manager form of government with a Mayor and six Councilors elected at-large for four-year terms. The Mayor, a voting member of the Council, presides over and facilitates Council meetings, preserves order, enforces council rules, and determines the order of Council business. The Council also elects a Council President from its members to act as Mayor if the Mayor is unable to perform duties. The City Manager, appointed by a majority of the Council, appoints, supervises and removes all employees of the City.

The City is comprised of four departments including Executive, Finance, Community Development, and Public Works. The City contracts for fire and rescue services from the City of Gresham, and law enforcement services from the Multnomah County Sheriff's Office. The City employs 66 full-time equivalent employees, and its 2024-2025 budget is approximately $74 million.

THE POSITION

Under the direction and supervision of the City Council, the City Manager serves as the chief administrative officer of the City government and is responsible for implementing the policies enacted by the Council. The City Manager has general supervision, direction and control over all employees of the City and of the work of all City departments. The City Manager assumes full leadership and accountability for all City operations, hiring of key personnel, provides leadership and expert guidance, spearheads long-term planning efforts, and serves as the primary liaison between the policy-making and operational functions of the City.





THE IDEAL CANDIDATE

The ideal candidate for this position possesses and has demonstrated the following attributes:

- **Strong leadership and management abilities,** characterizing an experienced, collaborative, visible, and well-rounded leader with the capacity to effectively manage a dynamic multi-faceted city. Ability to establish and articulate clear direction, oversee and ensure quality delivery of services from all departments, balance competing priorities, and develop a shared organizational vision and culture. Management experience working with limited staff capacity to ensure effectiveness through innovation, strategic planning, operational efficiency, accountability, accessibility, and collaboration. Leadership style that emphasizes consistent and respectful communication, teamwork, professionalism, empathy, candor, respect, inclusivity, and integrity. Experience managing outsourced core services, particularly those related to public safety. Commitment to continuous learning and professional development opportunities as practicable.



THE IDEAL CANDIDATE (CONT.)

- **Ability to foster effective Council relations**, prioritizing frequent and active communication with the City Council in the interest of cultivating a professional, responsive, equitable, and inclusive working relationship to support achievement of the Council's policy objectives. Commitment to being candid and forthright with the Council about challenges and policy options facing the City; aptitude for identifying opportunities and proactively recommending policy solutions. Experience working successfully with both new and long-tenured elected officials, and a capacity to facilitate consensus among individuals with a variety of viewpoints. Experience facilitating efficient and collaborative public meetings in an inclusive manner, and professional knowledge to assist the Council in making decisions by fostering comprehensive and impartial contextual information. Management skills to implement Council policy goals by effectively marshalling City operational resources. Awareness and communication to Council of City operations and legal obligations to ensure compliance and informed decision-making.

- **Demonstrated experience managing public safety services** including police and fire; experience managing intergovernmental agreements for outsourced public safety services is desired. Management approach that demands accountability and ensures that service delivery meets community expectations. Proven ability to advocate and negotiate with partner agencies to achieve equitable and financially sustainable service agreements. Skills and knowledge to effectively analyze services, balance service costs and quality, and evaluate potential long-term service delivery alternatives.

- **Demonstrated skills in economic development and urban renewal,** including experience managing redevelopment initiatives using the tools and principles of urban renewal to generate sustainable economic activity and increase urban renewal district assessed value. Familiarity with development projects that utilize incentives to attract new businesses with fiscal responsibility and effectiveness, in the interest of promoting desired economic growth and development. Experience in developing and leading successful long-term economic development strategies to leverage tourism opportunities, promote locally based businesses, and plan for growth while honoring distinct community character. Commitment to effective collaboration with the business community and building cooperation and cohesion around Troutdale's common economic development goals. Ability to protect the vitality of the City's historic downtown, promote small businesses and address the increasing challenges related to parking. Experience with community branding and marketing practices.

THE IDEAL CANDIDATE (CONT.)

- **Effective intergovernmental relations capabilities,** including capacity to be a confident and capable advocate who can effectively represent Troutdale's interests within regional and intergovernmental contexts. Proven negotiating skills and a record of achieving tangible positive results in multi-agency forums with competing interests. Aptitude for working collaboratively with other jurisdictions to identify and pursue mutually beneficial projects and policy development opportunities while enhancing and expanding strong working relationships with partner agencies.
- **Highly developed communications skills,** and a commitment to being active in the community as a consensus-builder and effective messenger of the City's priorities and actions. Dedication to transparency and ability to effectively communicate with diverse audiences including City Council, staff, other local government officials, community members, nonprofits, businesses, and other stakeholders. Demonstrated emotional intelligence and cultural competency, humility, inclusion, ethics, and accessibility when communicating; capacity to facilitate dialogue on complex policy issues with neutrality, equity, and respect. Ability to employ verbal and written communication skills with clarity, substance, and conciseness.
- **Strong community engagement experience,** and an aptitude for proactively informing and involving community members in City activities and decisions that may impact them. Knowledge and experience to maintain, strengthen, and expand the City's community engagement and information sharing approaches to facilitate and encourage involvement in City decision-making. Ability to develop outreach strategies that are sustainable, within available staff capacity, promote transparency, balance different views and interests, engage diverse communities, and help build consensus.
- **Excellent public finance skills** to effectively support City needs by ensuring long-term organizational sustainability and an ability to provide high quality City services. Municipal finance proficiency to support responsible and strategic fiscal management, integrated with City goals, utilizing a diversity of revenue approaches to support priorities. Application of fiscally prudent approaches to manage taxpayer dollars, meet current and future service needs, and provide effective communication around decisions and/or potential outcomes. Experience with Oregon budget law and requirements as well as growing communities.
- **Demonstrated public works management experience,** including familiarity with public works infrastructure including planning, construction, and financing related to water, sewer, transportation, stormwater, and parks projects. Ability to provide leadership support for infrastructure improvement and maintenance projects while planning for residential and commercial/industrial growth. Experience negotiating improvements to County-owned roads, and continuing efforts to support multi-modal access and activity.
- **Excellent human resource planning and management experience** to maintain, attract, retain, and enhance an effective City workforce within fiscally responsible parameters. Commitment to promoting a supportive, team-oriented, collaborative, and efficient workplace environment. Ability to plan for current and future workforce needs by attracting and developing talented professionals through recruitments and proactive succession planning.
- **Appreciation for Troutdale** and a willingness to be a visible member of the community alongside the City Council. A genuine appreciation and understanding of Troutdale's unique character as an attractive and prosperous East County community, which takes pride in its high quality of life, ample community amenities, historic downtown, and status as the Gateway to the Columbia River Gorge.
- **Thorough understanding of city government roles** including the Council-Manager form of government and the proper roles of bodies and individuals within such governments. Ability to help ensure the City Council, staff, and advisory bodies operate effectively with each other and within their legally defined roles.



POLICY PRIORITIES

The City Manager will be expected to support, facilitate, and/or implement the following policy priorities for the City:

Public Safety

Addressing the future of public safety services will be a key challenge for Troutdale's next City Manager. Troutdale currently receives police services through a contract with the Multnomah County Sheriff's Office (MCSO), and fire services through an agreement with the City of Gresham (Gresham). Both contracts are due for renewal at the end of the current fiscal year, and negotiations with the partner agencies are underway. As is the case in many other jurisdictions, the cost for MCSO and Gresham to provide public safety services is increasing, and it is anticipated that rising costs for service delivery will have a significant impact on Troutdale's budget.

While Troutdale previously operated its own police department, the City made the decision to contract with MCSO in 2015. A perception within the community of decreased police presence amid an environment of rising safety concerns has fueled growing dissatisfaction with police services in the city and a desire to explore alternative solutions. Efforts to advocate for law enforcement improvements to the current contract arrangement are challenged by Troutdale's relatively small size. Concurrently, conversations are underway between area municipalities regarding the potential concept of establishing a regional fire district to serve East County; Troutdale is participating in these discussions and studies are being conducted to determine the viability of such a proposal.

It is anticipated the renewal processes for Troutdale's current police and fire services contracts will be completed before the City Manager recruitment concludes. However, while managing the implementation of these contracts, the new City Manager will also be expected to explore, analyze, and pursue longer-term public safety service options that address Troutdale's fiscal and service level needs.

Urban Renewal

Troutdale's Urban Renewal District includes a 20-acre site on the banks of the Sandy River named The Confluence at Troutdale, a large redevelopment project strategically situated to take advantage of its setting near the mouth of the Sandy River with potential opportunities for significant commercial, residential, and recreational amenities.

Zoned for mixed use and centrally located in the community, Troutdale's Urban Renewal Agency has high expectations for The Confluence in alignment with the community vision developed for the site through robust planning and public engagement. Potential development opportunities include a higher-end boutique hotel, mixed use residential development, direct pedestrian and vehicular connections to the adjacent historic downtown, and a centralized parking facility. Improvements are also expected to include a four-acre linear park along the embankment of the Sandy River, with a multi-use trail connecting the site to downtown and regional trails to the north and east.

After a previous development agreement between the Urban Renewal Agency and a private firm did not come to fruition, the City is presently seeking new development proposals from other developers. The next City Manager will play a key role in assisting the Agency in forging this new development partnership to realize the community's vision for the area while allowing the Agency to recoup its significant previous investment in site remediation.





POLICY PRIORITIES (CONT.)

Strategic Community Building

Troutdale's next City Manager will have a unique opportunity to help the City chart its course and consolidate its vision for the future. As a community with evolving needs in a dynamic metropolitan area with complex challenges, Troutdale faces an inflection point at which key decisions made today will shape its direction for decades to come. The City Manager will provide essential leadership in identifying the essential policy choices, investments, and strategies necessary for Troutdale to achieve its long-term objectives.

Planning for Troutdale's long-term success will inherently involve identifying strategies to ensure its economy continues to thrive and its quality of life is sustained. As a city boasting a historic downtown and a strategic location as the Gateway to the Columbia River Gorge, Troutdale's City Manager must be prepared to leverage its unique assets and character to foster tourism, continuing to build upon the City's brand to draw visitors and drive economic activity. Concurrently, the City Manager must prioritize protecting the features that have long made Troutdale a desirable place to live, including its pleasant community atmosphere, recreational amenities and regional attractions, and access to open space and natural areas.

Strengthening the effectiveness of City operations and optimizing the usage of City facilities will also be of central importance. The current City offices are physically dispersed among multiple leased spaces which may not be the most effective arrangement for staff effectiveness. The City Manager will be tasked with evaluating the City's space needs and determining whether alternative approaches for housing City facilities would be in the City's strategic interest. A comprehensive assessment of options will be critical in ensuring Troutdale's municipal functions are both cost-effective and well-positioned to support the community's long-term growth and service demands.

Ultimately, to guide Troutdale into the future, the City Manager must understand and appreciate Troutdale's unique history and character within the Metro area. Its opportunities and challenges are distinct from those of its larger neighbors, and as such, the City Manager must be prepared to advocate for the City at a regional level to ensure its needs are respected and its strategic objectives are met, including striving to ensure that regional policy priorities do not adversely or unduly impact Troutdale.

EDUCATION/EXPERIENCE

A bachelor's degree in public administration, planning, political science, or a related field, and at least three years of upper-level local government management experience is required. Satisfactory and equivalent combination of education and experience that demonstrates knowledge, skills, and ability to perform the described duties of the position may be considered.

An advanced degree in public administration or related field, and at least five years of increasingly responsible experience is preferred. Experience and/or training in inter-governmental relations, public safety, economic development, redevelopment initiatives such as working with Oregon urban renewal agencies is highly desired.





RECRUITMENT PROCESS

Applications Due
May 26, 2025

Preliminary Online Video Interviews
Week of June 2, 2025

Finalist Interviews & Selection
Week of June 23, 2025

The City of Troutdale is an Equal Opportunity Employer.

For additional details, required application materials, and instructions on how to apply, please visit: www.jensenstrategies.com/recruitment/troutdalecitymanager

Questions may be directed to:
Emily Rehder, Jensen Strategies, LLC
503-477-5615 or emily@jensenstrategies.com

JENSEN STRATEGIES

JENSEN STRATEGIES

(503) 477-5615

1750 S Harbor Way,
Suite 350
Portland, OR
97201

www.jensenstrategies.com

Attachment "F"

Proposal

for

City Manager

Recruitment Services

Leadership Drives Organizational Success

Strong leadership doesn't just sustain organizations; it moves them forward.

Great leaders build trust, develop people, and create cultures where employees are empowered to contribute, grow, and lead.

Finding great leaders is what we do!

PROTHMAN

Executive Recruitment

Interim Staffing. Application Software. Job Board.

STATEMENT OF QUALIFICATIONS

About Prothman

Since 2002, Prothman Company has been a trusted partner in PNW public sector executive recruitment, helping cities, counties, special districts, nonprofit organizations, and other public agencies identify and hire exceptional leaders. 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 Proven Track Record

With over 24 years of success and more than 1,200 completed recruitments, Prothman offers clients an unmatched depth of expertise. We have earned the trust of organizations of every size, from agencies with a single employee to those with over 10,000 staff members. Our experienced team combines deep industry knowledge, an extensive professional network, and a proven recruitment process to identify and attract outstanding candidates for executive and leadership positions.

Outreach Experts

The best public-sector managers are not searching job boards; they're already leading city and county organizations and state agencies across the country. Reaching these highly qualified professionals requires direct, targeted outreach. For more than two decades, Prothman has built a proprietary outreach network that now connects us with more than 10,000 practicing city and county managers nationwide. We combine this network with our comprehensive database of city and county offices across the United States. This dual approach allows us to take your opportunity directly to the professionals already doing this work, expanding your reach beyond active job seekers and helping you connect with experienced leaders who may not otherwise see the opportunity.

Trusted by Clients, Search after Search

A large percentage of our clients return to Prothman time and again because of the results we deliver and the relationships we build. We view every recruitment as the beginning of a long-term partnership, providing responsive service, thoughtful guidance, and successful outcomes that earn our clients' continued trust. For many organizations, Prothman has become their first call whenever a leadership vacancy arises.

Exceptional Customer Service

For the past 19 years, Prothman has maintained the same dedicated in-house team, providing an unmatched level of expertise and process flow. Led by Sonja Prothman, our tight-knit group brings deep industry knowledge and experience, ensuring consistent, high-quality service for every client we serve. Our entire team believes in our mission to serve local government organizations and their communities with integrity and commitment. Driven by our passion for local government, we are always on call and do what we do because we love helping organizations find great leaders.

Prothman Company appreciates the opportunity to submit the enclosed proposal.

Sonja Prothman, Owner/CEO
Submittal Date: August 28, 2026

STATEMENT OF QUALIFICATIONS - PROJECT TEAM

Steve Worthington – Senior Consultant, Project Lead

Steve joined Prothman in 2012, bringing with him over 35 years of accomplished leadership in local government. Steve recently finished his third term as a council member for the City of University Place, Washington, and has moved to Vancouver, Washington, with his wife and dog. Before retiring as City Manager for the City of Fife, Washington, a position he held for six years, Steve served as Fife's Community Development Director for six years and previously held the same role for nine years in the City of Cheney, Washington. Steve's experience also includes work as an Economic Development Specialist with the Spokane Economic Development Council. He has been actively involved in regional policy and development, serving as a member of the Association of Washington Cities Legislative Task Force and as a Trustee for the Economic Development Board of Tacoma-Pierce County. Steve holds a Bachelor of Arts degree in Speech Communications from the University of Washington and a Master of Public Administration degree from Eastern Washington University.

Since joining Prothman, Steve has successfully managed over 45 executive management recruitments and 130 mid-level (department director) recruitment processes, demonstrating the experience and facilitation skills essential for successful outcomes. With more than 35 years in local government management, Steve brings not only deep sector knowledge but also an unparalleled network - enabling him to effectively reach both active and passive candidates in a way few consultants or recruitment firms can match.

Steve Worthington 2025 - 2026 Recruitments

County Administrator - Lincoln County, OR (in progress)
Assistant Public Works Director - City of Oregon City, OR (in progress)
Public Works Director - City of Stayton, OR (in progress)
Executive Director - Thurston Regional Planning Council, WA (recently completed)
Executive Director - Columbia River Economic Development Council, WA (recently completed)
Executive Director - Urban Flood Safety and Water Quality District, OR (recently completed)
HHS Administrator - Tillamook County Community Health Centers, OR (recently completed)
City Manager - City of Gresham, OR
City Manager - City of Chehalis, WA
City Manager - City of Centralia, WA
City Manager - City of Dillingham, AK
City Manager - City of King City, OR
City Administrator - City of Dundee, OR
Executive Director - Synchrous Risk Management, WA
Executive Director - Vashon Park District, WA
Executive Director - Washington State Transit Insurance Pool, WA
Sr. Director of Transit Operations - Lane Transit District, OR
Director of Public Works & Utilities - City of Bremerton, WA
City Engineer - City of Oregon City, OR
Community Development Director - City of La Pine, OR
Library Director - City of Oregon City, OR
Building Official - City of Oregon City, OR
Parks & Recreation Director - City of Oregon City, OR
Planning & Community Development Director - City of Prosser, WA
Community Development Director - Jefferson County, OR
Public Works Director - City of La Pine, OR
County Counsel - Clackamas County, OR
Executive Director - Economic Development Council of Mason County, WA

STATEMENT OF QUALIFICATIONS - PROJECT TEAM

Robb Van Cleave – Senior Consultant, Project Support

Robb brings over 35 years of distinguished public service experience to Prothman. Currently, he serves part-time as the interim County Administrator for Klickitat County, Washington, after serving six years as the Director of HR and Administrative Services. Prior to Klickitat County, Robb was the Chief Operating Officer for the Association of Oregon Counties, Executive Director for LGPI, Chief Operating Officer for Columbia Gorge Community College and he served as Wasco County's Director of Employee and Administrative Services, all in Oregon state. His elected service comprises roles such as City Councilor, Council President, and five terms as Mayor of the City of The Dalles, Oregon. Throughout his professional career, Robb has occupied significant board positions, including Board Chair of Mid-Columbia Medical Center, Vice Chair of Adventist Health Columbia Gorge, and as Board Chair for the Society for Human Resource Management's International Board of Directors. A nationally certified Human Resources professional, Robb holds credentials including SHRM-SCP, SPHR, and PSHRA-SCP. He earned a Bachelor of Science degree from Oregon State University and currently lives in The Dalles, OR.

Sonja Prothman – Project Support

As owner and CEO, Sonja directs the day-to-day operations of the Prothman Company and has over 19 years of experience in local government recruiting, interim placements, and organizational assessments. Sonja is a former councilmember for the City of Normandy Park, Washington, and brings to Prothman the "elected official" side of government – a vital perspective for understanding our clients' needs. Sonja also brings private sector expertise, having worked with the Boeing Company where she was on the start-up team as lead negotiator for schedules and deliverables for the first 777 composite empennage. A Seattle native, Sonja earned a bachelor's degree in Communications from the University of Washington.

Jared Eckhardt – Project Support

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

Barry Gaskins – Project Support

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

Madison Lindquist – Project Support

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

STATEMENT OF QUALIFICATIONS - EXPERIENCE

Prothman Team Current Recruitments

City Administrator – City of Stevenson, WA
City Administrator – City of Cascade Locks, OR
County Administrator – Lincoln County, OR
City Administrator – City of Red Lodge, MT
Chief Executive Officer – Walla Walla Housing Authority, WA
Assistant Fire Chief – Paine Field Airport, WA
Fire Chief – Lewis County Fire Districts 5 & 6, WA
Executive Director – Island Senior Resources, WA (just completed)
Development Director – Island Senior Resources, WA
Finance Director – City of Walla Walla, WA
Human Resources Director – Kitsap Transit, WA
Senior Utility Engineer – City of Kirkland, WA
Authority Manager – Pacific City Joint Water-Sanitary Authority, OR
Health Administrator – Chelan-Douglas Health District, WA
Deputy Prosecuting Attorney – Douglas County, WA
City Engineer – City of Box Elder, SD
Fire Chief – Central City, CO
Fire Chief – Big Sky Fire Department, MT
Public Works Director – Central City, CO
Public Utilities Director – Central City, CO
Public Works Director – City of Stayton, OR
Assistant Public Works Director – City of Oregon City, OR
Senior Accountant – Jefferson County, OR
Library Director – City of Hermiston, OR
Parks & Recreation Director – City of Walla Walla, WA
Fire Chief – Missoula Rural Fire District, MT
Police Captain – City of Quincy, WA

Prothman Recently Completed WA & OR Manager Recruitments

City of Quincy, WA; City Administrator
City of Tacoma, WA; City Manager
City of Chewelah, WA; City Administrator
City of Pullman, WA; City Administrator
Jefferson County, WA; County Administrator
Kitsap County, WA; Assistant County Administrator
City of King City, OR; City Manager
City of Clatskanie, OR; City Manager
City of Gresham, OR; City Manager
City of Dundee, OR; City Administrator
City of Tigard, OR; City Manager
City of Madras, OR; City Administrator

References / Recruitments

City of Stevenson, WA – City Administrator (in progress)
Contact: Jenny Taylor, Mayor
jenny.taylor@ci.stevenson.wa.us; 503.708.2004

City of Oregon City, OR – Assistant Public Works Director (in progress), Library Director, Building Official, City Engineer, Parks & Recreation Director
Contact: Alexandra Troutman, Assistant City Manager
atroutman@orcity.org; 503.496.1506

City of Chehalis, WA – City Manager
Contact: Tony Ketchum, Mayor
tketchum@ci.chehalis.wa.us; 360.345.1042

City of Centralia, WA – City Manager
Contact: Angie Stritmatter, HR Director
astritmatter@cityofcentralia.com; 360.330.7672

City of Quincy, WA – City Administrator (just completed), Police Captain (in progress)
Contact: Laura Camacho, HR Coordinator / Deputy Finance Director
lcamacho@quincywashington.us; 509.787.3523 ext. 226

Walla Walla Housing Authority, WA – Chief Executive Officer (in progress)
Contact: Emily Tillotson, Board Chair
emily.tillotson@wallawalla.edu; 509.200.3254

Columbia River Economic Development Council, WA – Executive Director (recently completed)
Contact: Sarah Laughlin, Board Member
slaughlin@fuelmedical.com; 360.818.9434

City of Orting, WA – City Administrator (just completed)
Contact: Scott Drennen, Mayor
sdrennen@cityoforting.org; 253.210.6849

Urban Flood Safety and Water Quality District, OR – Executive Director (recently completed)
Contact: Lori Baker, Director of Finance and Administration
lbaker@urbanfloodsafetyor.gov; 971.421.9443 cell

Jefferson County, OR – Senior Accountant (in progress), Community Development Director, Finance Director, HR Director, Building & Grounds Director, Health Director, Public Works Director
Contact: Jeff Rasmussen, County Administrative Officer
jeff.rasmussen@jeffersoncountyor.gov; 541.475.2449

City of Tacoma, WA – City Manager (recently completed), HR Director, Public Works Director (on hold for budget), Deputy City Manager
Contact: Keith Gulley, Talent Acquisition Manager
kgulley@tacoma.gov; 253.290.2530

SCOPE OF SERVICES – FULL RECRUITMENT

General Approach: The Prothman team understands that no two organizations or recruitments are alike so we tailor our process to fit your specific needs. We strive to provide consistent and professional service while exceeding your expectations. Each recruitment is managed by a dedicated recruiting manager and each engagement begins with a planning process to set expectations for all stakeholders. We always provide full transparency throughout the recruitment process and we believe that clear and consistent communication is central to a successful partnership with you. We truly enjoy helping local government thrive and look forward to performing all the services represented in this proposal.

1. Develop a Tailored Recruitment Strategy

Project Review

The first steps will include:

- Reviewing the recruitment process
- Reviewing the recruitment schedule
- Conducting a salary survey, if needed

Stakeholder Interviews and Information Gathering *(Soliciting Input)*

We will travel to Battle Ground and spend the time necessary to gain a comprehensive understanding of your organization. Our goal is to learn firsthand about the values, culture, and strategic priorities that define your organization and community. We also seek to fully understand the qualifications, leadership attributes, and personal characteristics you are looking for in your next City Manager. We will:

- Meet with City Council
- Meet with the Leadership Team
- Meet with Staff
- Meet with Community and other Stakeholders, as directed
- Review of all documents related to the position

Position Profile Development *(Identifying the Ideal Candidate)*

We will work closely with you to develop a detailed and compelling profile of your ideal candidate. Once the Position Profile is approved, it will serve as the foundation for evaluating each candidate's overall fit with your organization, its culture, and the surrounding community.

The Position Profile includes the following:

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

2. Identify, Target, and Recruit Qualified Candidates

Outreach and Advertising Strategy

We recognize that the strongest candidates are often not actively seeking new opportunities. These passive candidates are the individuals we focus on identifying, engaging, and recruiting. To reach this talent pool, we employ a proactive and aggressive recruitment strategy that includes the following:

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

3. Conduct Preliminary Screening

Candidate Screening

We conduct a comprehensive candidate review process designed to identify the most qualified candidates and gather detailed information on each semifinalist. Our screening process consists of three key steps:

1) **Application Review**: We evaluate each candidate's application, resume, and responses to supplemental questions to determine whether they meet the required qualifications. Following the initial review, we conduct a more in-depth evaluation of the candidates who advance, carefully assessing their training, work history, accomplishments, and overall qualifications to identify the strongest prospects.
2) **Internet Publication Background Search**: Before interviews begin, we conduct an internet publication search on all semifinalist candidates. If we identify information that may be relevant to the hiring decision, we discuss it with the candidate during the initial interview to provide context and include our findings and observations in our report to you.
3) **Personal Interviews**: We conduct comprehensive videoconference interviews with the top 8 to 14 candidates. Each interview includes technical and job-specific questions to assess the candidate's knowledge and competency, along with behavioral and situational questions designed to evaluate communication skills, leadership style, problem-solving abilities, and overall fit with your organization's culture and needs.

Candidate Presentation: Choosing the Finalists

We will prepare and provide candidate packets for your review, including each candidate's application materials, interview summaries, and the results of our publication and background searches. **We will travel to Battle Ground or meet with you via Teams/Zoom** to present the candidates who meet the established qualifications. During this meeting, we will discuss our knowledge of each candidate, evaluate their strengths and areas for consideration, and assess their overall fit with your organization. Based on our evaluation, we will provide our recommendations and work with you to identify the top two to five candidates to advance to the final interview stage.

We will also use this meeting to discuss and finalize the planning and design of the final interview process.

4. Final Interview Process: Selecting the Right Candidate

A well-designed final interview process is essential to identifying the candidate who best aligns with the organization's leadership needs, culture, and priorities. We work closely with your team to develop a structured and engaging interview process that:

- Aligns with the organization's hiring objectives and leadership priorities
- Provides interviewers with clear evaluation criteria and questions
- Ensures candidates are assessed consistently and fairly
- Incorporates multiple stakeholder perspectives to support a confident hiring decision

Our goal is to give decision-makers the structure, information, and perspective needed to select the right leader for the organization and its future.

- **Elements of the design process include:**
  Deciding on the Structure of the Interviews; Identifying Interview Panel Participants and Panel Facilitators; and Deciding on Candidate Travel Expenses

- **Evening Reception**
  We will facilitate a meet-and-greet reception, giving all stakeholders and staff the opportunity to meet the finalist candidates in an informal setting.

- **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.

- **References**
  We will conduct references from 8 - 12 current / past employers and colleagues for each finalist candidate.

- **Final Interview Packets**
  The Final Interview Packets include sample interview questions and each candidate's application materials, serving as the primary resource for keeping the final interview process organized and consistent.

- **Final Interviews with Candidates**
  We will travel to Battle Ground and facilitate the interviews. The interview process typically begins with a morning briefing during which we will review the schedule and outline the process with everyone involved. Each candidate will then participate in a series of one-hour interview sessions.

- **Candidate Evaluation Session**
  After the interviews are complete, we will facilitate the evaluation process with the panel members and then help decision-makers reach consensus.

- **Background Check on the Selected Candidate**
  Background checks include Education Verification, Driving Record, Sex Offender Registry Search, and Criminal History. (Because state and local laws governing background checks vary, including laws that may restrict when a criminal history check can be conducted, Prothman will coordinate the background check once the employer has made an offer of employment. Prothman will coordinate the background check on your behalf for your chosen candidate; the hiring authority is responsible for any required candidate notices and all employment decisions.)

- **Facilitate Employment Agreement**
  We provide support in preparing the letter of offer and assisting with negotiations to finalize the terms of the employment agreement.

Availability, Communication and Schedule

We are ready to start when you are!

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

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

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

Sample Schedule

Blue highlighted / bolded events represent meetings with the client.

Date	Topic
Weeks of September 14 & 21, 2026	**Travel to Battle Ground for stakeholder interviews.** Gather information for position profile. Send profile for review and edits. Get profile approval.
September 28, 2026	Post profile on Prothman website
October 7, 2026	Send direct mail brochures and first round of emails
November 1, 2026	Application closing date
Weeks of November 2 & 9, 2026	Prothman screens applications & interviews top 8 - 12 candidates
Week of November 16 - 20, 2026	**Travel to Battle Ground or meet virtually to review semifinalists and pick finalists, and design final interviews**
Week of Nov. 30 or Dec. 7, 2026	**Travel to Battle Ground for Final Interview Process**

FEE, EXPENSES & GUARANTEE

Professional Fee

The professional fee for a City Manager recruitment, including an 18-month placement guarantee, is $18,500. In recognition of the City's recent leadership transition, Prothman offers a reduced fee of $14,500 for this recruitment. The professional fee covers all Prothman staff time and services required to successfully conduct the search, including: client meetings, consultations and correspondence; development of the recruitment strategy and candidate profile; preparation and placement of recruitment advertising; targeted direct-mail and email outreach campaigns; resume review and candidate evaluation; coordination of and conducting semifinalist interviews; coordination of and participation in the finalist interviews; candidate travel coordination, background check and references; and all other search-related services necessary to successfully complete the recruitment. The professional fee is billed in three equal installments throughout the recruitment, one at the beginning, at the halfway point, and upon completion of the final interviews.

Expenses

We do not mark up expenses and work diligently to keep expenses at a minimum and keep records of all expenditures. The City of Battle Ground will be responsible for reimbursing expenses Prothman incurs on your behalf. Expenses for each recruitment include:

- Trade journal, LinkedIn, and associated website advertising (approx. $1,600 - $2,100)
- Direct mail announcements ($1,900)
- Consultant travel: No Charge (Steve lives in Vancouver)
- Final Interview Packets and Shipping, if requested: (approx. $75 - $170)
- Background check performed by Sterling, if requested (approx. $180 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.

Guarantee

Prothman will guarantee that if the selected finalist is terminated for cause or resigns within 18 months of the employment date, we will conduct a replacement search with no additional professional fee, the only cost to you would be for the expenses.

Warranty

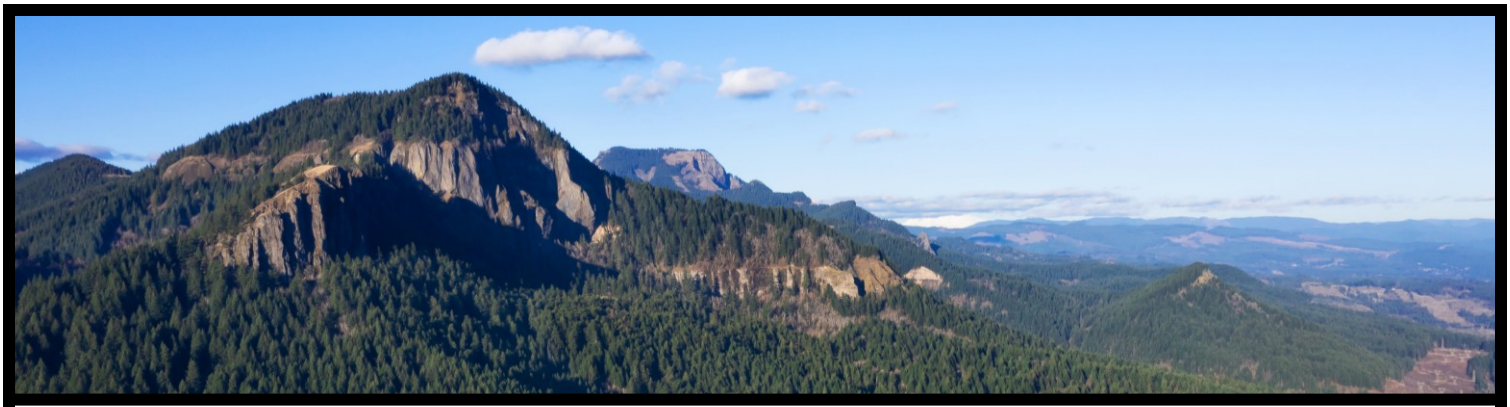
If you follow the major elements of our process and a top candidate is not chosen, we will repeat the recruitment with no additional professional fee, the only cost to you would be for the expenses.

Equal Opportunity

We recognize the importance and value of a diverse and highly qualified candidate pool. For every search we conduct, it is our mission to proactively identify, engage, and attract the most qualified and diverse candidates possible on behalf of our clients.

If selected as your executive recruiting partner, we will work collaboratively with the agency toward the shared goal of developing a diverse, inclusive, and highly qualified pool of candidates. We are committed to conducting a thorough and equitable search process that expands the reach of the recruitment effort and ensures that qualified candidates from a broad range of backgrounds are considered.

EXAMPLE OF POSITION PROFILE



STEVENSON
WASHINGTON

CITY ADMINISTRATOR

$116,587 - $153,421

Apply by
September 6, 2026
(First Review, Open Until Filled.)

PROTHMAN







THE COMMUNITY



Stevenson, Washington is located in Skamania County within the Columbia River Gorge National Scenic Area, approximately 45 miles east of Portland, Oregon. Situated along the north bank of the Columbia River, the city serves as the county seat and a regional service center. With a population of more than 1,600, Stevenson has developed as a riverfront community centered on transportation, trade, and timber.

The city is defined by its setting within the Columbia River Gorge, where steep basalt cliffs, forested hillsides, and the Columbia River create a dramatic natural landscape. Elevations rise quickly from river level into the Cascade foothills, offering expansive views and access to surrounding natural areas. The region experiences a marine-influenced climate, with wet winters, warm dry summers, and annual precipitation ranging from 60 to 80 inches. Seasonal winds through the Gorge further contribute to the area's distinctive character.

Housing in Stevenson is primarily composed of single-family homes, along with smaller residential developments that follow the natural terrain. The city's compact, walkable downtown sits near the waterfront and serves as a hub for civic activity, local services, and community gathering. Development patterns reflect both the area's topography and its historic connection to the river.



Stevenson is served by the Stevenson-Carson School District, which provides K–12 education locally. Residents benefit from proximity to the greater Portland metropolitan area, where additional employment opportunities, higher education institutions, and specialized services are readily accessible. State Route 14 provides convenient east–west access along the Washington side of the Gorge, while the Bridge of the Gods offers a direct connection to Oregon. Portland International Airport can be reached in under an hour, supporting easy regional and national travel.

Outdoor recreation is also an integral part of life in Stevenson. The Columbia River Gorge is internationally recognized for windsurfing and kiteboarding, and the surrounding area offers extensive opportunities for hiking, fishing, and year-round recreation. Local amenities include waterfront parks, golf at Skamania Lodge, and a growing selection of dining and brewery options that serve both residents and visitors. These characteristics make Stevenson a well-connected Columbia River Gorge community where natural beauty, recreation, and access to regional amenities support a high quality of life.

THE CITY

The City of Stevenson operates under a Mayor–Council form of government, in which the Mayor serves as the head of the executive branch and five City Council members serve as the legislative body. The Mayor and Council members are elected by the citizens of Stevenson to four-year terms. Together, they establish the City's policy direction, while the City Administrator is responsible for implementing those policies and overseeing the day-to-day operations of the organization.

Operating with a 2026 budget of $14,246,479 and 11 FTEs, the City provides a full range of municipal services to the community through a lean and collaborative organizational structure typical of a small municipality. Core services include water, sewer, and stormwater utilities; street maintenance and infrastructure; land use planning and permitting; fire protection and emergency services; and general municipal administration. These services are delivered through key functional areas, including Administration (City Hall), Finance, Public Works, Community Development (planning and building), Emergency Services (fire), and the City Attorney.

THE POSITION

The City Administrator serves as the City's chief administrative officer and is responsible for overseeing the day-to-day operations of the City organization. Working under the direction of the Mayor and in coordination with the City Council, the Administrator provides professional leadership in municipal administration, financial management, personnel management, policy implementation, and intergovernmental relations. The City Administrator ensures that City operations are conducted efficiently, transparently, and in accordance with applicable laws, regulations, and policies. The position plays a key role in implementing policies adopted by the City Council, supporting strategic initiatives, managing City resources responsibly, and advancing the long-term goals of the community.

The City Administrator supervises department heads and works closely with the Mayor and City Council to implement adopted policies and priorities while maintaining effective coordination among City departments and programs. The Administrator will also serve as the City Clerk and City Treasurer.

To view the full job description, please see the attachment provided here.





OPPORTUNITIES AND CHALLENGES

Balancing Economic Vitality and Community Priorities: Stevenson faces the ongoing challenge of supporting and expanding its business base while balancing the needs of a growing tourism economy with those of the local community, including affordable housing and reliable, affordable infrastructure.

Advancing a Shared Vision for the City: There is a significant opportunity for an innovative leader to help develop, articulate, and advance the Mayor and Council's vision for the City's future.

Leading Through Transition with Trust and Stability: The City is in a period of transition, both organizationally and within the broader community, with new leadership at several levels. This creates an opportunity for a City Administrator who can lead by example, build trust, and restore confidence in City government.

Strengthening Leadership Capacity and Organizational Culture: Developing and mentoring executive leadership and key staff will be essential to sustaining and strengthening a service-oriented organizational culture while advancing Council and community priorities.

Deepening Community Engagement and Local Presence: The City seeks an Administrator who is engaged and visible within the community, with a preference for residing within the City, and who can actively support and participate in important community conversations.

EDUCATION & EXPERIENCE

Minimum Qualifications:

- A bachelor's degree from an accredited college or university in public administration, business administration, planning, finance, or a related field;
- **AND** at least five (5) years of progressively responsible experience in municipal government, public administration, or a related field, which may include roles such as City Administrator/Manager, Assistant City Administrator, Finance Director, Community Development Director, Department Head, or similar leadership positions;
- **OR** any equivalent combination of education and experience which demonstrates the knowledge, skills, and abilities necessary to successfully perform the essential functions of the position.
- Demonstrated experience in organizational leadership, budget development and oversight, and working effectively with elected officials, staff, and the public.
- Working knowledge of municipal operations, including budgeting, personnel administration, and applicable public sector laws and regulations.
- Possession of, or ability to obtain, a valid Washington State driver's license within a reasonable timeframe.



Desired Qualifications:

- Experience working in a small to mid-sized municipal government or similarly scaled organization.
- Experience with capital planning, infrastructure projects, or utility system oversight.
- Experience with grant development, administration, and funding strategies.
- Familiarity with Washington State laws and regulations applicable to municipal government, including public meetings, public records, and budgeting requirements.
- Engagement in professional organizations such as the Association of Washington Cities (AWC), International City/County Management Association (ICMA), or similar.



Necessary Knowledge, Skills, and Abilities:

- Knowledge of and commitment to adherence with the ICMA Code of Ethics, demonstrating integrity, professionalism, and accountability in public service.
- The ability to facilitate public meetings, including Council sessions, in a transparent, inclusive, and professional manner that builds public trust.
- The skill to cultivate and maintain constructive, collaborative relationships among Mayor, Council, and staff to support effective governance.
- Knowledge of tourism strategies and economic and business development practices that strengthen local vitality and community growth.
- The ability to oversee infrastructure development, maintenance, and financing with a strong understanding of long-term sustainability and capital planning.
- The skill to manage complex projects, ensuring timely delivery, stakeholder alignment, and effective resource coordination.
- Knowledge of public sector budgeting and finance, with an emphasis on fiscal sustainability and responsible stewardship of public funds.
- The ability to develop and implement affordable housing strategies that address community needs and align with regional and state priorities.
- The skill to communicate clearly and effectively, translating complex technical and governmental information into accessible, transparent messaging for diverse audiences.
- Demonstrated experience in staff and labor relations, including the application of sound human resources practices that foster a positive and compliant workplace environment.
- The ability to navigate political environments with awareness and professionalism, balancing competing interests while maintaining organizational integrity and neutrality.

COMPENSATION & BENEFITS

- **$116,587 - $153,421 DOQ**
- Medical insurance for employee and eligible dependents, with 100% of premiums paid for by the City.
- Health Reimbursement Arrangement (HRA/VEBA): Employees who elect City medical coverage are required to participate; employees contribute $30/month and the City contributes $20/month for eligible healthcare expenses.
- Cash-in-lieu option for employees who waive City medical coverage.
- Participation in the Washington State Department of Retirement Services (PERS), with optional contributions through Deferred Compensation payroll deductions.
- Vacation leave accrued monthly beginning at 8 hours per month; available for use after completion of a 6-month Trial Period; accrual increases after 5 years of service, with an additional 8 hours per year starting at 6+ years, not to exceed 240 hours; accrual rates may be negotiated for exempt employees; unused vacation may be cashed out upon separation.
- Sick leave accrued at 8 hours per month, capped at 1,440 hours; accrual may be negotiated for exempt employees; eligible for 25% cash-out upon retirement or after 25 years of service.
- 11 paid holidays and 2 personal days per year, with personal days credited at the beginning of the year.
- Bereavement leave of up to 3 days.
- Jury duty leave with full pay while serving on a jury or appearing as a legally required witness.
- Paid military leave in accordance with state law.
- Family and Medical Leave (FMLA) eligibility in accordance with applicable law.
- Workers' compensation coverage for job-related injuries or illnesses.
- Shared leave program for extended medical or family needs.
- Administrative leave as approved.

To learn more about the City of Stevenson and the local community, please visit:

www.ci.stevenson.wa.us

www.visitstevensonwa.com

www.stevensonmainstreet.org

The City of Stevenson is an Equal Opportunity Employer. All qualified candidates are strongly encouraged to apply by **September 6, 2026** (first review, open until filled). Applications, resumes, cover letters, and supplemental questions will only be accepted electronically. To **apply online,** go to **www.prothman.com** and click on "**Open Recruitments**", select "**City of Stevenson, WA – City Administrator**", and click "**Apply Online**", or click here. Resumes, cover letters and supplemental questions can be uploaded once you have logged in.

PROTHMAN

www.prothman.com

206.368.0050

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EXAMPLE OF INVITE LETTER





CREDC

ECONOMIC DEVELOPMENT

Columbia River Economic Development Council

Vancouver, Washington

PRESIDENT

$150,000 - $170,000 DOQ

Plus Excellent Benefits

Apply by:

November 2, 2025

(First Review, Open until filled)

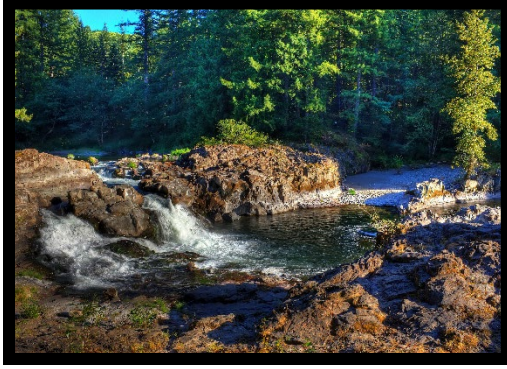
Apply at *www.prothman.com*

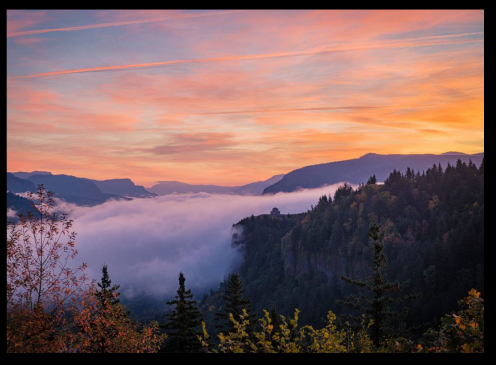
Dear Colleague,

Prothman is currently recruiting for the **President** position for the **Columbia River Economic Development Council,** based in **Vancouver, Washington.** We invite you to review the position details on the back page. If you find that this position is not right for you, we kindly ask you please pass this on to other professionals you know who may be ready for this next step in their career.

Thank you for your consideration and help!

PROTHMAN





THE REGION



Located in Southwest Washington, Clark County is a thriving region that combines rich history, natural beauty, and modern amenities. Stretching from the Columbia River to the southern slopes of Mount St. Helens, the county is home to more than 527,000 residents and has become a vital player in the greater Portland-Vancouver metropolitan area. Its county seat, Vancouver, is Washington's fourth largest city and serves as a dynamic hub for government, commerce, dining, and culture. Just across the Columbia River from Portland and within easy reach of Portland International Airport, the county enjoys strong regional and global connectivity, making it a prime location for both residents and businesses.

Clark County offers an exceptional quality of life, blending urban conveniences with abundant outdoor recreation. The region spans 656 square miles of diverse landscapes, from vibrant downtown centers to small towns, farmland, forests, and more than 40 miles of river frontage. Residents enjoy affordable housing, low property taxes, and high-performing schools, with higher education anchored by Clark College and Washington State University Vancouver, the only four-year public university in Southwest Washington. Recreational and cultural opportunities are a hallmark of life in the region. With its mild climate and easy access to the Pacific Coast, Cascade Mountains, and Columbia River Gorge, the area provides year-round opportunities for hiking, boating, fishing, skiing, and other outdoor activities.

THE ORGANIZATION

The Columbia River Economic Development Council (CREDC) is the state-recognized Associate Development Organization (ADO) for Clark County, Washington. As a nonprofit corporation, CREDC unites more than 150 public- and private-sector partners dedicated to advancing regional economic vitality through business growth, innovation, and collaboration.



CREDC serves as the leading economic development entity for Southwest Washington, providing free, confidential services to companies seeking to launch, expand, or relocate in the region. Each year, the organization meets with more than 100 traded-sector businesses, offering tailored assistance to help reduce costs, optimize talent, improve efficiency, and grow sales. By leveraging strong partnerships across local, state, and federal agencies, CREDC ensures businesses have access to the resources and networks needed to thrive.

Governed by a 50-member Board of Directors, CREDC advances its mission through a strong committee structure and a professional team that operates "like a lean startup" - nimble, collaborative, and outcome-driven. APEX Accelerator program, which supports small businesses in securing government contracts. In 2024 alone, APEX at CREDC provided over 300 hours of advising, helping local companies secure more than $24M in federal, state, and local government contracts. With an annual budget of approximately $1.1M, CREDC is well-positioned to continue serving as Clark County's economic development leader, driving sustainable growth and fostering a resilient, competitive, and inclusive regional economy.

THE POSITION

The President of CREDC is responsible for the continuing development of the organization's strategic direction. Each year, the President will formulate a work plan consistent with the strategic direction for adoption by the Board of Directors and then implement that plan. This position reports to the Board of Directors and is supervised by the Chairman of the Board and Executive Committee.

The President is expected to follow general direction from the Board of Directors and Executive Committee while simultaneously exhibiting initiative, a collaborative work style, and high-level of professional judgment. The President is given full oversight, responsibility and accountability for planning and managing the administration, staff, funding, budget, programs, strategic initiatives and business support activities of the organization. The President will also represent CREDC's interests on a number of business, community and civic boards, providing strategic input and direction to a broad network of partners to support a growing and competitive business environment.

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

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PROTHMAN

RAFTELIS

Attachment "G"

City of Battle Ground

Executive Recruitment Services – City Manager

PROPOSAL / AUGUST 28, 2026



RAFTELIS CHARITABLE GIFT FUND

Giving back

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

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

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COVER LETTER

August 28, 2026

Eric Overholser
Mayor
City of Battle Ground
109 SW 1st Street
Battle Ground, WA 98604

Subject: Proposal for City Manager Recruitment

Dear Mayor Overholser:

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

Our proposed search team for the City is comprised of skilled recruiters, seasoned in local government management with search experience throughout Washington, the Pacific Northwest, and across the country. The team includes Heather Gantz and Robert Colichio, both of whom have direct experience working with public sector organizations across Washington and the Pacific Northwest. Collectively, we have completed over 400 nationwide searches, and we have had significant success in identifying and retaining ideal candidates who meet each organization's unique needs and expectations.

We look forward to the opportunity to serve the City. If you have any questions, please contact my colleague, Heather Gantz, or me directly using the information below.

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

Sincerely,

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

FIRM OVERVIEW

Who We Are

RAFTELIS HELPS LOCAL GOVERNMENTS AND UTILITIES THRIVE.

Public sector leaders partner with Raftelis to plan for the future, identify top talent, improve their organization's financial condition, and tell their story. We've helped more than 800 organizations in the last year alone. Our team includes former local government and utility management leaders with decades of hands-on experience running successful organizations. Raftelis provides expertise and insights that help bring about the innovation and improvements that our clients seek. Please visit **raftelis.com/capabilities** to learn more about the full array of services we provide.

We believe that our Executive Recruitment team is the *right fit* for your search. We provide customized services that will benefit your organization and make this recruitment a success.



RESOURCES AND EXPERTISE: With more than 190 consultants, Raftelis has one of the largest local government management consulting practices in the nation. Our executive recruitment team includes six experienced, full-time recruiters and two talented recruitment specialists. As a firm, we have successfully provided executive recruitment services to local governments and utilities across the country since 2010.

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

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

NICHE EXPERTISE: Our expertise lies in strengthening public sector organizations. We're specialists rather than generalists, focusing our strengths on delivering results for local governments, utilities, authorities, and special districts across the country.

METHODOLOGY AND APPROACH

Executive Search Strategy

WHEN ORGANIZATIONS NEED TO FILL KEY POSITIONS, THEY TURN TO RAFTELIS AND BENEFIT FROM THIS GUIDING PRINCIPLE: MEANINGFUL HIRING INVOLVES FINDING THE RIGHT EMPLOYEE AND PREPARING THEM FOR ONGOING SUCCESS. OUR APPROACH TO EXECUTIVE SEARCH SERVICES COMPRISES THREE KEY PHASES.

Inquiring, Understanding, and Defining

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

Candidate Search and Evaluation

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



41% **of our recruitments resulted in the hiring of women**

22% **of our recruitments resulted in the hiring of people of color**

Supporting Success

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

Proposed Scope of Work

THE FOLLOWING PROVIDES A DETAILED DESCRIPTION OF OUR WORK PLAN FOR YOUR CITY MANAGER RECRUITMENT.

Activity 1 – Develop Candidate Profile

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

During our discovery meetings with the Councilmembers, we will discuss the frequency and format of any community engagement that the City may wish to include in this process, advise on how best to incorporate engagement elements into the search, and provide the required resources to facilitate the desired activities. We have included estimated costs for additional optional community engagement activities offered by Raftelis in the Cost section of this proposal.

Based on the information gathered in our meetings, we will develop a recruitment plan that focuses on Washington and extends across the country. We will prepare a position profile unique to Battle Ground. The profile will outline your organization's needs, strategic opportunities, and the personal and professional characteristics of the successful candidate. This profile drives the recruitment. It focuses our efforts on the most capable candidates and helps us encourage them to pursue the position. Our team of professional graphic designers will create a recruitment brochure that includes the position profile and information about the organization and the broader community. In developing the candidate profile, we will work with the City to eliminate potential barriers for underrepresented groups wherever possible to ensure an equitable and inclusive recruitment process.

We will also develop first-year organizational goals for the successful candidate. These goals will ensure that the applicants know what is expected of them, that the City Council has clearly identified objectives for the new City Manager, and that the successful candidate can hit the ground running with an actionable work plan. Once drafted, we will review the recruitment plan, brochure, and first-year goals with the City Council (and other key stakeholders, as desired). Modifications will be made as necessary before recruitment begins.

DELIVERABLES:

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

Activity 2 – Conduct Outreach and Initial Screening

Within the recruitment plan, we will identify targeted states and metro areas for our comprehensive outreach efforts. We will place advertisements with national, state, and regional professional organizations, which may include the following, as well as additional relevant sites identified in the recruitment plan:

- Association of Washington Cities (AWC)
- League of Oregon Cities
- International City/County Management Association (ICMA)

- League of California Cities/Western City Magazine
- Engaging Local Government Leaders (ELGL)
- League of Women in Government
- International Network of Asian Pacific Islander Public Administrators (I-NAPA)
- National Forum of Black Public Administrators (NFBPA)
- Local Government Hispanic Network (LGHN)

Once the position is open for applications and advertisements have been placed, we will begin actively and aggressively marketing the position and identifying qualified candidates for assessment. We will directly contact highly qualified applicants in our extensive candidate database and across our firm's nationwide professional networks. We will utilize LinkedIn and other marketing and sourcing tools to broaden our reach. In our experience, this combination of outreach is the most effective way to reach top candidates, especially those who are not currently in the job market but may consider this leadership opportunity with the City.

As applications are received, we will acknowledge each one and provide all applicants with timely updates on their status. We screen each applicant against the ideal candidate profile and conduct interviews via phone or videoconference with those applicants who most closely meet the profile of the successful candidate. While preliminary evaluation techniques such as written questionnaires, psychometric assessments, and one-way video interviews can sometimes offer useful data points in high-volume recruiting, we believe that omitting them from senior executive search processes is often the more effective strategy for securing top-tier talent. It is our experience that the most desirable candidates for a governing body-appointed position are successful professionals who are currently employed, not actively searching for a new role, and have many demands on their time. By structuring the initial application as a respectful invitation to explore a new leadership opportunity, we ensure a robust candidate pool of experienced, high-caliber leaders, not just those with the necessary time to complete one-way application hurdles.

When the initial screening phase is complete, we will then meet with the City Council (and other key stakeholders, as desired) to review a summary of the full applicant pool and details on the most qualified candidates with the skills and experience to succeed in the position. Based on this review, the City Council will finalize a list of candidates to invite for semi-final interviews.

DELIVERABLES:

- Placement of advertisements
- Execution of targeted outreach plan, including one-on-one outreach to passive candidates
- Candidate review meeting materials, including screening interview results and preliminary internet research on recommended top candidates

Activity 3 – Support Interviews and Selection

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

The City Council will select the top candidate following final interviews. We will facilitate the Councilmembers' discussion by framing what we have learned about the candidates in the context of the position requirements and the City's unique organizational culture. Once a finalist is identified, we personally conduct reference checks with their current and former supervisors and direct reports. This 360-degree perspective provides qualitative insights into the finalist's performance and leadership style, which we document in a written summary for the City. Finally, we engage our third-party vendor, Screenpointe, to execute a comprehensive third-party background check on the selected finalist. This includes verification of education, credentials, and employment history, alongside criminal, civil litigation, and credit checks (as needed).

We will assist in negotiating the top candidate's employment offer in collaboration with the City Council, your legal counsel, and your Human Resources department. We provide information about best practices in total compensation, and we will have obtained information on the top candidates' comfort with the advertised salary and benefits for the position. Throughout this interview and selection process, we will keep all candidates apprised of their status and release them at the appropriate time.

DELIVERABLES:

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

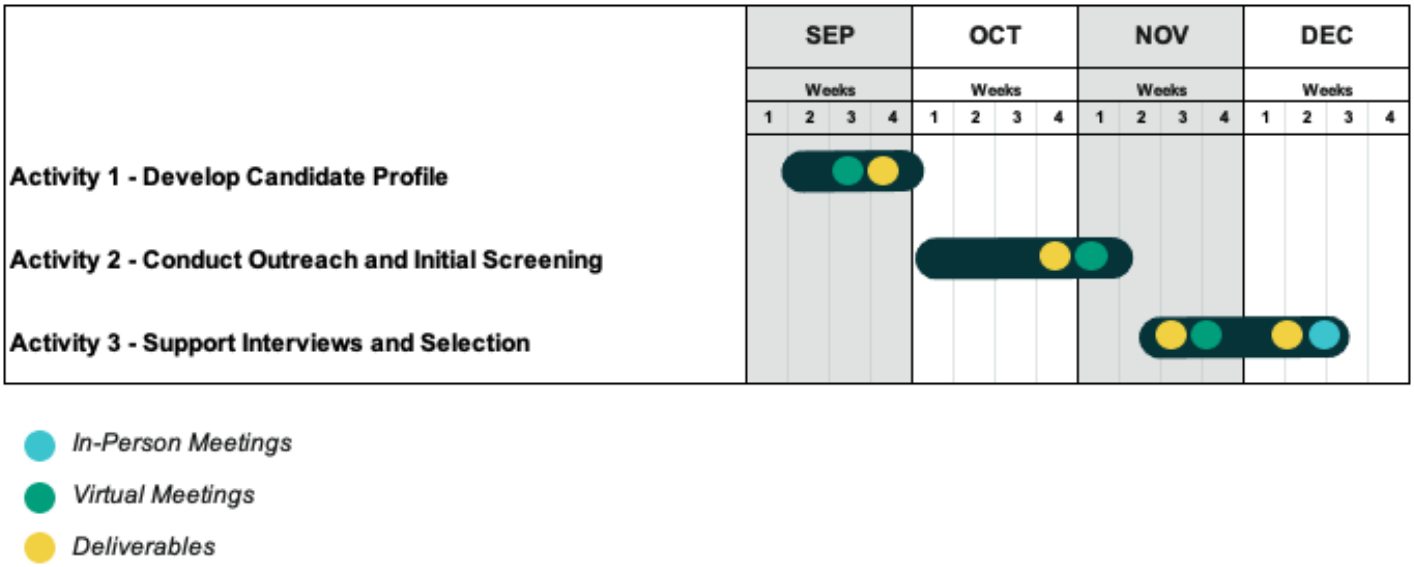
ARTIFICIAL INTELLIGENCE

Raftelis uses artificial intelligence (AI) as a support tool, much like other software our teams rely on every day, to work more effectively and deliver high-value, insightful results for the clients we serve. We use a private and secure AI platform, built as a closed environment specifically for Raftelis so that your sensitive information never leaves our system, while giving our project teams instant access to our firmwide knowledge and expertise. By leveraging our AI platform, our consultants are able to reinvest the time they save into deeper analysis and closer collaboration with your staff. Our professionals remain the primary authors and reviewers of every deliverable, verifying all findings for accuracy and context. Our use of AI is a powerful step forward in providing our clients with thoughtful, higher-value work backed by leading technology and the trusted advice Raftelis' clients have relied on for decades.

TIMELINE

Proposed Timeline

Included below is a proposed timeline for your City Manager search. If selected, we will review this timeline with you during our kick-off meeting and adjust as necessary when developing the recruitment plan. As previously mentioned, we have the capacity to kick off this search immediately following contract execution on the City Council's desired timeline.



Our average governing body-appointed position recruitment process spans 14 to 16 weeks and is divided into three structured activities as outlined in our scope of work and the graphic above. While we make every effort to complete our searches as quickly and efficiently as possible, the schedule is dependent on interest, availability, and responsiveness from candidates and the availability of key stakeholders in the City. The Lead Recruiter will manage this timeline closely, maintaining flexibility to accommodate the City's needs, while also ensuring we remain on schedule.

ESTIMATED TIMEFRAME AND KEY DELIVERABLES BY ACTIVITY

Activity 1 - Develop Candidate Profile (Estimated: 3-4 weeks)

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

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

- Advertisements; Candidate outreach; Candidate Review meeting materials

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

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

Recruitment Team

OUR TEAM INCLUDES SENIOR-LEVEL RECRUITERS WHO PROVIDE SEARCH LEADERSHIP WITH SUPPORT FROM A TALENTED GROUP OF RECRUITMENT SPECIALISTS.

On the following pages, we have included resumes for our proposed team members, including Heather Gantz, who would serve as the lead recruiter.

With the current and anticipated workload of our proposed team, we have the capacity to kick off this search immediately following contract execution. As a rule, Raftelis operates at a company-wide utilization rate of approximately 65% to 75%. This level of utilization, which will continue through the expected timeline for this search, allows our proposed team to fully support your recruitment needs. Our team of six Recruiters and two Recruitment Specialists participate in weekly review meetings to ensure the needs of all our clients are met during the current and future weeks, with workload adjustments made as necessary.

The Lead Recruiter manages all day-to-day aspects of the search, ensuring it is within budget and on schedule. They provide regular updates to the City on a schedule that is established collaboratively during initial scoping. The Lead Recruiter screens every applicant and conducts initial one-on-one interviews with the candidates who best meet the requirements in the position profile. They present our team's recommended top candidates to the City, manage the semi-final and final interviews, and facilitate the City finalist selection process. The Lead Recruiter is the main point of contact for you as well as all applicants throughout the search.

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



Catherine Tuck Parrish

PRACTICE LEADER
Senior Vice President



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

Professional History
- Raftelis: Senior Vice President (2025-present); Vice President (2021-2025); 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)

PROFILE

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

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

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

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

Heather Gantz



LEAD RECRUITER
Senior Manager

PROFILE

Heather has over 25 years of leadership experience in recruiting, talent acquisition, and executive search, with the last 19 years focused on local government. She leads executive searches for the firm, where she is known for her thoroughness as well as engendering trusting relationships with both the client and candidate while providing strategic partnership and exceptional customer service throughout the process.

Heather has conducted hundreds of searches in the public sector. She has delivered positive search outcomes for high-profile public organizations and is an expert at guiding strategy and tailoring outreach to find even the most niche candidates. Heather has successfully recruited city and county managers and administrators, deputy and assistant managers, human resources, finance, community and economic development, public safety, parks and recreation, public works, and many more local government professionals. She has also led numerous executive-level searches in the social/nonprofit sector and recruited leadership positions for technology, creative, accounting, and finance professionals in the private sector.

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

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

Specialties
- Executive search
- Leadership development
- Facilitation
- Project management
- Community and employee 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
- International City/County Management Association (ICMA)
- Engaging Local Government Leaders (ELGL)

Robert Colichio PMP, SHRM-CP

RECRUITER
Manager



PROFILE

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

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

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

Specialties

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

Professional History

- Raftelis: Manager (2026-present); Senior Consultant (2023-2025); Consultant (2021-2022)
- Waldron: Senior Consultant and Coach (2013-2021)
- Portland State University: Graduate Teaching Assistant (2010-2012)
- Private Sector Consultant: Strategic Planning and Marketing Development (2008-2012)
- Skanska USA: Project and Client Relations Coordinator (2006-2008)

Education

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

Certifications

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

Professional Memberships

- Society for Human Resource Management (SHRM)

Kelsey Batt

RECRUITMENT SPECIALIST
Consultant



PROFILE

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

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

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

Specialties
- Executive search
- Process improvement
- Creative writing

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

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

Niayla Hairston

RECRUITMENT SPECIALIST
Associate Consultant



PROFILE

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

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

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

Specialties
- Executive search
- Candidate outreach campaigns

Professional History
- Raftelis: Associate Consultant (2026-present); Analyst (2024-2025); Intern (2024)
- SAFE (UNC Charlotte):
- Coordinator for Development and Mentor Relations (2023-2024); Senior Mentor (2022-2023); Junior Mentor (2021-2022)

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

REFERENCES AND RELEVANT EXPERIENCE

References

Our firm has been privileged to work with dozens of local governments, utilities, authorities, and special districts across Washington, the Pacific Northwest, and throughout the country to find the right leaders for their organizations. The following table lists a select number of recruitments we have conducted for comparable communities and references for each of them.

Organization	Recruitment(s) and Year(s) conducted	Contact
City of Bothell, WA	• Deputy City Manager (2026) • Municipal Court Judge (2025) • City Manager (2022) • Community Development Director (2022) • Finance Director (2022)	Mathew Pruitt, Director of Employee and Technology Services P: 425.806.6201 E: mathew.pruitt@bothellwa.gov Kyle Stannert, City Manager P: 425.418.5385 E: kyle.stannert@bothellwa.gov 18415 101st Avenue NE Bothell, WA 98011
City of Camas, WA	• City Administrator (2022)	Jennifer Gorsuch, Administrative Services Director P: 360.817.7013 E: jgorsuch@cityofcamas.us 616 NW 4th Avenue Camas, WA 98604
City of Shoreline, WA	• City Manager (2022) • Human Resources Director (2021; 2018)	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

The following table specifically details our firm's city manager and equivalent recruitments completed over the past five years. Detailed reference information for these engagements will be provided upon request.

State	Organization	Governing Body-Appointed Position	Year Completed	Population of Jurisdiction/ Service Area	Tenure Of Placement
AZ	Central Arizona Project	General Manager	2022	6,000,000	2022-Present
AZ	Town of Clarkdale	Town Manager	2021	4,900	2021-Present
CO	City of Grand Junction	City Manager	2024	69,400	2024-Present
CO	Jefferson County	County Manager	2023; 2026	583,000	2023-2026; 2026-Present
KS	City of Eudora	City Manager	2023	6,500	2023-Present
KS	WaterOne (Johnson County)	General Manager	2023	480,000	2023-Present
MD	Town of La Plata	Town Manager	2018; 2025	10,900	2018-2024; 2025-Present
MD	City of Rockville	City Manager	2016; 2024	67,300	2016-2023; 2024-Present
MD	Town of St. Michaels	Town Administrator	2022	1,100	2022-2025
MD	City of Takoma Park	City Manager	2021	17,500	2021-2023
MI	City of Kalamazoo	City Manager	2025	73,300	2025-Present
MN	City of Rochester Public Utilities	General Manager	2023	122,000	2023-Present
NC	North Carolina Real Estate Commission	Executive Director	2026	480,000	2026-Present
NC	Town of Matthews	Town Manager	2025	32,000	2025-Present
NH	Town of Hanover	Town Manager	2022	8,500	2022-2024
NY	City of Batavia	City Manager	2021	15,500	2021-Present
NY	Livingston County Water and Sewer Authority	Executive Director	2021	61,200	2021-Present
OH	City of Centerville	City Manager	2026	27,000	2026-Present
OH	City of Hilliard	City Manager	2020; 2026	38,000	2020-2025; 2026-Present

State	Organization	Governing Body-Appointed Position	Year Completed	Population of Jurisdiction/ Service Area	Tenure Of Placement
OH	Northwestern Water and Sewer District	District President	2026	140,000	2026-Present
OH	City of Tipp City	City Manager	2024	10,500	2024-Present
OH	City of Wyoming	City Manager	2021	8,700	2021-Present
OR	City of Beaverton	City Manager	2021	97,000	2021-Present
OR	Benton County	County Administrator	2023	98,000	2023-Present
OR	Clean Water Services	General Manager	2026	615,000	2026-Present
OR	City of Gresham	City Manager	2021	110,700	2021-2023
OR	City of Milwaukie	City Manager	2024	21,600	2024-Present
PA	Breakneck Creek Regional Authority	General Manager	2021	10,000	2021-Present
VA	City of Fairfax	City Manager	2019; 2025	25,000	2019-2024; 2025-Present
VA	City of Falls Church	City Manager	2026	15,000	2026-Present
VA	Fauquier County	County Administrator	2023	75,200	2023-Present
VA	Harrisonburg-Rockingham Regional Sewer Authority	Executive Director	2021	55,000	2021-Present
VA	Town of Herndon	Town Manager	2025	24,500	2025-Present
WA	City of Bainbridge Island	City Manager	2026	24,800	2026-Present
WA	City of Bothell	City Manager	2022	50,200	2022-Present
WA	City of Camas	City Manager	2022	27,300	2023-Present
WA	City of Shoreline	City Manager	2022	61,400	2022-Present
WI	Madison Metropolitan Sewerage District	Executive Director	2024	575,400	2025-Present
WV	City of Morgantown	City Manager	2025	30,500	2025-Present

In addition to our successful prior searches listed above, we are currently conducting the following nationwide city manager and equivalent searches as of the date of this submission.

State	Organization	Governing Body-Appointed Position	Population of Jurisdiction/Service Area
CO	Town of Erie	Town Manager	42,000
NC	City of Kinston	City Manager	19,900
OR	City of Beaverton	City Manager	98,000
OR	City of Medford	City Manager	86,280
VA	City of Farmington Hills	City Manager	83,290
VA	Town of Middleburg	Town Manager	800
VA	Orange County	County Administrator	40,900
VA	Warren County	County Administrator	43,000

COST

Cost

The total fixed fee to complete this recruitment is $33,500. This includes all professional fees and expenses for Raftelis to perform the scope of work outlined in this proposal.

The fee reflects our firm's standard practice of conducting all meetings virtually until final interviews, when the Lead Recruiter will be on-site, in-person with the City. Should you wish to include additional in-person meetings in the scope of this search, those adjustments may be discussed with the Lead Recruiter during the search kick-off meeting.

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

Advertising	Not to exceed $3,000 total.
Background checks	Not to exceed $500 per background check.

Costs incurred directly by the City are as follows:

Finalists' interview travel	Variable based on the number and geographic location of finalists. These expenses are borne and reimbursed directly to finalists by the City.

The fixed fee will be invoiced as follows:

Activity 1 – $8,844	After the delivery of the recruitment plan and brochure.
Activity 2 – $14,584	After the candidate review meeting and semi-finalist selection.
Activity 3 – $10,072	After the final interviews are completed.

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

Optional Related Services

Stakeholder Engagement Design and Facilitation

As referenced in the proposed scope of work earlier in this proposal, we will discuss the frequency and format of any additional stakeholder and/or broader community engagement that the City may wish to include in this recruitment process during initial scoping discussions. Optional stakeholder and wider community engagement elements offered by Raftelis and associated costs include:

Online Feedback Survey	$2,500 per survey (includes written summary of results). *Please note that Raftelis-administered surveys are not based on formal scientific methods but rather serve as an informal tool to gather general feedback from the community and/or staff. This fee reflects a survey of up to five questions.*
Small Focus Group/Listening Session – Virtual or In-Person	$2,500 per small group (up to 12 invited participants per group). *In-person sessions include an additional cost of up to $1,500 per day for recruiter/facilitator travel.*
Facilitated Public Meetings – In-Person	$5,000 per meeting (no cap on meeting size; includes feedback solicitation from attendees). *If a public meeting is held outside the final interview process, when the Lead Recruiter will already be on-site, then the additional cost of up to $2,500 per day will be included for recruiter/facilitator travel.*

Leadership Coaching

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

Facilitated Evaluations

Our team of seasoned former local government and utility leaders provides facilitated evaluation services for governing body-appointed staff, including city managers, executive directors, general managers, and equivalent roles. The process includes gathering input from each governing body member through one-on-one conversations, an employee self-assessment, a 360-review (if desired), and a guided conversation for the governing body and appointed leader in executive session (in accordance with all relevant open meeting laws), including goal setting for the upcoming year. This objective process allows each member of the governing body's voice to be heard and ensures the executive receives meaningful, actionable feedback. Our team will prepare and provide a written evaluation report.

Attachment "H"

PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES

City Manager
City of Battle Ground, Washington

August 28, 2026
This proposal is valid for 60 days

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

Rebecca L. Fleury, President of Executive Recruitment
RebeccaFleury@GovernmentResource.com

August 28, 2026

Hon. Mayor Eric Overholser & City Council
City of Battle Ground, Washington

Dear Mayor Overholser & Councilmembers,

Strategic Government Resources (SGR) is thankful for the opportunity to submit this proposal to assist the City of Battle Ground in your recruitment for a City Manager. Our nationwide reach, deep municipal expertise, and servant leadership mindset help us deliver tailored recruitment services that will strengthen your culture and community.

Having spent five years of my career in Southwest Washington, I have seen Battle Ground evolve into the dynamic, fast-growing community it is today. We are acutely aware of the complex governance environment, heightened public discourse, and administrative transition your City Council is currently navigating. We approach this recruitment fully prepared to leverage our national talent network, rigorous candidate vetting, and deep familiarity with Pacific Northwest municipal dynamics to help you identify a leader who will bring long-term stability and executive excellence to Battle Ground.

We would like to highlight some key aspects that set SGR apart from other firms:

- **Local government experience**: Our team brings decades of direct local government experience, giving us an insider's understanding of your unique challenges. We've conducted executive searches for over 450 local governments across 37 states, including recent experience with Stevenson, WA; Lacey, WA; DuPont, WA; and Fort Vancouver Regional Libraries. This experience provides us with valuable insight into the unique needs of recruiting a City Manager in the Pacific Northwest.
- **National reach and candidate pipeline**: With over 21,000 LinkedIn followers, 35,000 subscribers to our Servant Leadership e-newsletter, and nearly 5,000 City & County Management Job Alert subscribers, your SGR recruitment will be seen by a vast audience engaged in the profession.
- **Active engagement in the profession**: As recognized thought leaders in local government management, we are directly involved in the latest operations, challenges, and best practices. This ongoing engagement ensures we are attuned to the evolving skills and leadership qualities needed in today's local government leaders.

Larry Gilley, Senior Vice President, will serve as your Executive Recruiter and primary contact for this recruitment. Larry has over 38 years of experience in local government. He has been active in his professional association and is a member of the International City/County Management Association (ICMA). He brings a distinct ability to work collaboratively with elected bodies and communities to identify their next leader.

We are eager to partner with the City of Battle Ground on this significant recruitment. We look forward to the opportunity to discuss our proposed approach in more detail and are available for a meeting at your convenience.

Respectfully submitted,

Darin Atteberry, Chief Executive Officer
DarinAtteberry@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 21 full-time employees, 21 recruiters, 22 facilitators, and multiple consultants who function as subject matter experts on a variety of projects, SGR offers comprehensive expertise. View all SGR team members and their bios at: GovernmentResource.com/Meet-the-Team

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

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 35,000 subscribers across all 50 states.
- We will send targeted emails to nearly 5,000 opt-in subscribers of SGR's City & County Management Job Alerts.
- Your position will appear on SGR's Website which attracts approximately 20,000 visitors per month. GovernmentResource.com/Open-Recruitments
- Your position will be posted on SGR's Job Board which typically has over 2,000 job listings at any given time and receives approximately 16,000 unique visitors per month. SGRJobs.GovernmentResource.com
- 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.

Equal Opportunity Commitment
SGR does not discriminate and believes that equal opportunity is an ethical issue. SGR will not enter an engagement with an entity or organization that directs bias or expects bias to be demonstrated on any basis other than factors that affect the ability of the candidate to do the job. Although SGR cannot guarantee the makeup of the semifinalist or finalist groups, SGR has relationships and contacts nationwide to encourage the meaningful participation of underrepresented groups, and we continue to evaluate and improve our processes by embedding a lens of equity and inclusion into our recruitment practices.

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 semifinalist interviews.
- Media search reports incorporating both internet and social media results 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.

Project Personnel



Larry Gilley, Senior Vice President

Email: larrygilley@governmentresource.com
Phone: 325-660-4208

Larry Gilley joined SGR in 2016. He previously served for more than 38 years in leadership roles in Texas cities. He served as City Manager for the City of Abilene from June 2002 until his retirement. Prior to joining the City of Abilene, Larry served as City Manager for the City of San Marcos, Texas, for almost 14 years. He began his career in municipal government as City Manager in Bovina in 1976 and later served as City Manager in Panhandle.

Larry has been active in his professional association and is a member of the International City/County Management Association (ICMA) and the Texas City Management Association (TCMA) and is Past President of that organization. He served on the Board of the Texas Municipal League Intergovernmental Risk Pool (TMLIRP) and served as Chair of that organization. He has served on the MPA Advisory Council at Texas State University, where he also served as an Adjunct Graduate Faculty member. He holds a Bachelor of Arts in Political Science from Texas Tech University and a Master of Public Administration from Texas State University.

ICMA awarded Larry its professional service award for In-Service Training, and the Cen-Tex Chapter of the American Society of Public Administration recognized him as "Professional Administrator of the Year." Larry is also a recipient of a Lifetime Achievement Award from TCMA and is a Life Member of that organization.

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 Communication with Candidates**
    - Advertising and Marketing
    - Sourcing Prospective and Active Candidates
    - 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 Semifinalist Interviews
    - Media Searches
6. **Search Committee Briefing to Select Finalists**
7. **Evaluation of Finalists**
    - 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

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 of 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.

View sample recruitment brochures here: GovernmentResource.com/Open-Recruitments

Step 2: Recruitment Campaign and Communication with Candidates

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 35,000 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.

Sourcing Prospective and Active Candidates

SGR's innovative recruitment strategies are designed to give our clients a competitive edge in attracting and retaining top-tier talent. By employing a dual approach of passive and active candidate sourcing, we tap into a broader talent pool that includes high-caliber professionals who may not be actively job-seeking. Our advanced technology and deep industry connections enable us to identify candidates with the precise skills and cultural fit for your organization. We

round out sourcing efforts through personalized candidate engagement and outreach with a constant focus on transparency and relationship building.

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

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

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

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 Semifinalist Interviews
Recorded one-way or two-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
Our media search process involves web-based and social media research, enabling efficient and thorough vetting of candidates and minimizing the risk of overlooking critical information. These media reports 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

Prior to this briefing, SGR will provide the Search Committee with links to the recorded online interviews and a briefing book on the semifinalist candidates. The briefing book includes cover letters, resumes, and completed questionnaires. 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

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.

- 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.

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.

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

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

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

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

As part of our commitment to ensuring long-term success, SGR is pleased to offer a complimentary, four-hour, leadership development workshop for your organization within 12 months of the successful completion of the executive search. SGR Executive Recruitment clients would be responsible for the travel costs associated with facilitation only—no professional fee (a cost savings of up to $4,750)! Leadership development workshops are designed to support the newly appointed leader and foster a servant leadership culture within your team, enhancing collaboration and alignment across the organization. Standard leadership development workshops include the following topics:

- Creating a Servant Leadership Culture
- Governance
- Team Building
- Strategic Planning
- Strategic Visioning

We offer additional 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 email training@governmentresource.com or visit GovernmentResource.com/leadership-and-professional-development/leadership-development-services/.

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:	
• Contract Execution • Kickoff Meeting to Discuss Recruitment Strategy and Timeline • Organization/Position Insight and Analysis • Stakeholder Interviews and Listening Sessions • Deliverable: Draft Recruitment Brochure • Deliverable: Recommended Ad Placements • Organization Approves Ad Placements • Search Committee Reviews and Approves Brochure	*Timing varies.* *Estimated to take 2 weeks.*

Task	Week
• Post Position and Firm up Timeline • Recruitment Campaign and Outreach to Prospective Applicants • Initial Screening and Review by Executive Recruiter	Weeks 1-4
• Search Committee Briefing to Review Applicant Pool and Select Semifinalists	Week 5
• Questionnaires • Recorded Semifinalist Interviews • Media Searches	Week 6
• Deliverable: Semifinalist Briefing Books via Electronic Link • Deliverable: Recorded Interviews	Week 7
• Search Committee Briefing to Select Finalists	Week 8
• Background Investigation Reports • Disc Management Assessments (if desired, supplemental cost) • First-Year Plan or Other Advanced Exercise (if desired)	Weeks 9-10
• Deliverable: Finalist Briefing Books via Electronic Link	Week 11
• Face-to-Face Interviews • Stakeholder Engagement (if desired) • Deliberations • Reference Checks (may occur earlier in process) • Negotiations and Hiring Process	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: $31,419

Not-to-Exceed Price is comprised of:

- **Fixed Fee of $28,919**
- **Up to $2,500 in Ad Placements (billed at actual cost)**

The Fixed Fee includes:

- Up to 15 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 Interviews for up to 15 Semifinalists
    - Media Searches for up to 15 Semifinalists
- Semifinalist Briefing Books via Electronic Link
- Background Investigation Reports for up to Five (5) Finalists
- Finalist Briefing Books via Electronic Link
- Reference Checks for up to Five (5) Finalists
- Up to 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.

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 $1,531 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.
- Additional stakeholder interviews and listening sessions, pre-posting - $500 each
- Additional questionnaires over and above the 15 included in the Fixed Fee - $230 per candidate.
- Additional recorded interviews over and above the 15 included in the Fixed Fee - $256 per candidate.
- Additional media search reports over and above the 15 included in the Fixed Fee - $766 per candidate.
- Additional background investigation reports over and above the maximum of five (5) included in the Fixed Fee - $511 per candidate.
- Additional reference checks over and above the maximum of five (5) included in the Fixed Fee - $256 per candidate.
- DiSC Management assessments - $179 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 quantity included in the fixed price are an additional cost. Travel time and onsite time are billed at a professional fee of $1,021 per day. Meals are billed back at a per diem rate of $18 for breakfast, $20 for lunch, and $32 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.
- SGR Executive Recruitment clients wishing to utilize the complimentary leadership development workshop would be responsible for the travel costs associated with facilitation only. Meals are billed back at a per diem rate of $18 for breakfast, $20 for lunch, and $32 for dinner. Mileage will be reimbursed at the then-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 three (3) installments: 35% upon contract execution, 35% after the applicant pool is presented, and 30% after finalist interviews. Ad placement expenses and supplemental services/other expenses will be billed as incurred or provided. 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.

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.

SGR Relevant Recruitments

The recruitments listed below are full service executive recruitments, except for those with an asterisk (*) noting a custom or limited scope recruitment engagement.

City & County Management Recruitments, 2022-Present

In Progress

- Berkeley, MO (pop. 8,000) - City Manager
- Clarksville, IN (pop. 22,000) – Town Manager
- Denton, TX (pop. 169,000) – City Manager
- Enfield, CT (pop. 41,000) – Town Manager
- Eustis, FL (pop. 26,000) – City Manager
- Farmersville, TX (pop. 4,300) - City Manager
- Giddings, TX (pop. 5,500) – City Manager
- Green Cove Springs, FL (pop. 10,000) - City Manager
- Hebron, CT (pop. 9,300) – Town Manager
- Madisonville, TX (pop. 4,630) – City Manager
- Mulberry, FL (pop. 4,500) - City Manager
- Surfside, FL (pop. 5,500) – Town Manager

2026

- Bowie, MD (pop. 58,000) - City Manager
- Annapolis, MD (pop. 40,000) – City Manager
- Azle, TX (pop. 15,000) - City Manager
- Independence, MO (pop. 123,000) - City Manager
- Ketchikan, AK (pop. 8,200) - City Manager/Ketchikan Public Utilities General Manager
- La Vista, NE (pop. 16,746) – City Administrator
- Lawrence, KS (pop. 98,000) – City Manager
- Lisbon, ME (pop. 9,800) – Town Manager *
- Milton-Freewater, OR (pop. 7,000) – City Manager *
- Palmer Lake, CO (pop. 2,635) – Town Administrator

2025

- Aledo, TX (pop. 7,000) - City Manager
- Abilene, TX (pop. 125,000) - City Manager
- Argyle, TX (pop. 6,000) - Town Administrator
- Athens-Clarke County Unified Government, GA (pop. 130,000) - County Manager
- Battle Creek, MI (pop. 52,700) - City Manager
- Biddeford, ME (pop. 22,300) - City Manager
- Blaine, MN (pop. 75,900) - City Manager
- Bonner Springs, KS (pop. 7,600) - City Manager
- Cameron, MO (pop. 8,300) - City Manager
- Canadian, TX (pop. 2,300) - City Manager
- Clay County, MO (pop. 260,000) - County Administrator

- Dundee, FL (pop. 5,700) - Town Manager
- Elgin, TX (pop. 12,800) - City Manager
- Finney County, KS (pop. 38,000) - County Administrator
- Florence, CO (pop. 3,800) – City Manager
- Garden Ridge, TX (pop. 5,000) - City Manager
- Heath, TX (pop. 10,400) - City Manager
- Iowa Colony, TX (pop. 17,200) - City Manager
- Jonestown, TX (pop. 2,500) - City Administrator
- La Junta, CO (pop. 7,200) - City Manager
- Lamar, CO (pop. 7,700) - City Administrator
- North Central Texas Council of Governments (NCTCOG), TX - Executive Director
- Oak Point, TX (pop. 6,000) - City Manager
- Olathe, KS (pop. 149,000) – City Manager
- Ottawa, KS (pop. 12,630) – City Manager
- Pacific, MO (pop. 7,800) - City Administrator
- Plainview, TX (pop. 20,000) - City Manager
- Portland, OR (pop. 650,000) - City Administrator
- Sedalia, MO (pop. 22,000) - City Administrator
- Springfield, MO (pop. 170,200) - City Manager
- Stevenson, WA (pop. 1,600) - City Administrator
- Trinidad, CO (pop. 8,100) - City Manager
- Waco, TX (pop. 140,000) - City Manager
- Wadena County, MN (pop. 14,400) – County Administrator

2024

- Brunswick, ME (pop. 21,800) - Town Manager
- Chester County, PA (pop. 540,000) – Chief Executive Officer
- Coffeyville, KS (pop. 8,800) - City Manager
- Des Moines, WA (pop. 32,400) - City Manager
- Duncan, OK (pop. 23,000) - City Manager
- DuPont, WA (pop. 10,200) - City Administrator
- Edwardsville, KS (pop. 4,700) - City Manager
- Leander, TX (pop. 67,000) - City Manager
- Leavenworth, KS (pop. 37,600) - City Manager
- Manhattan, KS (pop. 55,000) - City Manager
- Marysville, KS (pop. 3,500) - City Administrator
- Medford, OR (pop. 90,900) - City Manager
- Miami, OK (pop. 12,200) - City Manager
- New Rochelle, NY (pop. 80,800) - City Manager
- New Smyrna Beach, FL (pop. 32,400) - City Manager
- Orono, ME (pop. 11,400) - Town Manager
- San Juan County, WA (pop. 18,600) - County Manager
- St. Joseph, MO (pop. 72,000) - City Manager
- Topeka, KS (pop. 125,500) - City Manager
- Treasure Island, FL (pop. 6,500) - City Manager

2023

- Camp Verde, AZ (pop. 12,000) - Town Manager
- Cleburne, TX (pop. 33,000) - City Manager
- Bristol, TN (pop. 27,000) - City Manager
- Dobbs Ferry, NY (pop. 11,000) - Village Administrator
- Gatesville, TX (pop. 16,000) - City Manager
- Glastonbury, CT (pop. 35,000) - Town Manager
- Great Bend, KS (pop. 15,000) - City Administrator
- Justin, TX (pop. 5,000) - City Manager
- Lafayette, CO (pop. 30,000) - City Administrator
- Laredo, TX (pop. 256,000) - City Manager
- Largo, FL (pop. 84,000) - City Manager
- Lawton, OK (pop. 90,000) - City Manager
- Mexia, TX (pop. 7,000) - City Manager
- Nassau Bay, TX (pop. 5,000) - City Manager
- Navajo County, AZ (pop. 106,000) - County Manager
- Ottawa, KS (pop. 12,500) - City Manager
- Parker, AZ (pop. 3,500) - Town Manager
- Rowlett, TX (pop. 68,000) - City Manager
- Shawnee, KS (pop. 69,000) - City Manager
- Snoqualmie, WA (pop. 14,000) - City Administrator
- Snyder, TX (pop. 11,000) - City Manager
- Stillwater, OK (pop. 48,000) - City Manager
- Trophy Club, TX (pop. 13,000) - Town Manager
- Williston, ND (pop. 29,000) - City Administrator

2022

- Aledo, TX (pop. 5,500) - City Manager
- Blaine, WA (pop. 6,000) - City Manager
- Crandall, TX (pop. 4,000) - City Manager
- Dalhart, TX (pop. 8,500) - City Manager
- Edinburg, TX (pop. 100,000) - City Manager
- Fort Collins, CO (pop. 175,000) - City Manager
- Frisco, CO (pop. 3,000) - Town Manager
- Graham, TX (pop. 8,000) - City Manager
- Hutto, TX (pop. 40,000) - City Manager
- Johnston, IA (pop. 24,000) - City Administrator
- Kennebunk, ME (pop. 11,000) - Town Manager
- Kennedale, TX (pop. 9,000) - City Manager
- Ketchikan, AK (pop. 8,000) - City Manager/Public Utilities General Manager
- Klamath Falls, OR (pop. 22,000) - City Manager
- Leawood, KS (pop. 34,000) - City Administrator
- Levelland, TX (pop. 14,000) - City Manager
- Live Oak, TX (pop 16,000) - City Manager

- Madisonville, TX (pop. 4,500) - City Manager
- Manor, TX (pop. 15,000) - City Manager
- Marshall, TX (pop. 23,000) - City Manager
- Mineral Wells, TX (pop. 15,000) - City Manager
- Mont Belvieu, TX (pop. 8,000) - City Manager
- Montgomery, TX (pop. 2,400) - City Administrator
- Parkville, MO (pop. 7,000) - City Administrator
- Rocky Hill, CT (pop. 21,000) - Town Manager
- Sunnyvale, TX (pop. 8,000) - Town Manager
- Tolland, CT (pop. 15,000) - Town Manager
- Walla Walla, WA (pop. 34,000) - City Manager
- West Lake Hills, TX (pop. 3,000) - City Administrator
- Wethersfield, CT (pop. 26,000) - Town Manager
- Wickenburg, AZ (pop. 7,500) - Town Manager

Pacific Northwest Recruitments, 2022-Present

In Progress

- Lacey, WA (pop. 59,430) - Public Works Director
- Seattle, WA (pop. 780,000) - City Auditor
- Portland, OR (pop. 650,000) - Deputy City Administrator - City Operations
- Portland, OR (pop. 650,000) - Deputy City Administrator - Public Safety

2026

- Klamath Falls, OR (pop. 22,000) - Development Services Director *
- Milton-Freewater, OR (pop. 7,151) - City Manager *
- Springfield Utility Board, OR (pop. 62,000) - CEO/General Manager
- Benton County, OR (pop. 97,765) - County Counsel
- Puget Sound Emergency Radio Network Operator (PSERN), WA - Executive Director
- Benton County, OR (pop. 97,765) - Chief Human Resources Officer

2025

- Portland, OR (pop. 650,000) - City Administrator
- Benton County, OR - Chief Financial Officer
- San Juan County, WA (pop. 18,600) - Director of Community Development *
- Stevenson, WA (pop. 1,600) - City Administrator
- Astoria, OR (pop. 10,200) - Community Development Director

2024

- Newport, OR (pop. 11,983) - Human Resources Director
- Des Moines, WA (pop. 32,400) - City Manager
- West Linn, OR (pop. 27,100) - City Attorney
- Medford, OR (pop. 90,887) - City Manager
- San Juan County, WA (pop. 18,600) - County Manager
- DuPont, WA (pop. 10,200) - City Administrator

- Lacey, WA (pop. 59,430) - Community & Economic Development Director

2023

- San Juan County, WA (pop. 18,600) - Fleet Services Director
- Snoqualmie, WA (pop. 14,370) - City Administrator
- Fort Vancouver Regional Libraries, WA - Executive Director
- Klamath Falls, OR (pop. 45,000) - Assistant City Engineer *
- Astoria, OR (pop. 10,200) - Finance & Administrative Services Director
- Seattle Municipal Court, WA (pop. 734,000) - Deputy Court Administrator-Administrative Services *
- Washington County, OR - Director of Juvenile Services
- Washington County, OR - Director of Community Corrections

2022

- Walla Walla, WA - City Manager
- Blaine, WA - City Manager
- League of Oregon Cities, OR - Executive Director
- Sherwood, OR - City Attorney
- Lacey, WA - Human Resources Director
- Klamath Falls, OR - Development Services Director *
- Springfield, OR - Economic Development Manager *
- Springfield, OR - Director of Community Development *
- Emergency Communications of Southern Oregon (ECSO) (Organization), OR - Director
- Klamath Falls, OR - City Engineer *
- Gresham, OR - Human Resources Director
- Richland, WA - IT Manager
- Richland, WA - Deputy City Manager
- Lane County, OR - Financial Services Manager/County Treasurer *
- Snoqualmie, WA - Community Development Director
- Snoqualmie, WA - Finance Director
- Bellingham, WA - IT Director
- Spokane, WA - Planning Services Director
- Snoqualmie, WA - Parks & Public Works Director
- Klamath Falls, OR - City Manager

CITY MANAGER

City of Milton-Freewater

Annual Salary:
$140,000–$160,000 DOE/DOQ

Milton-Freewater, Oregon

Are you a grounded, community-engaged executive who can lead a full-service municipal organization while strengthening management practices and advancing infrastructure priorities? If so, apply to be the City of Milton-Freewater's next City Manager!

We're looking for an exceptional, hands-on leader who is:

- Experienced in municipal management and public-sector leadership, within the State of Oregon is desired
- Financially astute with strong budgeting and utility oversight expertise
- A collaborative communicator who builds trust with staff, Council, and the community

A unique community with strong roots and real opportunity – read on to learn more about this role!



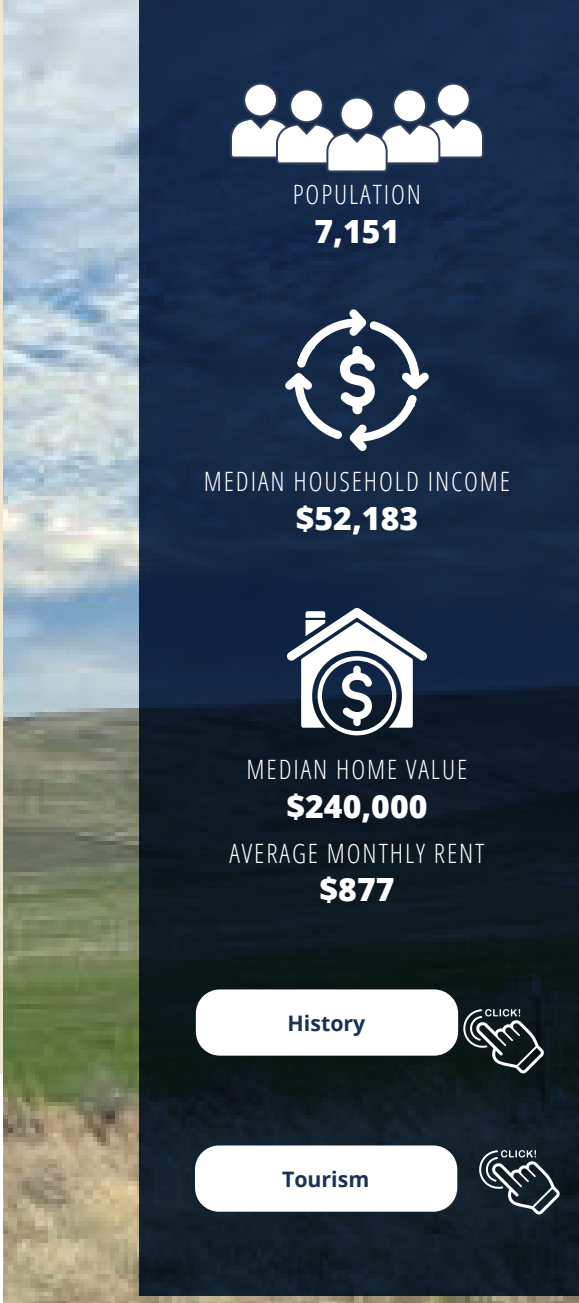
ABOUT THE COMMUNITY

Milton-Freewater is a welcoming, close-knit community of approximately 7,151 residents located in northeastern Oregon's Walla Walla Valley near the Blue Mountains and the Oregon-Washington border. Known for its agricultural heritage, multicultural character, and strong sense of community, Milton-Freewater offers a blend of rural charm and regional connectivity.

The City is uniquely defined by its history as the only hyphenated city in Oregon, formed through the merger of Milton and Freewater in 1950. Today, it maintains a strong identity rooted in cooperation, resilience, and community pride.

Outdoor recreation is abundant, with access to hiking, fishing, hunting, skiing, and ATV trails, while the nearby Rocks District AVA attracts visitors to one of the region's premier wine destinations. The local economy is driven by agriculture, food processing, and wine production, supported by a network of small businesses and regional employers.

Milton-Freewater offers access to higher education institutions within 10–20 miles, as well as nearby healthcare facilities and regional amenities in Walla Walla and the Tri-Cities.



GOVERNANCE & ORGANIZATION

Milton-Freewater operates under a Council–Manager form of government. The Mayor is elected, and the City Council consists of elected members who establish policy and provide strategic direction.

The City is a full-service organization providing:

- Electric (Power & Light)
- Water and Wastewater
- Solid Waste and Recycling Services
- Police, Fire, and Emergency Dispatch
- Library, Planning, and Economic Development
- 911 Public Safety Answering Point
- Recreation - Aquatic Center, 18 Hole Municipal Golf Course, Skate Park, 52 acres of Parks & Recreation

With approximately 65 FTEs and a budget of roughly $45–48 million, the City's operations are complex and heavily influenced by its municipally owned utility systems.



ABOUT THE JOB

The City Manager serves as the Chief Executive Officer of the City and is responsible for leading all municipal operations, implementing Council policy, and ensuring organizational effectiveness.

Reporting to the Mayor and City Council, the City Manager will:

- Provide strategic and operational leadership across all City departments
- Oversee preparation and administration of the annual budget
- Ensure effective management of utility systems and infrastructure planning
- Strengthen organizational systems, communication, and accountability
- Build strong relationships with Council, staff, and the community
- Promote transparency, responsiveness, and high-quality service delivery
- Lead regional and intergovernmental collaboration with neighboring jurisdictions, tribal governments, school districts, and other partners

Early leadership priorities for the first 12–24 months include:

- Moving forward long-term capital planning for the City's municipal utilities and critical infrastructure
- Strengthening financial policies, reserves, and multi-year forecasting
- Modernizing internal systems, policies, and communication practices
- Expanding community engagement and clear communication with residents
- Supporting organizational development, employee growth, and a positive workplace culture

DEPARTMENT STRUCTURE

Divisions within the organization

- Administration (City Recorder, HR, Finance)
- Public Safety (Police, Fire, Dispatch)
- Public Works & Utilities (Water, Sewer, Solid Waste)
- Community Development (Planning, Economic Development)
- Library Services
- Municipal Court
- Aquatic Center
- 18 hole Golf Course

ORGANIZATION QUICKFACTS

EMPLOYEES

65 FTEs

BUDGET

$47.8 MILLION

KEY PROJECTS FOR 2026

- Upgrading aging electrical infrastructure, including substations and transformers
- Advancing water system improvements, including new well development and reservoir replacement
- Implementing updated recycling program requirements
- Continuing renovation of historic City Hall facilities
- Strengthening financial policies, reserves, and long-term capital planning

THE IDEAL CANDIDATE

The ideal candidate is an experienced municipal leader who brings strong executive-level judgment, operational discipline, and a collaborative leadership style. They will have a proven ability to manage complex organizations, particularly those with utility operations, while fostering trust and accountability.

This individual will be a visible and engaged community leader who values Milton-Freewater's unique culture and rural character. They will demonstrate strong financial acumen, the ability to modernize systems and processes, and a commitment to transparent communication with elected officials, staff, and residents.

The successful candidate will be a hands-on leader who listens first, sets clear expectations, and follows through—balancing respect for the community's history with a forward-looking, solutions-oriented approach.

The City Council is committed to supporting the City Manager's success through clear goals, regular communication, and a stable governance environment. Experience working effectively with elected bodies, employee groups, and, where applicable, collective bargaining units is highly valued.



EXPERIENCE & QUALIFICATIONS

Required:

- Bachelor's degree in public administration or a related field (or equivalent experience)
- At least seven (7) years of progressively responsible municipal management experience
- Demonstrated experience in budgeting, organizational leadership, and public-sector operations

For candidates without a bachelor's degree, a combination of education, training, and increasingly responsible management experience that provides the required knowledge, skills, and abilities may be considered.

Preferred:

- Experience as a City Manager, Administrator, or Assistant City Manager
- Knowledge of municipal utilities and enterprise operations
- Bilingual (English/Spanish) skills
- Advanced degree in public administration or related field
- Membership in ICMA, OCCMA, or a similar professional association and a demonstrated commitment to the ICMA Code of Ethics
- Experience in labor relations and/or working with collective bargaining agreements

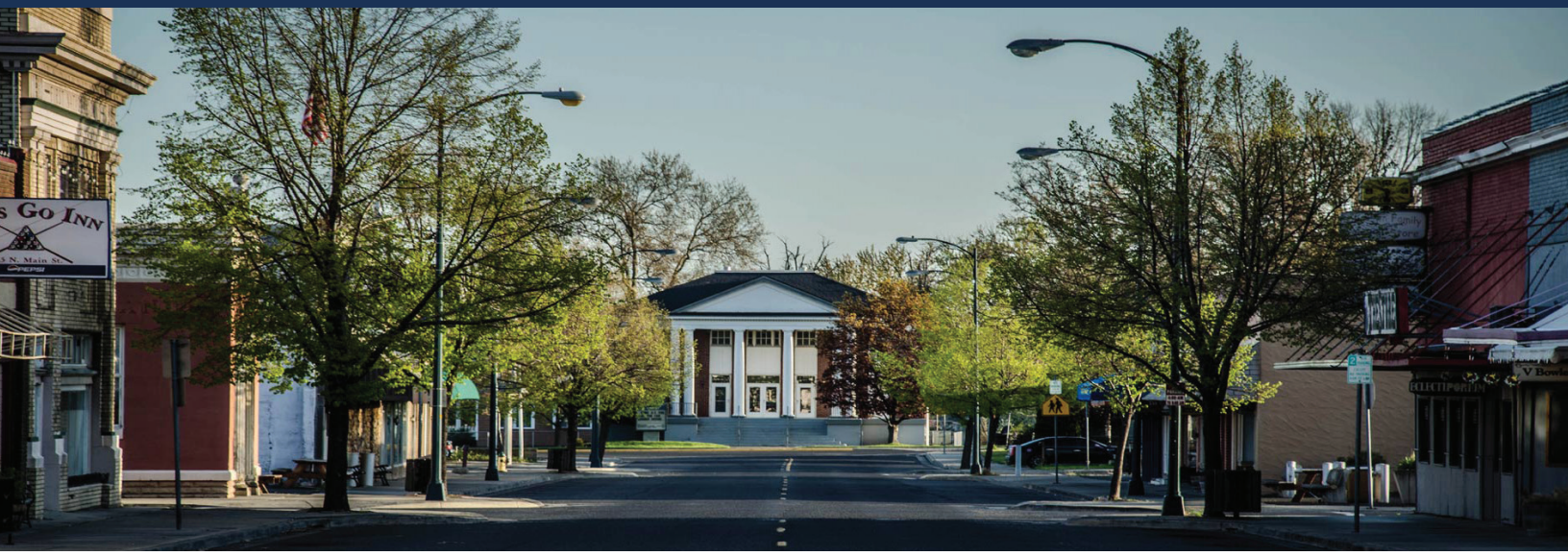
Other expectations:

- Occasional travel for regional meetings and professional development (e.g., LOC, OCCMA, ICMA)
- Valid driver's license (or the ability to obtain one by date of hire) and an acceptable driving record

SALARY & BENEFITS

- **Compensation:** $140,000–$160,000 DOE/DOQ within an employment agreement negotiated based on quali ications and experience
- **Health Benefits:** Medical, dental, vision, and orthodontic coverage (Regence Blue Cross), with low out-of-pocket costs; City pays approximately 90% of premiums
- **Paid Leave:** Up to 4 weeks of vacation (increasing with tenure), 12 days sick leave, and 12.5 holidays annually
- **Retirement:** Oregon Public Employees Retirement System (PERS), with City-paid contributions
- **Additional Perks:** Paid life insurance, City to provide a city cell phone and laptop, vehicle/mileage allowance, paid Long Term Disability, Accidental death and Dismemberment, and additional perks
- **Relocation Assistance:** The City is prepared to offer a reasonable relocation package for the successful candidate
- **Residency:** Residency in the city is preferred in any case, but a new Charter amendment forthcoming for consideration will require residency anywhere within the Milton-Freewater zip code

This is an appointed, at-will position that serves at the pleasure of the City Council under the terms of a professional employment agreement.



HOW TO APPLY

Apply Here

For more information on this position, contact:
Clay Pearson, Senior Vice President
cpearson@governmentresource.com | 713-816-8639

The City of Milton-Freewater is an Equal Opportunity Employer and does not discriminate on the basis of race, color, religion, gender, national origin, age, or disability. The City of Milton-Freewater values diversity, equity, and inclusion and strongly encourages applications from candidates with a variety of backgrounds, perspectives, and experiences. Applicants selected as finalists for this position will be subject to a full background check, which may include criminal history, employment and educational verification, and, where relevant, credit and driver record checks, consistent with applicable law.

Agreement for Full Service Executive Recruitment Services
for City Manager ("PROJECT")
to City of Battle Ground, Washington ("CLIENT") between
CLIENT and Strategic Government Resources, Inc., DBA SGR ("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 August 28, 2026 ("PROPOSAL") 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 related to this PROJECT, 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 and not impede SGR from performing 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 successfully perform its obligations, including identifying and attracting qualified candidates. 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 Clark 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	**CLIENT**
Attn: Melissa Valentine, Corporate Secretary	Attn:
PO Box 1642 Keller, TX 76244	Address:
Melissa@GovernmentResource.com	Email:

PROJECT Representative:

SGR	**CLIENT**
Rebecca L. Fleury	Name:
President of Executive Recruitment	Title:
RebeccaFleury@GovernmentResource.com	Email:
817-337-8581	Phone:

Billing and Invoicing:

SGR	**CLIENT**
Attn: Finance	Name:
Finance@GovernmentResource.com	Title:
817-337-8581	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, information disclosure, placement guarantee, and any representations and warranties 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.

SGR	**CLIENT**
Signature	Signature
Printed Name:	Printed Name:
Title:	Title:
Date:	Date:

CITY OF BATTLE GROUND
STAFF REPORT

To:	City Council
From:	Meagan Lowery, Finance and Information Services Director
Date:	October 5, 2026
Proceeding Type:	PRESENTATION/SET PUBLIC HEARING
Subject:	Ordinance 2026-20 Municipal Code Amendments: Chapter 3.32 Utility Tax

Legislative History:	
• Presentation/Set Public Hearing	October 5, 2026

Staff Report Summary

The City Council has the opportunity to set a public hearing to hear comments and to consider adopting Ordinance No. 2026-20, amending the name of the chapter and providing a definition section clarifying what constitutes "gross revenue".

Background

State law, RCW 35A.82.020, authorizes a city to assess a utility tax on water, sewer, and drainage utilities, but the law does not define what constitutes "gross revenue". It is at the discretion of each municipality to determine what is excluded or included. Since its inception in 1989, the city has based the utility tax on the customer's base bill and charged a flat percentage on the bill, not embedding the tax into the rate. This method prevents charging a tax on a tax, which is the result of embedding the tax in the utility rates.

In addition, the city has historically not charged utility tax on connection charges to the utility systems, nor has it applied it to the regional service fee paid to the Discovery Clean Water Alliance. To clarify existing practices, a new section of code is proposed to define how the city charges these utility taxes. There will be no change to utility customers with this code change.

While reviewing Battle Ground Municipal Code 3.32, it was also noted the name of the chapter is "Water Utility Tax" but it also includes sewer and drainage. We also propose a change to clarify this chapter is also over the other two utilities, sewer and drainage.

Fiscal and Policy Implications

N/A

Options

1. Set a public hearing for November 2, 2026
2. Modify the date for the public hearing
3. No action, no hearing

Staff Recommendation

Set the public hearing for November 2, 2026.

Attachments

A.	Ordinance 2026-20

Legal Review

The following documents were reviewed by legal:

Ordinance 2026-20

ORDINANCE NO. 2026-20

AN ORDINANCE OF THE CITY OF BATTLE GROUND, WASHINGTON, AMENDING BATTLE GROUND MUNCIPAL CODE CHAPTER 3.32 TO RENAME THE CHAPTER; ADOPTING A NEW SECTION 3.32.050, DEFINITIONS; AND PROVIDING FOR SEVERABILITY AND AN EFFECTIVE DATE

WHEREAS, Chapter 3.32 of the Battle Ground Municipal Code ("BGMC"), entitled "Water Utility Tax", establishes the City's utility tax applicable to water, sewer, and drainage utility services; and

WHEREAS, the City Council desires to amend the title of Chapter 3.32 to more accurately identify the water, sewer, and drainage utilities the utility tax is applicable to; and

WHEREAS, the City Council finds that establishing a definition of "gross revenue" within Chapter 3.32 will provide greater clarity and consistency regarding the revenues subject to the utility tax and will assist in the administration, reporting, and collection of the tax; and

WHEREAS, the City Council held a public hearing on November 2, 2026 for the purpose of allowing citizens of the City to comment on these proposed changes to the BGMC; and

WHEREAS, the City Council of City of Battle Ground has reviewed the proposed changes to the BGMC and find it in the best interest of the City to adopt the proposed changes to Chapter 3.32 BGMC and BGMC 3.32.050;

NOW THEREFORE BE IT ordained by the City Council of the City of Battle Ground, Washington as follows:

SECTION 1. TITLE OF CH. 3.32 BGMC, AMENDED. The title of Chapter 3.32 BGMC, entitled "Water Utility Tax" is hereby amended to read as follows: WATER, SEWER, AND DRAINAGE UTILITY TAX.

SECTION 2. ADOPTING BGMC 3.32.050. BGMC 3.32.050, entitled "Gross revenues—Definition and exclusions" is hereby adopted to read as follows:

> BGMC 3.32.050 Gross revenues—Definition and exclusions.
> For purposes of this chapter, "gross revenues" or "total gross revenues" means the total of money or other consideration received by a utility subject to this chapter from the conduct of its business within the city, or from the city owned utilities, without any deduction for the cost of doing business, except as otherwise expressly provided in this chapter.
>
> "Gross revenues" does not include:
>
> A. The amount of any tax imposed by this chapter that is separately stated as a line item on a customer's utility bill and collected by the

utility solely as reimbursement of the utility's own tax liability under this chapter. The tax levied under Section 3.32.010 is imposed upon the utility for the privilege of doing business within and adjacent to the city, and any amount identified on a customer's bill as attributable to that tax is a pass-through recovery of the utility's tax obligation and not consideration received by the utility for the sale of utility service; and

B. The amount collected for connection fees to the system; and

C. Services provided as wholesale, such as the Regional Service Charges paid to the Discovery Clean Water Alliance and amounts charged to Clark Regional Wastewater District for use of a city asset.

SECTION 3. SEVEREBILITY. If any section, sentence, clause, or phrase of this ordinance shall be held to be invalid or unconstitutional by a court of competent jurisdiction, such invalidity or unconstitutionality shall not affect the validity or constitutionality of any other section, sentence, clause, or phrase of this ordinance.

SECTION 4. REGULATORY CONFLICTS. All other ordinances and parts of other ordinances inconsistent or conflicting with any part of this ordinance are hereby repealed to the extent of the inconsistency or conflict.

SECTION 5. CORRECTIONS. The City Clerk and the codifiers of this ordinance are authorized to make necessary clerical corrections to this ordinance including, but not limited to, the correction of scrivener's/clerical errors, references, ordinance numbering, section/subsection numbers and any references thereto.

SECTION 6. EFFECTIVE DATE. This ordinance shall be published in summary form and be in full force and effective five (5) days from the date of publication in accordance with law.

ADOPTED IN OPEN MEETING OF THE CITY COUNCIL OF THE CITY OF BATTLE GROUND, WASHINGTON THIS 2nd DAY OF NOVEMBER 2026.

_____

Eric Overholser, Mayor

Attested to by:

Approved as to form:

Elizabeth Halili, City Clerk

Hillary Evans, Contract City Attorney

CITY OF BATTLE GROUND
STAFF REPORT

To:	City Council
From:	Meagan Lowery, Finance and Information Services Director
Date:	October 5, 2026
Proceeding Type:	PRESENTATION/MOTION
Subject:	Resolution No. 26-07 General Fund – Unrestricted Fund Balance

Legislative History:	
• First Presentation:	October 5, 2026

Staff Report Summary

City Council will have the opportunity to approve Resolution No. 26-07 which amends the policy for an appropriate level of unrestricted fund balance of the general fund.

Background

Fund balance is intended to serve as a measure of the financial resources available in the city's general (current expense) fund. A minimum level of fund balance ensures stable service delivery and provides adequate cash flow to meet operating needs. However, operating expenditures often outpace operating revenues. The Government Finance Officers Association recommends, as a best practice, no less than two months of operating expenditures as unrestricted fund balance of the general fund.

This policy would keep the minimum fund balance at three months (90 days/25%) of operational expenditures but also set a target of four months (120 days/33%) of operational expenditures.

Fiscal and Policy Implications

Amends the policy and method for determining the appropriate level of unrestricted fund balance of the general fund.

Options

Council has three options to consider:

Option	***Results***
Approve Resolution 26-07 as presented	*Amends the current policy to use operating expenditures as the measurement base*
Modify Resolution 26-07	*Staff would modify the policy at council's direction and present the impacts the modifications may have on the city's financial position.*
No Action	*Staff will revisit alternate policies with Council at a later date.*

Staff Recommendation

Staff recommends council move to approve Resolution 26-07.

Attachments

A.	Resolution No. 26-07
B.	Fund Balance Policy – General Fund

Legal Review

The following documents are attached and subject to legal review:

Resolution 26-07

RESOLUTION NO. 26-07

A RESOLUTION OF THE CITY OF BATTLE GROUND, WASHINGTON TO AMEND THE FUND BALANCE POLICY OF THE GENERAL FUND

WHEREAS, the City of Battle Ground provides municipal services for its citizens, including protection of life and property, public health and welfare, and improved quality of life; and

WHEREAS, the City Council deems it a high priority to deliver municipal services in the manner consistent for all citizens, and with maximum efficiency and financial prudence; and

WHEREAS, adopting financial policies and standards will add to the continuity and the stability of the city; and

WHEREAS, the Battle Ground City Council has reviewed and discussed the attached policy of unrestricted fund balance of the general fund and deems it in the best interest of the city to amend the policy.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF BATTLE GROUND, WASHINGTON AS FOLLOWS:

Section 1. The attached Fund Balance Policy of the General Fund is hereby amended for use in future financial planning and operations by the city manager and staff of the City of Battle Ground and for the purpose of guiding the city's budget process.

Section 2. This resolution shall be effective immediately upon passage by the City Council.

DATED this 5th day of October 2026.

City of Battle Ground

_____
Eric Overholser, Mayor

Attest:

_____
Elizabeth Halili, City Clerk

Approved as to form:

_____
Hilary Evans, Contract City Attorney

POLICY AND PROCEDURE

Subject	**General Fund – Fund Balance Policy**	
Index	FINANCE POLICIES	Page 1 of 1
Approved by	Resolution 26-07	Effective Date: October 5, 2026

1.0 PURPOSE

The purpose of the policy is to establish an appropriate level of unrestricted fund balance in the general fund (current expense fund) to provide the city with:

- Adequate resources to mitigate for unanticipated or volatility of expenditures (e.g. natural disaster, unfunded mandates, labor agreements, etc.)
- Adequate resources to mitigate for limited interruptions in revenues (e.g. unexpected loss of revenue source, changes in federal and state tax policies, etc.)
- Fiscal stability to maintain current credit ratings

2.0 FUND BALANCE

The City shall maintain a minimum General Fund balance equivalent to 90 days of operating expenditures. The City's long-term financial objective is to maintain a General Fund balance of approximately 120 days of operating expenditures, when fiscally practicable and consistent with the City's financial needs and priorities.

Operating expenditures noted above shall be calculated on the monthly average of total annual budgeted general fund expenditures for the ensuing fiscal year, not including any capital fund transfers or expenditures.

The city will annually review the General Fund balance level that is necessary to meet the city's cash flow needs. If it is determined that three months of operating expenditure level is not adequate, the finance director shall propose an amendment to this policy.

3.0 REPLENISHMENT

If the unrestricted fund balance in the General Fund falls below the minimum target or has a deficiency, the city will plan to adjust the budget in the subsequent fiscal years to restore the fund balance. The city will strive to restore the unrestricted general fund balance to the minimum level within three (3) fiscal years.

CITY OF BATTLE GROUND
STAFF REPORT

To:	Rob Ferrier, Interim City Manager
	City Council
From:	Mark Herceg, Public Works Director
Date:	October 5, 2026
Proceeding Type:	Presentation/Set Public Hearing
Subject:	CDBG Project Proposals

Legislative History:	
• First Presentation:	October 5, 2026

Staff Report Summary

Public Works staff will present information on this year's Community Development Block Grant (CDBG) program.

Background

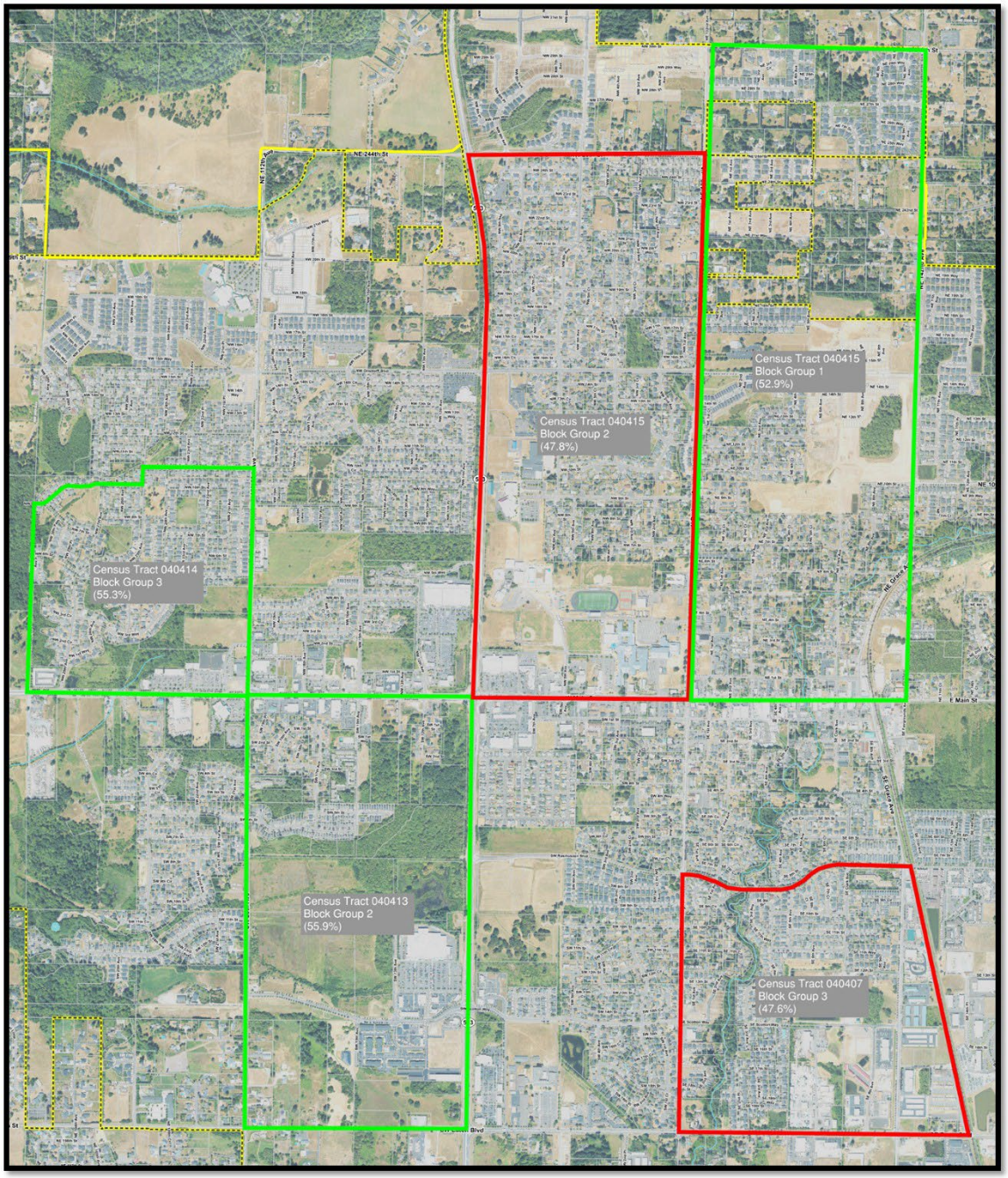
The City has the opportunity to apply for CDBG. Historically, infrastructure improvements with local matching funds have scored the highest for funding opportunities.

Based on guidance from the County it appears that approximately $526,000 will be available for grant funding among the competing jurisdictions in Clark County. These can include Washougal, Camas, Ridgefield, La Center, Yacolt, and Woodland if they have qualifying census tracts.

The City typically applies under the Infrastructure program, which can cover the following categories:

1. Acquisition of Real Property
2. Parks, Recreational Facilities
3. Street & Sidewalk Improvements
4. Water & Sewer Improvements
5. Clean Up Contaminated Sites

Projects must occur in low to moderate income census tracts. A map of the census tracts is shown below:



Other items to keep in mind:

1. The maximum request is $400,000, minimum $50,000.
2. The City receives 1 point for every 5% of match up to a maximum of 10 points (50% match).
3. Pre-applications are due on November 2nd.
4. Full applications are due on December 4th.

Staff will present some options to Council at this meeting.

Fiscal and Policy Implications

None at this time.

Options

None at this time. Meeting is informational.

Staff Recommendation

Staff recommends that City Council listen to the presentation and ask any questions that may come up. Staff also recommends that City Council set the public hearing for the November 2, 2026 meeting.

Attachments

n/a

Legal Review

n/a