Haines Borough
Borough Assembly SPECIAL Meeting
AGENDA

December 29, 2015 – 6:00 p.m. **Location: Assembly Chambers, Public Safety Bldg.**

Jan Hill,
Mayor

Margaret Friedenauer,
Assembly Member

Diana Lapham,
Assembly Member

Mike Case
Assembly Member

Tresham Gregg,
Assembly Member

George Campbell,
Assembly Member

Ron Jackson,
Assembly Member

TBD
Borough Manager

Julie Cozzi, *MMC*
Acting Manager

Krista Kielsmeier
Interim Borough Clerk

THIS IS A SPECIAL MEETING FOR THE PURPOSE OF ADDRESSING ONLY THE FOLLOWING AGENDA ITEM, AND THE ASSEMBLY MAY TAKE ACTION. NO OTHER ISSUES WILL BE CONSIDERED AT THIS MEETING.

1. **CALL TO ORDER / PLEDGE TO THE FLAG**
2. **ROLL CALL**
3. **APPROVAL OF SPECIAL MEETING AGENDA**
4. **PUBLIC COMMENTS**
5. **BUSINESS**

A. Resolution 15-12-653
A Resolution of the Haines Borough Assembly authorizing the borough manager to enter into a contract with Thomas, Inc. to provide State Lobbying Services for $45,000 plus expenses.

This resolution is recommended by the administration. **Motion**: Adopt Resolution 15-12-653.

B. Resolution 15-12-654
A Resolution of the Haines Borough Assembly authorizing the borough manager to enter into a contract with Brimeyer Fursman to provide an Executive Search for the next Borough Manager and the next Chief of Police for $27,500 plus expenses not to exceed $10,000.

This resolution is recommended by the administration and the personnel committee. **Motion**: Adopt Resolution 15-12-654.

C. Resolution 15-12-655
A Resolution of the Haines Borough Assembly authorizing and designating certain persons to sign and endorse checks pertaining to the Borough's First National Bank Alaska accounts, and authorizing certain persons as signatories for the Borough's security cash accounts and investments.

This resolution is necessary whenever there is a change in borough officers. **Motion**: Adopt Resolution 15-12-655.

D. Strategic Planning – Discussion Item
This agenda item was requested by Assembly Member Friedenauer. The discussion may lead to a motion regarding next steps.

E. Interim Manager Hire
On 12/15/15, the assembly passed a motion to hire Brad Ryan as the Interim Borough Manager effective 1/2/16. Terms of the appointment, including salary, need to be determined, and the acting manager has drafted a Letter of Agreement for assembly consideration. This discussion should take place in executive session.

Motion: "Go into executive session as allowed by AS 44.62.310(b)(2) to discuss the appointment of Brad Ryan as Interim Manager and the terms of an agreement; this matter qualifies for executive session because it contains 'matters, the immediate knowledge of which would clearly have an adverse effect upon the finances of the public entity'; this applicant has been provided with an opportunity to request a public discussion; and the assembly requests Acting Manager Julie Cozzi to join the assembly in this session."

6. **PUBLIC COMMENTS**
7. **ADJOURNMENT**

5A

HAINES BOROUGH, ALASKA
RESOLUTION No. 15-12-653

Draft

A Resolution of the Haines Borough Assembly authorizing the borough manager to enter into a contract with Thomas, Inc. to provide State Lobbying Services for $45,000 plus expenses.

WHEREAS, the borough assembly adopted the FY16 operating budget with $45,000 budgeted for a state lobbyist in Economic Development, Fund 23; and

WHEREAS, the borough solicited proposals from qualified firms or individuals to provide lobbying services at the state level for the Haines Borough for the purpose of influencing legislative or administrative actions, as directed or requested by the Borough; and

WHEREAS, the borough manager received two proposals by the December 11, 2015 deadline; and

WHEREAS, the lowest cost proposal was submitted by Bill Thomas of Thomas, Inc. for $45,000 plus expenses; and

WHEREAS, Thomas has experience as both a state lobbyist and a former member of the Alaska House of Representatives; and

WHEREAS, as a lifelong resident of Haines, Thomas is keenly aware of the local dynamics and the community's needs, and has continued to advocate for Haines at every opportunity; and

WHEREAS, in addition to the $45,000 professional & contractual funds in the economic development FY16 budget, there are sufficient supplies and travel funds in the budget to cover the reimbursable expenses customary to this type of professional services contract; and

WHEREAS, the term of this contract is intended to be for a period of one year with an option for an additional extension based upon a satisfactory review by the mayor and assembly of services provided, and subject to available funding,

NOW, THEREFORE, BE IT RESOLVED BY THE HAINES BOROUGH ASSEMBLY that the interim manager is hereby authorized to contract with Thomas Inc. to provide State Lobbying Services for $45,000 plus expenses.

Adopted by a duly-constituted quorum of the Haines Borough Assembly this _____ day of _____, 2015.

_____
Janice Hill, Mayor

Attest:

_____
Krista Kielsmeier, Interim Borough Clerk

December 1, 2015,

Borough Manager, Haines Borough
PO Box 1209
Haines, Alaska 99827

Dear Haines Borough Manager,

Thank you for the opportunity to submit the following proposal to Lobby for the Haines Borough.

Enclosed please find the required proposal content as outlined in the Haines Borough RFP.

I am pleased to apply for the Lobbying position and hopefully look forward to a productive relationship between the Borough and Thomas, Inc.

Respectfully,

William A. Thomas
Thomas. Inc.

RECEIVED Haines Borough
DEC 08 2015
Clerk's Office

November 2015

RE: CONSULTING AND LOBBYING SERVICES AGREEMENT

Dear Haines Borough Manager

This letter will serve as a Consulting and Lobbying Services Agreement ("Agreement") Effective as of January 1, 2015, by and between The Haines Borough and Thomas, Inc. ("Consultant"). This Agreement will terminate on December 31, 2016 or sooner as provided in this Agreement. Consultant will provide government relations services for The Haines Borough within the State of Alaska. Consultant will take direction from the Haines Borough designee, who will serve as Consultant's primary point of contact. The Haines Borough initial designee for purposes of this Agreement shall be The Haines Borough Manager. The Haines Borough may change its designee at any time by delivering written notice of such change to Consultant.

1. The scope of work to be performed by Consultant "(Work) specifically relates to government relations between The Haines Borough and the State of Alaska pertaining to The Haines Borough interests in Alaska. Consultant will cooperate with and coordinate Work activities with The Haines Borough designee.

2. Consultant's Work is subject to instructions received from The Haines Borough Manager in performing its services under this Agreement, Consultant will be and remain an independent contractor with control over the manner in which Consultant performs such services. Consultant will not hold itself out as an agent of The Haines Borough and will require that its officers, directors and employees refrain from holding themselves out as employees or agents of The Haines Borough. Consultant will be solely responsible for all compensation of its personnel and all federal, state and local employment taxes or other withholdings related to such compensation.

3. In exchange for Consultant's services under this Agreement, The Haines Borough shall pay Consultant an annual consulting fee of Forty-five thousand ($45,000.00) during the term of this Agreement. Payment may be in lump sum or on a quarterly basis at the rate of $11,250.00 annual quarter with the first such quarterly payment due upon execution of this Agreement and like payments due within the first thirty days of each calendar quarter.

4. In addition to the compensation payable under Section 3 of this Agreement, The Haines Borough shall also reimburse Consultant for its actual expenses incurred in providing services under this Agreement. To substantiate such expenses, Consultant shall submit an explanation of the purpose for and copies of receipts for: APOC fees, airline tickets (coach class except for transoceanic flights, then business class), car rentals, lodging, meals, phone bills, reproduction costs and postage. Consultant's subcontractor costs, if any, shall be incorporated in the above monthly billings. The Haines Borough shall reimburse Consultant for all

such expenses within thirty (30) days after receipt by The Haines Borough of Consultant's billing for such expenses.

5. The Haines Borough or Consultant may terminate this Agreement at any time for any reason (or for no reason) upon thirty (30) days written notice to the other party, without liability or penalty to either party. The cancellation or termination of this Agreement will not affect The Haines Borough's obligation to pay the compensation, due Consultant as of the termination date (which shall be at least 30 days after the date of any termination notice) and to reimburse Consultant for any expenses incurred as of that date.

6. Consultant shall complete the Work in accordance with all applicable laws, rules, regulations, administrative directions, and orders. Consultant shall not pay any commission, fee or rebate, or make any gift of significant value to any employee of The Haines Borough or regulator in connection with this Agreement. During the term of this Agreement, Consultant shall comply with and abide by all lobbying, ethical, registration, or notification requirements under Alaska law or such other jurisdictions applicable to Consultant and shall comply with and abide by all lobbying, ethical, registration or notification requirements under Alaska law or such other jurisdictions applicable to The Haines Borough.

7. Consultant acknowledges that it may receive from The Haines Borough certain non-public information in connection with this Agreement. Consultant shall and will require its directors, officers, employees, and representatives to (1) treat such information as confidential, (2) not use any such information except for the purpose of performing the services contemplated by this Agreement, and (3) not disclose to any third party such information, except as may be required by law or legal process or as authorized by The Haines Borough in writing. All files, documents, and other property of whatever nature made available to Consultant by The Haines Borough will remain the property of The Haines Borough and will be surrendered by Consultant to The Haines Borough promptly upon termination of this Agreement. The obligations of Consultant under this Section & will survive the termination or cancellation of this Agreement.

8. During the term of this agreement, Consultant shall not provide services to or acquire any interest in a competitor of The Haines Borough (except for an interest not exceeding 1%, acquired for investment purposes, in a company whose stock is traded on a public exchange) without The Haines Borough's prior approval.

9. Consultant shall retain ownership of all copyrights and other rights in and to any reports, analyses, or other original works authored by Consultant pursuant to performing services under this Agreement and no such work shall be considered a work make for hire under the Copyright Laws of the United States. Consultant hereby grants to The Haines Borough a limited, non-exclusive, non-transferable

license to use, for The Haines Borough's own purposes, all such works created by Consultant in performing this Agreement.

10. Consultant shall not advertise or otherwise use its contact with The Haines Borough under this Agreement in any public disclosure without prior written consent of The Haines Borough. Such disclosure shall include, without limitation, issuing brochures, listing references, placing advertisements and making any announcement or releasing any information to any third party concerning the existence or content of this Agreement, the Work or any facility of The Haines Borough. Consultant shall not use or permit the use of the trade or service names, marks or logos of The Haines Borough in any manner. This provision shall survive the expiration or earlier termination of this Agreement.

11. This Agreement and the documents incorporated herein constitute the complete agreement and supersede all prior agreements or understandings, written or oral, between the parties, with respect to the subject matter hereof. This Agreement shall not be assigned by Consultant without prior written consent of The Haines Borough.

12. No provision of this Agreement shall be deemed waived without express written notice of waiver. Failure to demand strict performance in one instance shall not be deemed to waive either Party's right to insist on strict performance in any other instance.

13. The parties shall resolve any disputes arising under this Agreement through binding arbitration pursuant to the Alaska Revised Uniform Arbitration Act, Alaska Statutes 09.43.300-09.43.595. Any arbitration hearing shall be held in Haines Alaska, with parties bearing their own costs.

If the foregoing accurately reflects your understanding of our agreement, please so signify by signing and returning this letter to the undersigned.

Thomas, Inc.

By: _____
William A. Thomas, Jr.
Its: Principal

ACCEPTED AND AGREED this ____ day of _____, 2015

The Haines Borough

By: _____

Its: Principal

WILLIAM A. THOMAS, JR.

PERSONAL INFORMATION

- 887 Oslund Dr. E., POB 942, Haines, AK 99827-0942
- Email: thomasgroup@aptalaska.net
- Phone: 907-723-2365

- POB Haines, Alaska
- Age: 67
- Spouse: Joyce
- 5 children, 4 grandchildren

EDUCATION

HAINES HIGH 1965, UAF 1965

MILITARY SERVICE

US ARMY 1966-68

- Vietnam Veteran
- Good Conduct Medal
- Crew Chief Wings
- Sharpshooter
- Vietnam Army Appreciation Award

POLITICAL & GOVERNMENT POSITIONS

Former Member Alaska State Legislature, 8 years

- Co-Chair Finance (Operation Budget) 2 years
- Vice-Chair Finance, 2 years
- Finance Member, 2 years
- Co-Chair Fisheries, CNRA, 2 years
- Former Assemblyman Haines Borough, School Board, 4 years
- Former Member Alaska Board of Forestry, Alaska Timber Task Force
- Former Director Resource Development Council

BUSINESS & PROFESSIONAL POSITIONS

Member Sealaska Board of Directors, 4 years

Former Director, Chairman

- Klukwan, Inc.
- North Pacific Expedition
- Klukwan Construction
- K-Ply
- South Coast Construction
- Klukwan Forest Products
- West Coast Stevedoring
- Chilkat Construction

Former Director

- Chilkat Electrical Construction Services
- Chilkat Stevedoring

- West Coast Construction Service
- Lobbyist 1976-2004 (State and Federal)

SERVICE ORGANIZATIONS

Former Director

- Alaska Loggers Association
- Chairman KHNS Radio Station
- USAG
- AFN Legislative Committee

Lifetime Member

- American Legion
- United Fishermen of Alaska

William Thomas
887 Oslund Drive East
Haines, Ak 99827
907-766-3365
907-723-2365

REFERENCES:

Mike Chenault
Speaker of the House
Alaska State Legislature
716 E. 4th Ave. Ste. 600
Anchorage, AK 99501-2133
907-269-2030
Representative.Mike.Chenault@akleg.gov

Relationship: Fellow Representative Alaska State Legislature from 2005 to 2013.

Sam Kito Jr.
Kito Inc.
Sultan, Washington
907-723-2890
kitoinc@gci.net

Relationship: Fellow Lobbyist at Alaska State Legislature from 1988 to 2005.

Benjamin Nageak
State Representative, Resources Co-Chair
Alaska State Legislature
120 4th St. Rm 501
Juneau, AK 99827
907-465-3473
Representative.Benjamin.Nageak@akleg.gov

Relationship: Fellow Representative. Lobbyist for the North Slope Borough when he was Mayor.

I will be happy to supply additional references if the Borough so desires.

December 21, 2015

RECEIVED Haines Borough
DEC - 2015
Clerk's Office

Borough Manager, Haines Borough
P.O. Box 1209
Haines, AK 99827

Dear Borough Manager,

The following is a list of the clients for whom I have lobbied:

North Slope Borough
Petro Star
DiPac Hatchery
American Tobacco
English Only
A Trust Company
Kito, Inc.
Klukwan Inc. and Subsidiaries

Additional Reference: Representative Chris Tuck, Minority Leader, Alaska State House of Representatives, 907-223-6471. Representative Les Gara 907-250-0106

Sincerely,

William A. Thomas, Jr. (Bill)

RECEIVED Haines Borough
DEC - 2015
Clerk's Office

HAINES BOROUGH STATE LOBBYING SERVICES RFP RESPONSE

December 11, 2015

DDA
Denali Daniels
& ASSOCIATES, INC

DDA
Denali Daniels
& ASSOCIATES, INC

www.DDAalaska.com
3201 C Street, Suite 110, Anchorage, Alaska 99503
info@DDAalaska.com
907.317.0078

TRANSMITTAL LETTER

December 11, 2015

David Sosa
Borough Manager
Haines Borough
PO Box 1209
Haines Borough, Alaska 99827

Dear Mr. Sosa:

Denali Daniels & Associates (DDA) is pleased to offer this proposal to provide state lobbying services to the Haines Borough. Established in 2012, the team at DDA provides clients with traditional lobbying services combined with strategic capital project planning and public involvement services. This unique approach has resulted in the passage of major legislation, and we believe this sets us apart from other lobbyists. Our team consists of four seasoned professionals based in Anchorage with a presence in Juneau during legislative session.

PROJECT APPROACH

We believe that a successful legislative strategy requires an effective lobbyist that can also provide facilitation, communications and capital project planning support to compliment the traditional lobbying contract. Our proposal includes a full-service approach to include these supporting activities.

For example, we encourage a facilitated strategy session that results in a concise 12-month action plan complete with delegated assignments and a tactical implementation document for tracking purposes. The interim is often a lost opportunity for legislative advocacy – it can be the best time to reach legislators because they are more accessible. Some of our best work can occur during the interim, setting the stage for a smoother legislative session, which is why a 12-month plan is helpful.

Communications, both internal and external, are a critical component to achieve successful outcomes. Internally, leaders must receive regular communications and calls to action. Externally, support with media relations and stakeholder involvement ultimately help legislators defend their decision-making. In our experience, development of social media or print materials are helpful elements to the strategy. Lastly, having experience navigating capital funding processes can be critical. All of these services are offered under our proposal.

HAINES BOROUGH PRIORITIES

Though the 2016 legislative priorities will be determined at the upcoming December Haines Borough Assembly meeting, we went ahead and reviewed previous year priorities to get a sense of the support needed through this contract. Two major projects seem to continue to need funding:

1) The wastewater treatment facility, and
2) The Lutak dock facility.

Governor Walker released his State Capital Budget on December 9, 2016. The Department of Environmental Conservation (DEC) Municipal Water, Sewage and Solid Waste Matching Grant program included $0 in the Governor's budget. The State of Alaska Municipal Harbor Grant program included $5 million.

Also this week, the President signed the Fixing America's Surface Transportation Act (the FAST Act). The Act includes $305 billion for transportation, and $4.5 billion dedicated to freight infrastructure. It is expected that funding will be competed by state governments for local projects.

As the Haines Borough proceeds in advancing its priorities, our team can help with strategic discussions relating to capital project development. For example, if the Lutak dock facility cannot be fully funded, can the project be phased utilizing any available funds? If the federal FAST Act funding becomes available six months from now, would missing a construction season impact the project budget? For the wastewater treatment project, if we legislatively were able to get the funding back into the state Capital budget, could the Haines Borough be prioritized in the next round since it was so close this last time?

These are all hypothetical questions we would pose knowing very little about the project history, and we'd get up to speed on issues like this in the early stages of our contract with the Haines Borough. The team at DDA has extensive experience working through the various levels of bureaucracy to negotiate on your behalf.

PROJECT TEAM

Denali Daniels has been influencing Alaska policy for nearly twenty years. She is a professional trainer and coach on the legislative process, and clients value her ability to facilitate priorities to develop and execute the right plan. Having worked in the Capitol building for the past two decades on a wide range of topics, Denali is a familiar face to legislators and their staff.

Denali Daniels will be the primary lobbyist with support from Drew Cason, who joins the DDA team in December 2015 after spending the past two years lobbying in Washington, DC for a prestigious firm representing Alaska issues.

Holly Spoth-Torres and Chelsea Ward-Waller are available as required, with the services of the entire DDA team available to develop and implement a successful legislative strategy for the Haines Borough. You will see our firm experience coupled with each individual team member's background offers the Haines Borough an unparalleled level of expertise.

DRAFT 12 MONTH LEGISLATIVE ACTION PLAN

The specifics of the Haines Borough legislative strategy will determine the most appropriate approach. An example of how the DDA team could frame your strategy might look something like the following:

TIMELINE	DELIVERABLES
January 2016	• Kick-off 12-month Action Plan session. Optimally this is a face to face meeting for 2-4 hours with key team members and includes a gap analysis, with a tactical planning document for use over the next year. • Weekly meetings held with Borough management, preferably while legislature is occupied in floor session. • Monthly written reports begin to Borough staff. Teleconference report to Assembly if appropriate. • Development of social media/print materials determined.
February 2016	• Alaska Municipal League conference in Juneau week of February 15th. - Key team members attend the conference and schedule a facilitated strategy session during this week (if a face to face did not occur in January this is another option). This is the third week of session, and may be late in the process. - DDA can provide facilitation and logistic support for this meeting as part of our scope. • Weekly meetings with Borough management.
March - April 2016	• At this point, more will be known about potential session outcomes and necessary strategy, and this part of the timeline will be updated in both weekly and monthly reports.
May 2016	• In person strategy session in Haines to debrief on session outcomes and develop interim legislative strategy. -DDA can provide facilitation and logistics support if requested. • Weekly meetings go to monthly updates.
May - December 2016	• Implement interim legislative strategy. • Monthly updates.
October 2016	• 2017 Session strategy developed.

This draft timeline is an example of how we could frame your legislative strategy and track progress. Once we are on board and can hear more about the details of your priorities, this can be an ongoing tool to plan and track progress.

The DDA team is very enthusiastic to be submitting this proposal. Please accept our best wishes on a successful review process.

Sincerely,

Denali Daniels
President and CEO

Experience and Qualifications: Meet the DDA Team

DENALI DANIELS

Denali Daniels is a born, raised, and educated Alaskan. She grew up in Kasilof, Alaska in a log cabin her father built on a 17-acre homestead. She holds a BA in Psychology and Masters in Public Administration, both from the University of Alaska, Anchorage, and has spent nearly twenty years serving in public, private and non-profit sectors in the state.

Denali's professional career began in 1996 when she served as a legislative aide to the State House working for House Transportation Chair, Representative Gary Davis. After a series of legislative and policy development positions, she served ten years at the Denali Commission. As a member of the senior management team, she provided leadership to a range of multi-million dollar programs with significant impact across Alaska.

Over the years, Denali has grown an extensive statewide presence through traveling to hundreds of Alaska communities. Denali has the unique skill set of having led numerous strategic, often high profile initiatives in Alaska. She has provided technical assistance and strategic advice to a number of Alaskan groups, resulting in hundreds of projects and efforts proceeding to development across the state.

Denali left public service in 2012 to put her skills to work in private consulting. A Partner at the Alaska Community Foundation's (ACF's) Philanthropy Hub, Denali Daniels & Associates (DDA), Inc. provides clients with public involvement, strategic capital project planning and lobbying services.

DREW CASON

Drew is a third generation Alaskan who grew up in Anchorage. Drew became involved in public affairs in high school when his appreciation of camping in the Chugach led to joining Alaska Youth for Environmental Action and eventually trips to DC to meet with Alaska's congressional delegation. He has been engaged in policy ever since.

After a year abroad in Norway in a cross country ski program, Drew returned to Anchorage to attend the University of Alaska and compete for the Seawolf Speech and Debate program. Despite no formal debate experience, after his first semester on the team, Drew was one of six debaters selected to represent UAA at the World Universities Debate Championships in Bangkok, Thailand. In addition to a decorated debate career, while at UAA, Drew was involved with multiple research projects including a collaboration with Argonne National Energy Laboratory in Chicago and as a lead author on an emissions reduction plan presently being revived by the Municipality of Anchorage.

Drew joins DDA in December 2015 following two years of putting his debate experience to use lobbying and consulting in Washington DC for Jack Ferguson Associates (a small firm specializing in Alaska issues run by former Ted Stevens and Don Young Chief of Staff, Jack Ferguson).

HOLLY SPOTH-TORRES

Holly Spoth-Torres has worked as an executive for government agencies in Alaska for more than 10 years. Her career in Alaska began with planning for Denali National Park & Preserve and project management for the State of Alaska to secure permanent trail access on State lands. Following her state work, she served as the Park Superintendent for the Municipality of Anchorage Parks & Recreation Department.

A registered landscape architect, Holly develops innovative public involvement and community engagement strategies to get more people involved in government initiatives. Holly serves DDA as the Chief Operating Officer where she leads the company's business operations. Since joining DDA, Inc., Holly developed a public involvement strategy for the Alaska Food Policy Council to address statewide policy on obesity prevention and control, food safety and security, and facilitated strategic planning for the U.S. Department of Energy, Office of Indian Energy.

Holly is most proud of her work creating and sustaining a partnership with the Anchorage Park Foundation, resulting in more than $30 million investment in Anchorage parks. She developed and implemented a business model for park development in Anchorage resulting in the largest public construction investment in parks in over a decade, decreased administrative overhead, shortened project schedules and increased public trust. The foundation of this success was an authentic public involvement strategy.

Holly's skill set balances strong community engagement techniques, strategic action planning and the operational savvy to understand how to get things done within a government structure.

CHELSEA WARD-WALLER

Chelsea Ward-Waller has served DDA since November 2013 in a support staff role. Chelsea holds a Bachelor's of Arts degree from Middlebury College, with a major in geology and a minor in environmental studies.

In the spring of 2012, Chelsea co-organized a 3-month bike tour across 5,000 miles of the southern US to promote bicycle safety, managing the non-profit Ride America for Safe Routes' social media and events. In August 2013, she hiked and packrafted 300 miles of the North Slope as a member of Expedition Arguk, to generate more awareness about changes in Alaska's Arctic.

Chelsea received a standing ovation at the commencement of the legislative fly-in for HB328 for her exceptional support throughout the trip. Her assistance in organizing stakeholders around constituent districts was critical to the success of HB328. She serves as the project assistant to the U.S. Department of Energy Ten Year Renewable Energy Plan for the Arctic, and she is lead staff to the Alaska Food Policy Council and Bike Anchorage.

Firm Lobbying Experience

YEAR	ORGANIZATION	ACTION	ISSUE
FIRM LEGISLATIVE EXPERIENCE: DDA has represented the following clients and projects since 2012.			
2015 - Current	Pew Charitable Trusts	Legislation	• Criminal Justice Reform. SB91 is a major criminal justice reform bill advancing in the 2016 session
2015 - Current	Alaska Rolfers	Legislation/State Board	• Licensing issues
2015 - Current	U.S. Department of Energy	Legislative Support, Capital Budget	• House and Senate support for Ten Year Renewable Energy Plan for the Arctic Region
2013	Alaska Community Foundation	Legislative Training	• Led "Lobbying for Nonprofits" training in Anchorage, Alaska. Legislative basics and how-to workshop on political strategy
2012 - Current	ARCTEC/Matanuska Electric Association	Capital Budget/ Legislation	• Railbelt transmission upgrades • Opposition to legislation
2012 - 2015	American Massage Therapy Association	Legislation	• State Licensing Board for massage therapy, state licensing requirement established- HB328 passed the House unanimously and Senate 19-1 in one legislative session
PAST LEGISLATIVE EXPERIENCE: Prior to founding DDA, Denali Daniels had a long history working on legislation, budget and providing legislative training.			
2011	Denali Commission	Capital Budget	• Bulk Fuel and rural power system upgrade capital funding and bulk fuel funding
2010 - 2011	Denali Commission	Legislation	• Emerging Energy Technology Fund
2002 - 2006	Child Care Connection	Operating Budget	• Early education program funding
2004 - 2006	Alaska Center for Rural Health	Operating Budget	• University funding for health professions
2004 - 2010	Denali Commission	Capital Budget	• State budget request to match - rural primary care facility program - teacher housing program - elder housing program - behavioral health facilities
2000	Commonwealth North	Legislation	• Establishing Alaska History as a curriculum requirement for High School graduation
1999	Commonwealth North	Legislation	• Renaming of the Anchorage International Airport to the Ted Stevens Anchorage International Airport
1998	Governor's Council on Disabilities and Special Education	Operating Budget	• Key Campaign legislative strategy including funding for programs
1998	Substance Abuse Director's Association (SADA)	Legislative Training	• Led two-day legislative training including legislative basics, facilitated legislative strategy, testimony coaching and meeting with Governor Tony Knowles
1997	Standing Together Against Rape (STAR)	Operating Budget/ Legislation	• Legislative strategy including funding for programs
1996	Representative Gary Davis, House Transportation Chair	Legislation/ Committee Work	• Legislative aide

Other Firm Experience

ORGANIZATION	PROJECT SCOPE
Alaska Food Policy Council (AFPC)	• Governing board facilitation and strategic planning on food policy • Communications strategy • Seven (7) town hall meetings • Conference logistics support
Alaska Commission on Aging (ACoA)	• Alaska State Plan for Senior Services, FY2016-2019 • Facilitation of State Plan Advisory Committee resulting in priority policies for 4-year plan • Graphics for State Plan document • Development of intrastate funding formula and performance measures • Drafting of the State Plan document for approval by the DHSS Commissioner and Governor
Alaska Department of Health and Social Services	• Alaska School District Physical Education and Recess Policy Survey • Review, analysis and recommendation of collected school district policies on PE and recess • Survey of Alaska's 54 school districts on PE and recess policies • Final report on data analysis and recommendations
Anchorage Water and Wastewater Utility (AWWU)	• Develop and approve social media policies and procedures • Research and library creation of industry related posts content • Manage social media platforms
Bike Anchorage	• Project management of Vision Anchorage initiative • Development of strategy for Mayor Berkowitz to launch Vision Anchorage initiative • Communication strategy • Public involvement meetings
Doyon, Limited	• Conducted shareholder survey, two focus groups and developed strategic action plan for improving shareholder voting turnout • Analysis of data and focus group results, developing recommendations • Report writing and editing
Marsh Creek, LLC	• Technical assistance and grant-writing services to Marsh Creek, LLC for small wind-diesel projects in the communities of Koliganek and False Pass, Alaska
Municipality of Anchorage	• Public involvement for the Chester Creek flooding assessment including public questionnaire, website, community council meetings and final report on potential solutions for flooding mitigation
Western Arctic Coalition	• Facilitation of 18-month action plan resulting in planning document

Denali Daniels

3201 C Street, Suite 110, Anchorage, AK 99503
907-317-0078 | denali@DDAalaska.com

Professional Profile

Denali Daniels has spent nearly 20 years serving in the public, private and non-profit sectors in Alaska, with the majority focused on advancing policy. Her career has frequently involved high-profile initiatives requiring facilitation, strategic capital project planning, and lobbying.

With a background serving as a legislative aide in 1996 working for House Transportation Committee Chair, Representative Gary Davis, Denali has an in-depth experience working on Alaska policy. She has conducted legislative training to diverse groups interested in advocating on a variety of policy issues and capital projects. As a member of the executive team for the Denali Commission, she spent ten years providing advice to an extensive number of Alaska communities on a range of projects, resulting in hundreds of projects proceeding to development under her management.

Professional Experience

Denali Daniels & Associates, Inc.

President and Chief Executive Officer (May 2012- Present)

- Founder and executive officer responsible for overseeing all aspects of the firm.
- Senior project manager, senior facilitator and strategic planner.
- Lead lobbyist for the firm responsible for legislative and other critical relationships.

Denali Commission

Program Manager – Elder Housing, Teacher Housing, Behavioral Health (Sept. 2002 – Nov. 2005)
Senior Health Facilities Program Manager (Dec. 2005 -- Sept. 2010)
Senior Energy Program Manager (Oct. 2010 – Sept. 2012)

- Member of senior management, development and implementation of agency work plan.
- Contract oversight of project managers, planners, architects, engineers and researchers.
- Represented agency to media, frequent public speaking and delivering public testimony.
- Health Facilities - Responsible for managing all aspects of the Health Facilities Program ($400m+) including strategic action planning in the development of 221 proposed clinics in rural Alaska.
- Energy - Responsible for managing all aspects of the Energy Program including strategic action planning in the development of energy systems in rural Alaska.

Commonwealth North

Communications and Events Coordinator (May 1997- August 2002)

- Deputy Director for the organization.
- Communications strategy development and implementation for a range of issues and campaigns.
- Alaskan liaison to local, state, and federal officials as well as visiting dignitaries.
- Advanced legislation including Anchorage International Airport renaming and Alaska History as graduation requirement

Other Positions

- Substance Abuse Directors Association (SADA) Legislative Advocacy Trainer (1998).
- Governor's Council on Disabilities, Legislative Assistant (1998-1999).
- STAR, Legal Advocate/Legislative Liaison (1997-1998).
- Representative Gary Davis, Legislative Aide (1996).

Education

Masters of Public Administration, Policy Emphasis (2006)
University of Alaska, Anchorage

Bachelor of Arts, Psychology (2001)
University of Alaska, Anchorage

Professional Affiliations

Alaska Center for Rural Health (ACRH) – Board of Directors 2005-08
The Alaska Club – Group cycle instructor, 2009-2013
Alaska Journal of Commerce – Top 40 Under 40 Award, 2001
Anchorage Chamber of Commerce – Board of Directors (ex officio), 2005-06
Anchorage Downtown Rotary Club – Paul Harris Fellow and Member
Alaska Power Association – Member (2015-16)
Alaska State Chamber – Member (2015-16)
Associated General Contractors – Member (2015-16)
Child Care Connection (now THREAD) – Board President 2005-06, Board Member 2004

Jonathan Drew Cason

3201 C Street, Suite 110, Anchorage, AK 99503
907-575-2068 | drew@ddaalaska.com

Professional Profile

Drew Cason has proven lobbying and project management experience working in the private and public sectors. He is a talented communicator with an award-winning background in debate. Drew excels in research and policy analysis, as well as designing, managing, and coordinating legislative strategy. Drew draws from a strong professional background in Anchorage, Alaska and Washington, DC., particularly on Alaska policy issues.

Professional Experience

Denali Daniels & Associates, Inc.

Project Manager (December 2015 – present)
United States Department of Energy, Office of Indian Energy, National Strategy on the Arctic Region, Ten-Year Renewable Energy Plan for the Arctic

- Managing Arctic Energy Ambassadors monthly coordination meeting, including legislative priorities
- Meeting minutes and logistics

Rolfing Professionals

- Lead DDA staff on licensing issues
- Policy research, strategic planning, and lobbying

Pew Charitable Trusts

- Technical assistance for legislative strategy development and execution
- Policymaker and stakeholder outreach support

Technical and research support and grant-writing services
Lobbying support

Jack Ferguson Associates (JFA)

Senior Policy Advisor (October 2013 – December 2015)
Lobbying

- Legislation for Alaska based clients; tasks included background research, attending hearings, and meeting with committee and congressional staff on strategy
- Oversight of client projects specific their industry policy development needs

www.DDAalaska.com
3201 C Street, Suite 110, Anchorage, Alaska 99503
info@DDAalaska.com
907.317.0078

- Advised clients on realistic goals in the context of the present legislative landscape
- Facilitated meetings between clients and policymakers
- Followed up with staff and reported weekly to clients on the present status and prognosis of relevant legislation
- Found and contacted legal or economic experts to provide expert testimony or consult with clients as needed. For example, scouted, proposed, and upon approval contacted Dr. Khalid Alsweilem (former Chief Counselor and Head of Investment at the Saudi Arabian Monetary Agency and a leading expert on Sovereign Wealth Funds) who is now consulting with the State of Alaska on present asset structure and long term fiscal strategy
- In depth nationwide stakeholder analysis project for a major international corporation
    - Led proposed replacement of a multi-day in person workshop with a primarily remote survey-based methodology. The survey alternative substantially reduced travel and personnel costs for the client while allowing for broader participation than an in person exercise. Follow up interviews allowed for more involved responses than a group meeting with fewer man hours. Client received a superior product at a reduced cost from their standard procedure
    - Designed and managed the implemented a 1000+ question survey, performed quantitative analysis of results (including graphical representations of data)
    - Supported qualitative analysis (including interviews) and final written report

Legislative Research

- Worked with Congressional and Administration staff to research nuances of existing Federal and State rules and statutes pertaining to:
    - Fishing and commercial vessel discharge, harvest techniques and bycatch, Magnuson Stevens Act reauthorization
    - Tribal recognition, land into trust, tribal consultation
    - Crude oil and LNG exports, energy infrastructure permitting
    - Campaign contributions (for individuals and organizations), Members' ethics rules for attending charity events
    - Army Compatible Use Buffer zone program
    - Other topics related to energy, land use, fisheries, and tribes (particularly their relationship to the federal government)
- Project briefings: produced and presented briefs at clients' request on a broad base of topics
    - Clarified the nuances of a highly specific or rarely applied regulation
    - Managed the production and delivery of introductory briefings on new topics or laws

Denali Daniels & Associates, Inc. (subcontracted as the Chickpea Group)

American Massage Therapy Association – Alaska Chapter

- Facilitator AMTA board discussions to identify potential positions and rationales for practicing massage therapists opposed to licensing

- Developed and executed online survey project to test membership support/opposition
- Performed analysis of results, emphasized a rigorous methodology following academic conventions for survey based research on human subjects
- Participated in statewide coalition meetings to develop legislation scoping
- Developed materials based on the survey results to assist in legislative advocacy

Matanuska Electric Association

- Provided strategic planning oversight for the Public Relations team and developed messaging and presentation materials
- Project manager for conducting an in-house environmental assessment for the Eklutna Generation Station (170 MW gas turbine power plant)
    - Worked across business units to identify needs, increase coordination, and incorporate related past work
    - Written technical document summarizing existing literature review and coordination with cross-departmental team
    - Presented the assessment and supporting documentation to Senior Management team

Marsh Creek

- Coordinated a team writing grant applications for wind-diesel hybrid projects
- Integrated work products from the client and other contractors to finalize applications
- Project manager for producing two grant applications

University of Alaska Anchorage

Renewable Energy Alaska Project – Policy Intern (2013)

- Project manager for Executive Director Chris Rose to draft white papers for REAP on statewide building codes, improving the Renewable Energy Fund and Emerging Energy Technology Fund, and standardizing mechanisms for allowing independent power producers to access ratepayers

Resilience and Adaptive Management Group – Research Technician (2011-2013)

- Co-author of *Characterizing Water Management Networks Using Natural Language Processing*, published in the journal Water (2014).
- Performed baseline research and contributed to experimental design to utilize natural language processing to analyze water management in the Southwest United States (2012-2013)
- Used paper surveys scanned into GIS to map and analyze indigenous subsistence harvesting patterns in Alaska and Russia (2011)
- Received a National Science Foundation grant to do original research utilizing GIS to map and analyze landscape values in the University Medical District of Anchorage, Alaska. (2011)

Denali Commission – Energy Program Intern (2010)

- Project manager for designing and populating a database of met and unmet need for fuel storage and generator upgrades in rural Alaska.
- Project manager for in the evaluation of applications to the Emerging Energy Technologies Grant program.
- Represented the Denali Commission energy program at organization meetings such at the Alaska Power Association, REAP, Alaska Energy Authority and Alaska Railbelt Cooperative Transmission Electric Company (ARCTEC).
- Presented as a panel member at the Chena Renewable Energy Fair

Other

- Wrote the Energy Production section of an emissions reduction plan for Anchorage and presented on behalf of the project to the Anchorage Assembly. Research included site visits to communities in Hungary and Norway (2008)
- UAA GIS student of the year (2011)

Education

Bachelor of Arts, Philosophy major (2013)
Bachelor of Science, Environment and Society major, Communications minor (2013)
University Alaska Anchorage, 3.78 GPA

UAA Debate Team
Represented UAA at the World Universities Debate Championships in 2008, 2010, 2011, and 2012. Competed in four national championships, twice reaching semifinals.

Professional Affiliations

Alaska Conservation Foundation Board of Trustees – served on Audit and Program committees (2012 - 2013)
UAA Alumni Board (2014 - present)

References

CONTACT INFORMATION	RELATIONSHIP
References (with accompanying letters of recommendation)	
Joe Griffith General Manager Matanuska Electric Association 907.761.9212 Joe.Griffith@mea.coop	DDA has provided MEA with extensive support on legislative relations, as well as public relations and project management, specifically on elements of the Eklutna Generation Station project, a $300 million gas generated facility transitioning MEA to a vertically integrated utility.
Jeff Jessee Chief Executive Officer Alaska Mental Health Trust Authority 907.269.7963 Jeff_Jessee@mhta.revenue.state.ak.us	Denali Daniels has worked with Jeff Jessee on legislative strategy since the 1990s when she was a contract trainer for one of the Trust's grantees. They worked together on health facilities initiatives with the State of Alaska, and are now working on criminal justice reform legislation.
Amanda Unser Chair, Alaska Board of Massage Therapists Past Board Member, AMTA-AK Chapter 907.891.4602 BalancedBodyWorks@hotmail.com	DDA represented the AMTA in passage of House Bill 328.
Jack Ferguson President, Jack Ferguson Associates, Inc. 202.544.6655 Jack@jackferguson.com	Drew Cason joins the DDA team after spending the past two years working for Jack Fergeson and Associates in Washington, DC.
Additional References	
Givey Kochanowski Alaska Program Manager U.S. Department of Energy Office of Indian Energy 907.271.1423 Givey.Kochanowski@hq.doe.gov	DOE, Office of Indian Energy Headquarters Roadmap and Tactical Action Plan. In session 2015 successfully briefed all members of House and Senate on Ten Year Renewable Energy Plan for the Arctic Region resulting in co-signed support letter to the Secretary Moniz.
Mark Spafford Director of Operations Anchorage Water and Wastewater Utility 907.550.5901 Mark.Spafford@awwu.biz	DDA has developed social media policies and procedures for AWWU, and is responsible for ongoing maintenance of Facebook site, with upcoming Twitter launch.

MATANUSKA ELECTRIC ASSOCIATION

December 3, 2015

David Sosa
Borough Manager, Haines Borough
PO Box 1209
Haines Borough, AK 99827

Dear Mr. Sosa:

Please accept this letter of recommendation for Denali Daniels & Associates, Inc (DDA). I have known Ms. Daniels since 1997 through Commonwealth North while I served as board president. During her tenure at CWN, she was part of a core team responsible for successfully passing legislation to rename the Anchorage airport to the Ted Stevens Anchorage International Airport. Over the past two decades, I have seen Ms. Daniels lead numerous state legislative efforts while wearing a variety of hats. She is politically adept, understands the legislative process and manages to maintain positive relationships with legislators, administrators and their staff.

Two years ago, Matanuska Electric Association (MEA) hired her firm to assist in transition planning and specifically to support the Alaska Railbelt Cooperative Transmission and Electric Company (ARCTEC) to develop and implement its legislative strategy. Her team served as core advisors on legislative strategy, participating in board strategy sessions, providing regular updates and logistics support for legislative fly-ins. An important factor during this time involved communications across member Railbelt utilities, including a number of lobbyists with at times competing and evolving client interests. Ms. Daniels' ability to tactfully keep tabs on these ongoing matters and respond within appropriate protocol between various board members and CEOs was exceptionally helpful.

In addition to this support, DDA produced high quality print materials to assist ARCTEC in communicating its capital project requests to legislators. These booklets were important communication tools for board members to educate policymakers on the complexity of the Railbelt electric system in a simple and professional format.

As General Manager of MEA, the DDA team reports directly to me on this contract. The DDA team has the ability to facilitate difficult discussions, develop strategies for communication and coordinate meetings and events in a professional manner. They are well-connected professionals in Alaska, and have an extensive background in Alaska policy. Their depth of experience is valuable to MEA.

MEA's contract with DDA, Inc. currently extends through December 2015. If you have questions, please feel free to contact me at (907) 761-9212.

Sincerely,

Evan J. Griffith
General Manager

Trust
Alaska Mental Health
Trust Authority

3745 Community Park Loop, Suite 200
Anchorage, AK 99508
907-269-7960
www.mhtrust.org

December 9, 2015

David Sosa
Borough Manager, Haines Borough
PO Box 1209
Haines Borough, AK 99827

Dear Mr. Sosa:

I am pleased to provide this letter of recommendation for Denali Daniels & Associates, Inc. (DDA). I have known Denali Daniels since 1998 when she provided contract legislative training to one of the Alaska Mental Health Trust Authority's (Trust) grantees.

Ms. Daniels was hired to develop and carry out a two-day legislative advocacy training for the Substance Abuse Director's Association (SADA). The training was held during session in Juneau with about a dozen participants who each had personal experience with substance abuse and a desire to advocate for better state policies. Denali trained participants on the basics of the legislative process, brought in guest speakers from legislative offices, facilitated discussion on strategies for pending legislation, and scheduled a face to face meeting for the cohort of advocates with Governor Tony Knowles.

From early in her professional career Denali has been training Alaskans about the legislative process and has continued to encourage positive engagement in a variety of critical public processes throughout Alaska ever since with outstanding results.

Over the years, I've worked with Denali on many legislative initiatives. As the legislative coordinator for the Governor's Council on Disabilities and Special Education, she was responsible for tracking legislation and calling legislative networks to action when appropriate. During her tenure at the Denali Commission, through my role on the Commission's Health Steering Committee, we worked together to secure millions of dollars for capital projects and programs like Bring The Kids Home, rural health clinics, domestic violence shelter funding, and elder housing to name a few. As you are surely aware, when working with the legislature is vitally important that you have the utmost confidence in those on your team. Denali has always been exemplary in her ability to strategize and carry out effective legislative strategies.

I recently learned that Denali's firm represents the Pew Charitable Trusts, and we're now working together on a major criminal justice reform bill for this upcoming session. This bill is critical to me personally and professionally, and I believe to the State of Alaska. I'm looking forward to working with Denali once again, and am pleased to provide this letter of recommendation on her behalf. Please feel free to contact me directly with any questions you have.

Sincerely,

Jeff Jessee
Chief Executive Officer
Alaska Mental Health Trust Authority
(907) 632-2561

Balanced Bodyworks

balancedbodyworks@hotmail.com • Anchorage, AK

December 4, 2015

David Sosa
Borough Manager, Haines Borough
PO Box 1209
Haines Borough, Alaska 99827

Dear Mr. Sosa:

In 2012, the American Massage Therapy Association-Alaska Chapter (AMTA-AK) hired Denali Daniels to assist with legislative strategy and lobbying. During that time I served as legislative chair for the Alaska chapter of the American Massage Therapists Association (AMTA-AK) and chair of the statewide coalition that we developed as a means for carrying out our legislative strategy.

Though our goal was to pass a licensing bill for massage therapy in Alaska, we knew it was a tall order. For one thing, it meant suggesting a conservative legislature create more government. To make matters worse, we didn't have a good sense of how much support we had amongst ourselves and faced several specific concerns about the impact of licensing. We started to hear push back from legislators on whether the bill could be passed.

Denali led our leadership through discussions about timing of legislation. While we were initially anxious to get the bill moving in the 2013 session, after considering the potential opposition from some of our own members, we decided to instead host a series of public involvement meetings to hear what issues were of most concern. Denali helped us get a draft of a potential bill that we could circulate for membership comments. Her team assisted us with a membership survey that demonstrated significant support for licensing, and narrowed down key concerns that we could address in bill language. By the 2014 session, we had the consensus we needed to move forward with momentum.

Once session began, Denali assisted in critical discussions with house leadership, and our sponsor was strategically selected by leadership as a means to support a new house member in successfully sponsoring his first bill. House majority members decided to sign on as co-sponsors, and committee chairs helped move it along. A companion bill was sponsored in the Senate to keep things moving. In the end, House Bill 328 passed the House unanimously and the Senate 19-1.

During that session there were several bills having difficulty moving through the process. With Denali's strategic thinking, coaching of our members, relationships and positive reputation in Juneau, we got what we needed. The massage licensing board is now up and running and I'm pleased to serve as the board chair implementing the bill that we passed.

I am pleased to provide a strong recommendation for Denali Daniels. If you have questions about my experience with DDA, please feel free to contact me.

Sincerely,

Amanda Unser
Former Board Member – Alaska Massage Therapy Association, Alaska Chapter
907.891.4602
balancedbodyworks@hotmail.com

Jack Ferguson Associates, Inc.

203 Maryland Ave., N.E.
Washington, DC 20002
(202) 544-6655
Fax (202) 544-5763
jack@jackferguson.com

Mayor Janice Hill
Manager David Sosa,

It is my pleasure to offer this recommendation for Denali Daniels Associates newest member, Drew Cason. Drew has worked for me in Washington, D. C. for the past two years. While he will be missed here, I know that he is eager to return to Alaska, and that the state will benefit from his presence.

Since joining my firm in 2013, Drew has represented a diverse client base including international corporations and non-profits, local Alaska businesses, and even another Alaska Borough (we represent the Matanuska Susitna Borough with Congress and Federal agencies). Primarily based in my DC office, Drew covers hearings, meets with staff, reports to clients, and keeps the office running through my frequent travel. When I have been unable to make trips with clients, Drew has filled in admirably, working on site and staffing meetings with clients in Fairbanks, Anchorage, and Seattle.

With a diverse and fluid client base, I've relied on Drew's intelligence and work ethic to quickly research and evaluate projects, programs, laws, and regulations. In addition to providing information and policy analysis, I've come to value Drew's grasp of both the big picture legislative rhythm and subtle interpersonal nuance that are crucial to effective advocacy.

I am confident in Drew's capacity to effectively meet your lobbying needs, and recommend him as a unique pleasure to work with. Good natured, engaging, passionate, and fun, I enjoyed his time at my firm immensely.

Please don't hesitate to contact me directly with any questions. I can be reached at my office (202) 544-6655 or on my cell phone at (202) 494-5326. If you would like to schedule time to talk in advance, my email is jack@jackferguson.com

Sincerely,

Jack Ferguson
President, Jack Ferguson Associates

Proposed Rates

CONTRACT PERIOD	ANNUAL FEE	TRAVEL	TOTAL
January 2016 - December 2016	$69,000	$2,000	$71,000
Note: Fee includes lobbying services - plus facilitation, strategic capital project planning, communications support, social media and/or print materials. If desired, the rate for lobbying services only may be reduced to exclude these added services.			

DDA, Inc. invoices monthly net due 30 days.

HAINES BOROUGH

HAINES, ALASKA

PUBLIC NOTICE

REQUEST FOR PROPOSALS

STATE LOBBYIST

Haines Borough, Alaska, is soliciting proposals to select a qualified firm or individual to provide lobbying services at the state level for Haines Borough for the purpose of influencing legislative or administrative actions as directed or requested by the Borough. The selected firm or individual will enter into a term contract for a period of one year with an option for an additional extension based upon a satisfactory review by the Mayor and Assembly of services provided and subject to available funding. The contract will also include a termination clause by either part with a 30-day notice. Information including scope of work and submission instructions can be found on the Borough's website at www.hainesalaska.gov/rfps or upon request of the borough clerk.

Inquiries and proposals should be directed to:

Borough Manager
Haines Borough
PO Box 1209
Haines Borough, AK 99827
(907) 766-2231;
e-mail: clerk@haines.ak.us

A signed original copy of the proposal should be delivered to the office of the Borough Manager no later than 4:00 p.m., on December 11, 2015, at the address noted above.

Posted 11/17/15 – Julie Cozzi, MMC, Borough Clerk

Haines Borough,
Alaska 99827

Request for Proposals for State Lobbying Services

Haines Borough, Alaska, is soliciting proposals to select a qualified firm or individual to provide lobbying services at the state level for Haines Borough for the purpose of influencing legislative or administrative actions as directed or requested by the Borough. The selected firm or individual will enter into a term contract for a period of one year with an option for an additional extension based upon a satisfactory review by the Mayor and Assembly of services provided and subject to available funding. The contract will also include a termination clause by either part with a 30-day notice. Information can be found on the Borough's website at www.hainesalaska.gov/rfps.

Inquiries and proposals should be directed to:

Borough Manager
Haines Borough
PO Box 1209
Haines Borough, AK
99827
(907) 766-2231; e-mail: clerk@haines.ak.us

A signed original copy of the proposal should be delivered to the office of the Borough Manager no later than 4:00 p.m., on December 11, 2015, at the address noted above.

About Haines Borough

The Haines Borough is a Home Rule Borough and has a Assembly/Manager form of government. The Borough is located approximately 60 miles north of Juneau, on the Upper Lynn Canal. The Borough is home to about 2,400 residents, and covers an area of about 2350 square miles. The community of Haines is a significant transshipment point due to its ice free deep water port and year round access to Canada, Interior Alaska and the continental US on the Haines and Alaska Highways.

Haines Borough monitors legislative, administrative, and regulatory actions of the State, especially those that could impact the community. The Borough submits annual requests for funding assistance to the Governor and Legislature for key infrastructure projects and actively promotes those projects. The Borough requires the services of a professional lobbyist to represent Haines Borough's interests at the state level and to provide professional advice to the Mayor, Assembly and Borough Manager regarding lobbying efforts. Borough officials know the importance of visiting the capitol to interact directly with legislators and others in state government.

Scope of Work

The Consultant will communicate directly or through consultant's agents with any appropriate public official for the purpose of influencing Legislative or Administrative action as directed or requested by the Borough, and in the best interests of the Borough.

In this regard, the Consultant shall:

A. Receive guidelines for lobbying efforts from the Borough Assembly through the Manager and work within such guidelines to promote, advocate, support, modify, oppose, or delay any appropriate Legislative or Administrative action. Modifications to these guidelines may be made from time to time.

B. Communicate with the Mayor and/or Assembly for the purpose of acquiring necessary available information, statistics, studies, and analyses to use as back-up and support material in support of Consultant's lobbying activities.

The Consultant will be called upon to arrange meetings and/or conferences, provide information and/or research, and provide such other services as required or convenient to enhance communication between the Borough and branches of the State Government.

The Consultant shall provide reports and professional advice regarding Consultant's lobbying efforts on behalf of the Borough. In this regard, the Consultant shall:

A. Maintain regular contact through the Mayor and Manager on the status of pending legislation or capital projects and regularly promote the Borough's interests with appropriate legislators, agencies, and staff throughout the year, but especially during the legislative sessions.

B. Provide written weekly reports, and such reports shall include, but shall not be limited to, contacts and progress made on behalf of the Borough, changes in the status of capital projects, legislation, and any anticipated problem areas of which the Consultant becomes aware.

C. Travel to Haines Borough to meet with the Mayor, Assembly, and Borough staff once each year.

D. Exercise best professional judgment in all matters relating to work for the Haines Borough and immediately report any position or action taken which involves an area of uncertainty or controversy.

Required Proposal Content

Proposals must include:

- Transmittal Letter
- Experience
- Proposed Fee
- References
- Ability to provide applicable insurance coverage

Submittal Requirements and Information

To be considered, all proposals must be delivered to the address below, on or before the deadline, and in the number of copies required.

Deadline – All proposals must be received no later than 4:00 p.m. on December 11, 2015.

Delivery instructions – e-mail, mail, or hand deliver in a sealed envelope to:

Borough Manager
Haines Borough
PO Box 1209 Haines
Borough, AK 99827
e-mail: clerk@haines.ak.us

Electronic and faxed proposals will be accepted.

Please mark the envelopes to identify the project: "RFP: State Lobbying Services".

Required number of copies: Please provide one signed original copy.

The Haines Borough reserves the right to reject or accept any or all bids, to waive irregularities or informalities in the proposal, and to give particular attention to the qualifications of the proposer.

The Borough reserves the right to revise or clarify the RFP, respond to questions, and/or extend or shorten the due date of proposals.

The Borough retains the right to cancel the RFP process if it is in their best interest. Any cost incurred by proposers for the preparation and submittal of the proposal is the sole responsibility of the proposer.

A proposal may be corrected or withdrawn by a written request received prior to the deadline for receipt of proposals.

All proposals and other material submitted become Borough property and may be returned only at their option.

The Borough assumes no responsibility or liability for the transmission, delay, or delivery of proposals by either public or private carriers.

Any and all media announcements pertaining to this RFP require the Borough's prior written approval.

This RFP does not obligate the Borough or the selected proposer until a contract is signed and approved by all parties.

Evaluation and Selection Criteria

EVALUATION CRITERIA	RELATIVE WEIGHT
TRANSMITTAL LETTER	10%
REFERENCES	10%
PROPOSED RATES	20%
QUALIFICATIONS AND EXPERIENCE	40%
OVERALL QUALITY OF PROPOSAL	20%

A committee will review the submittals. A Borough employee will conduct reference checks.

Based on the committee evaluation, the Borough may select a short list of up to three individuals or firms for more in-depth evaluation or interviews.

The evaluation committee will recommend one finalist to the Assembly for final contract award.

The Borough intends to award a contract, subject to negotiation of a satisfactory agreement based upon the Borough standard professional services contract form, to the individual or firm which, in the Boroughs Assembly's sole judgment, is best suited to perform the services required.

12/11/2015

To: Haines Borough Assembly Members

Re: Hiring a Lobbyist for 2016

Dear Haines Borough Assembly Members,

We recognize the Borough's need to secure additional funding to move closer to completion on several important projects, however, we do not believe hiring a lobbyist will generate the funding results desired given Alaska's current political and fiscal realities. We strongly urge you to postpone filling the lobbying position included in the 2015 budget for the following reasons:

1. The price of oil is now down to ~$40/barrel and is not expected to rise significantly for several years. Alaska is facing a multi-billion dollar budget shortfall and the Legislature will be cutting rather than expanding funding for projects and communities statewide.

2. The Anchorage/Mat-Su legislators controlling the majority caucuses in the Legislature have a very negative attitude towards Southeast Alaska communities, as demonstrated by their lack of support for basic infrastructure needs such as the Alaska Marine Highway.

3. Representative Kito and Senator Egan will be aware of the opportunities for influencing the Legislative and Gubernatorial budgets and will let us know when we need to send a local contingent to Juneau. A small, well-prepared, politically diverse group of citizens will be far more likely to sway key Legislators and the Governor, who are often far more receptive to an approach from the "real people" of a community as opposed to a "hired gun."

For the past several years, many people in Haines have been concerned about the repeated, significant expenditure of tax dollars on projects and studies that have provided limited if any benefit to the community. Spending $45,000 on a lobbyist in this political and fiscal climate will be remembered as yet another costly, unproductive expense.

Sincerely,

Gershon Cohen

Gershon Cohen
Box 956 Haines, AK
766-3005

Brenda Josephson

Brenda Josephson
PO Box 57, Haines, AK
766-2170

5B

HAINES BOROUGH, ALASKA
RESOLUTION No. 15-12-654

Draft

A Resolution of the Haines Borough Assembly authorizing the borough manager to enter into a contract with Brimeyer Fursman to provide an Executive Search for the next Borough Manager and the next Chief of Police for $27,500 plus expenses not to exceed $10,000.

WHEREAS, the Haines Borough is in need of a chief of police, and the former borough manager solicited proposals from executive search firms, of which three were received; and

WHEREAS, on November 10, 2015, the borough assembly accepted the borough manager's resignation effective December 4, 2015, and directed staff by motion to investigate adding the search for a new borough manager to the chief of police search; and

WHEREAS, the three executive search firms revised their proposals to include the search for a borough manager; and

WHEREAS, the assembly's personnel committee reviewed the revised proposals and checked references; and

WHEREAS, each firm received excellent references, leaving the decision likely to come down to cost; and

WHEREAS, Brimeyer Fursman submitted the lowest cost proposal amounting to $27,500 for the combined search plus expenses not to exceed $10,000;

WHEREAS, this contract can be funded by unexpended Administration and Police Department FY16 budgeted payroll due to the vacant positions,

NOW, THEREFORE, BE IT RESOLVED BY THE HAINES BOROUGH ASSEMBLY that the interim manager is hereby authorized to contract with Brimeyer Fursman to provide an executive search for the next borough manager and the next chief of police for $27,500 plus expenses not to exceed $10,000.

Adopted by a duly-constituted quorum of the Haines Borough Assembly this _____ day of _____, 2015.

_____
Janice Hill, Mayor

Attest:

_____
Krista Kielsmeier, Interim Borough Clerk

Executive Search Firms
Combined Recruitment for Police Chief and Borough Manager

Prothman

$33,000
+ reimbursable expenses* (no total estimate provided)

Slavin

$30,550
+ reimbursable expenses (typically up to $10K each one but with two there will "almost certainly be significant savings")

Brimeyer Fursman

$27,500
+ reimbursable expenses – not to exceed $10,000
+ $500 + expenses – Phase IV for Police Chief

*** *Reimbursable Expenses* means travel, advertising, background checks, office costs, etc.**

Executive Search Services for City of Haines Borough, Alaska

POLICE CHIEF and Borough Manager

Submitted by:
Dr. Richard Fursman
Brimeyer Fursman
Organization Development and Leadership
1666 Village Trail E, Suite 7|
Maplewood, MN 55109|
651.338.2533|richardfursman@gmail.com

PROUD TO BE A VETERAN OWNED & OPERATED BUSINESS

November 5, 2015

Bob Griffiths
Interim Chief of Police
Haines Borough Police Department
PO Box 1209
Haines, AK 99827

RE: Professional Services – Police Chief and Manager Search

Dear Chief,

On behalf of our team at Brimeyer Fursman llc., I would like to extend our appreciation for the invitation to submit a proposal to assist you and the citizens of Haines in the recruitment and selection of your next Chief of Police and Borough Manager. We appreciate your trust in us and make a commitment to you to deliver the highest quality and best possible search.

I will be assuming responsibility for the search as Company President with over 25 years of senior management experience in local government and six years of search experience involving over 90 searches that have included, City Managers, Administrators, Fire Chiefs and Police Chiefs. Company Vice President, Irina Fursman, will be assisting with the search with over 7 years of search experience and extensive work in facilitation.

Included with this Letter of Interest are biographies, a select clients list, and an estimated timeframe to complete the project and estimated expenses for the project and the other material requested. I understand that the scope and timetable will likely be modified once all aspects of the engagement are discussed, understood, and negotiated.

Thank you again for your consideration. We are proud of our work with Cities, and look forward with hope to the opportunity to work with you on this challenging and exciting effort.

Very truly yours,

Richard Fursman, President

For additional information about Brimeyer Fursman, please visit www.brimgroup.com

Introduction

Statement of Understanding

Haines is seeking assistance with the hiring of their next Chief of Police and Borough Manager. It is anticipated that the search firm will work in partnership with the staff and Assembly as advisors and careful listeners. It will be the responsibility of the consultant to manage expectations, provide expert guidance, and take careful note of the information provided through the individual Assembly members and the organization as a whole.

Firm Experience Executive Search Founded 1991

Founded by Jim Brimeyer in 1991, Brimeyer Fursman llc is the leader in the Midwest for City Administrator and other public professional searches. Richard Fursman and company staff have consulted on hundreds of related projects over the past 22 years including over 500 management searches. The Group is now the industry leader in the process of "Onboarding" or preparing the and new Police Chief to get off to a great start together.

Similar Searches Police

Richard Fursman and staff recently completed similar assignments with the Chiefs of Police Chief for Apple Valley, MN: population 50,000; Olivia, MN: population 2,100; City of Dilworth, MN: population 4,000; City of Waukee, IA: population 16,000 and Petersburg Alaska: population 3,500 and the City of Long Lake Fire Chief. The City of St. Louis Park, MN Fire Chief *population 45,000*.

Similar Searches Managers

Some of the more recent executive level searches include the cities of Eagan, St. Louis Park, Stillwater, Victoria, Vadnais Heights, Apple Valley, Woodbury, Wayzata, St. Cloud, Minnetonka, Hopkins Minnesota, Waverly and Centerville, Iowa; New Richmond and Kimberly, Wisconsin

Search Process Approach

Our approach to executive search promotes maximum input from staff and the Elected Officials in the search process. We help guide the process, but *you* are the final authority in the selection of candidates. We maintain continual contact with the client throughout the search and keep the candidates informed as the search progresses. In addition to our milestone meetings with the Administrator and Elected Officials, we will provide periodic updates to keep you informed of our progress. Brimeyer Fursman is committed to accurately portraying all candidates to the Borough. Likewise, we strive to accurately represent the position to candidates to prevent unrealistic expectations.

Scope of Services Summary (Executive Search)

Phase I Construct Position Profile	Meet individually with key stakeholders, including members of the police department. Establish position profile and update items as needed.
Phase II Recruitment of Best Candidates	• Place announcements • Direct recruiting program • Collect and review resumes • Interview semi-finalists/Screen and evaluate • Prepare and present progress report • Personality/Management Profile • Assist with the selection of top 5 candidates for interviews
Phase III Interview Preparations and Event	• Reference checks - credential verification – credit report – criminal check • Coordinate candidates' interviews • Prepare schedule, questions, review sheets • Monitor interviews, facilitate candidate review session • Develop compensation package • Assist with negotiations
Phase IV Onboarding	• Onboarding: Socialization process to assist new and existing leadership with the transition to a new Police Chief.
Follow-up	Six to twelve months following the Chiefs' start, we will assist with conducting a full review.

Phase I Part 1 Organization Assessment and Profile Development

Each search process begins with a careful assessment of the current state of the organization. This evaluation is used when the position profile is established to ensure applicants are screened according to the needs and established norms of the organization. You will be asked how much if any, change in direction is hoped for with the new Chief. Candidates are screened for fit and capacity according to your requirements discovered during the process.

We will carefully review your expectations and provide industry tested feedback. We will discuss pay expectations, the available talent pool, organization fit, and others that come up during the profile formation.

PHASE II: Develop and Implement an Approved Recruitment Plan

The Position Profile serves as the primary recruitment tool as a means of identifying the scope of the position and highlighting the unique characteristics and qualities of the community. Once the Profile is approved, we will prepare and conduct a comprehensive program to contact candidates and determine sources of candidates.

Place Announcements Recruit Candidates

Recruitment Ads
Police Association Sites
Gov't Jobs
Linked-IN
Brimgroup Web Page
League of Wisconsin and Minnesota Cities
Neighboring Leagues

In addition to placing announcements in the appropriate professional and trade journals, we will announce the position on appropriate web sites and the Profile will be featured on The Brimeyer Fursman web site with a link to the Borough of Haines official web site. We will utilize our local, regional, and national contacts to identify potential candidates. We will identify comparable organizations where key individuals will be contacted.

Often times we are able to identify candidates from similar assignments who may be appropriate for the position. Sometimes the most qualified candidates are often not in the job market and do not respond to traditional advertising: therefore, we will directly recruit specific individuals with established patterns of talent, stability, and success through direct visits, calls, and mailings.

Accept and Acknowledge Applications

Brimeyer Fursman will take *all* responsibility for accepting and collecting applications and acknowledgments. We will maintain transparency and provide continual updates to the Borough and candidates as each step in the process proceeds. We take great care to treat all candidates with the greatest respect on behalf of the firm and Haines.

Review Resumes and Screen Candidates

Following the application deadline, we will screen each applicant's experience and background against the Position Profile. After evaluating and comparing each application, we will compile a list of candidates for further consideration. We will conduct one-on-one interviews with the most promising individuals. Our staff will make every effort to conduct face-to-face interviews with these candidates. ***Our in-depth evaluation and appraisal techniques*** will cover issues such as work experience, education, professional development and achievement, career objectives, accomplishments, suitability, and specific interest in the position. We will pay particular attention to the management style that most closely reflects the needs of the organization.

Assessment Tools

Cover letter & resume review
Short essays on topics related to the position
Writing sample
Summary of accomplishments
Insights management profile
One-on-one interviews
360 Degree Reference Review
Full Credit Report
Credential Check
Criminal Check

We use a variety of techniques to "discover" the candidates who will have the greatest chance of success. Research shows that past performance is the greatest indicator of future success. We spend a great deal of time reviewing the accomplishments and lessons learned on mistakes with each candidate. Additionally, we profile management styles and capabilities of each candidate through testing and interviews.

Brimeyer Fursman is authorized to administer the ***Insights Discovery Personality Profile System****. The results will cover motivation and behavior patterns, management strategies, identification and management of conflict areas. The will gain insights into the strengths, management style, and key communication styles for each finalist candidate.*

Progress Report
TOP 10

Once interviews are complete, we will select the most qualified individuals to present to the hiring committee. We will prepare a Progress Report that will provide information on ten candidates whose backgrounds most closely meet the requirements of the position. This Progress Report will provide specific information on:

- Educational and work history
- Accomplishments and growth potential
- Strengths and possible limitations
- Skills and performance history related to the position
- Personality and decision making profile

We will deliver this report and personally review it with the hiring committee. Four to six candidates will be selected for further consideration based on the review. We will propose a schedule for interviewing the candidates and discuss the compensation expectations of the once the finalists are selected.

PHASE III:
Coordinate and Conduct Final Interviews

Reference and Credential Checks

360 Review: Prior to the interviews, we will conduct discreet reference checks on the finalist candidates. We will talk with peers and former associates of these candidates. We will speak with individuals who are, or have been, in positions to directly evaluate the candidates' job performance. We will verify the finalist candidates' credentials through educational, criminal, and credit checks.

Final Interview and Selection Process

Resumes, cover letters, and reference reports will be provided on each candidate prior to the interview. We will also provide the Borough with a list of suggested interview questions and evaluation forms. We will discuss the proposed procedures to be used in the interview process. Our suggested interview schedule will allow the candidates to get acquainted with the community and community leaders and to visit with Borough officials and the staff in informal settings. We culminate the process with individual and group interviews. If possible, all interviews will be scheduled within a period of two days depending upon the desire of the Borough. A consultant will be present at each interview.

Selection

After the interviews, we will meet with the Borough to review the individual ratings and assist in determining the top candidate. The consultant will assist in this process to the extent requested by the Borough. We take responsibility for notifying all unsuccessful candidates each time the candidate pool is narrowed down.

Negotiating Compensation Package

Brimeyer Fursman, will take great care that Haines secures acceptance from the most desired individual. We will participate in the final negotiations. If any concerns arise in the final hour, by working as a third-party intermediary we can resolve important details of the offer which may have significant bearing on its final acceptance or rejection. We will negotiate the terms and conditions of employment and prepare a Letter of Agreement on behalf of Haines with the selected candidate.

Additional Support Services

- If requested by the Borough, Brimeyer Fursman, will act as a spokesperson with the media in order to maintain the integrity of the selection process and to protect the confidentiality and privacy of the candidates who are not hired.
- Family issues and dual career households are factors that influence an individual's decision to change jobs. We address circumstances arising from a job change including spouse careers, real estate issues, family concerns, and relocation details.
- After the candidate is employed, we will follow up with both Haines and the candidate to insure a smooth transition and satisfactory completion of the assignment. This follow-up contact is intended to identify potential issues early so that adjustments can be made, if necessary.

Phase IV: Onboarding – Preparing for change

Onboarding is a process focused on the integration of new senior-level managers into an organization. The goal is to *prepare Managers to succeed in their jobs as quickly as possible.* Brimeyer Fursman will meet with the directors and key staff, Elected Officials *(when desired*) and the new Chief to discuss and plan for the adjustments that naturally occur during periods of transition. This is particularly helpful to staff as they learn to work with their new supervisor. Items covered include effective communication, setting expectations, clarification of roles and responsibilities, a review of the culture and other norms.

First Performance Review

If requested, we will assist in conducting a performance evaluation of the selected Chief at six to twelve months of employment. We will develop a Work Program that will contain objectives for the Chief to accomplish in the ensuing six to twelve months.

The Brimeyer Fursman Guarantee

Brimeyer Fursman offers an 18 month guarantee on the effectiveness of the Chief, provided the Borough and Brimeyer Fursman agree that all phases of the process have been successfully completed. Should the Borough determine it necessary to terminate the Chief due to failure to adequately perform the duties as specified in the Profile and as represented by the process, we will refill the position at no additional fee and will charge expenses only.

Should there be substantial changes in the political situation at Haines and a decision is made to terminate the Police Chief for reasons other than failure to perform the duties as specified in the Position Profile, this guarantee is subject to negotiations between the and Brimeyer Fursman. Brimeyer Fursman will not recruit candidates we have placed with your organization.

Principles Assigned to Search

Richard will be the lead consultant on the project and will be involved in all aspects of the search.

Dr. Richard Fursman Ed.D., President: Richard joined Brimeyer Fursman in 2007 and has conducted over 100 searches over that time period. Richard has over 25 years of senior management experience in local government, most recently as the City Manager of Maplewood, Minnesota. Richard earned his Doctorate in Organization Development and Bachelor of Arts in Economics from the University of St. Thomas and his Master of Arts degree in Urban and Regional Affairs from Mankato State University.

Richard is an Adjunct Faculty member at the University of St. Thomas. He was awarded the title of Credentialed Manager by the International City/County Management Association. Richard is a past board member of the Minnesota City/County Management Association, a member of Rotary International, and past President of the Minnesota Metropolitan Manager's Association. Richard has conducted numerous strategic planning retreats and consults with municipalities and non-profits on reorganization and change management in the USA and Abroad.

Irina Fursman (a.b.d.)

Irina will assist with interviews and facilitation. She will be involved with facilitation and community contacts.

Irina is Vice President of Brimeyer Fursman, coordinating all facilitation and community contacts. Irina is a *nationally certified facilitator and trainer from the Institute of Cultural Affairs*. Irina was born, raised, and educated in Russia and Ukraine where she earned her Bachelor's Degree of Education and Masters of Science Degree in Mathematics and Computer Science before moving to the United States in 2002. Irina has co-facilitated over 60 strategic planning sessions with cities and businesses. She has worked with over 50 communities during the search process with facilitating community discussions, research for profile development, and coordinating candidate logistics. She has trained 100's of employees on the art and science of facilitation.

Irina is currently completing her dissertation for her Doctorate Program in Organization Development at The University of St. Thomas.

Appendix A

Reference List Chief of Police/Fire/Manager Searches

Stephen Giesbrecht
Borough Manager
Petersburg
PO Box 329
Petersburg, Alaska 99833
Phone 907.772.4425
steveg@ci.petersburg.ak.us
Chief of Police May 2013
56 Applicants

Dan Coughlin
City Administrator
1009 W. Lincoln Ave.
Olivia, Minnesota 56277
320-523-2361
dcoughlin@olivia.mn.us
Chief of Police January 2013
37 Applicants

Nancy Deno
Assistant City Manager
City of St. Louis Park, MN
952.924.2519
ndeno@stlouispark.org
Fire Chief: 2013
47 Applicants

Ken Parke
City Administrator
City of Dilworth
P.O. Box 187
21st Avenue SE
Dilworth, MN 56529
Phone: 218-287-2313
kparke@corpcomm.net
36 Applicants

City of Stillwater, MN (Population
Filled December 2014
Position Filled: City Administrator (Hired Tom McCarty)
Applicants received – 53
Contact: Mayor Ted Kozlowski
Phone: 651-300-4993
tkozlowski@ci.stillwater.mn.us

City of Ada, MN (Population 1,700)
Filled November 2014
Position Filled: City Administrator (Hired James Leiman)
Applicants received – 33
Contact: Project Coordinator Todd Sawrey
Phone: 701-729-5578
tsawrey@loretel.net

City of Victoria, MN (Population ~8,000)
Filled: October, 2014
Position Filled: City Manager (Hired Laurie H okkanen)
Applications Received: 45
Contact Mayor, Tom O'Connor
Phone: 952-261-9177
toconnor@ci.victoria.mn.us

City of Maple Plain, MN (Population 2,000)
Filled: November 2013
Position Filled: City Administrator (Hired Tessia Melvin)
Applications recived – 64
Contact: Council Mayor Jerry Young
Phone: (612) 237-3115
jerryy@johnsonanderson.com

City of Eagan, MN – population over 64,200
Position Filled: City Administrator (Hired Dave Osberg)
Dates of the search: October, 2012 – January, 2013
Applications received – 39
Contract: Dianne Miller (Assistant City Administrator)
Phone: (651)675-5014
dmiller@cityofeagan.com

Appendix B: *Time Table*

Time Table Example (*Subject to your needs/changes***)**

Brimeyer Fursman LLC will work with the Assembly on the timing of the search. The upcoming holidays represents a difficult time for scheduling and interviewing. ***We will work closely with you to work through scheduling difficulties.***

Authorization to proceed	December 2015
Interview with Elected/Staff	TBD
Develop Position Profile	1 week
Recruitment	4 weeks
Deadline for Applications	TBD
Screen and Review Candidates	2 weeks
Progress Report/Select Finalists	TBD
Reference and Credential Checks	Following Finalist Selection
Interviews	TBD
Start of New Chief	TBD

Appendix C: Fees and Expenses

EXECUTIVE SEARCH Fee	**$16,500 For Chief $27,500 for Both Chief and Manager**
Phase I Develop Position Profile • Meet individually with the Elected Officials, Department Heads, Police Officers and key staff • Meet with selected representatives from the community and/or conduct public forum • Develop, present, and print/post Position Profile	$5,000 Chief *+$1,000 Manager*
Phase II Recruit and Screen Candidates • Place Announcements • Direct Recruiting • Indirect Recruiting - Send Profiles • Review Resumes • Personality Profile assessment instrument • Screen and evaluate candidates • Prepare and present Progress Report (progress report will be delivered in person and contain profiles of 10 candidates who demonstrate the best fit. *Here the Borough selects the top 5 for interviews.*	$5,000 for Chief +$5,000 for Manager
Phase III Interviews and Background Checks • Reference checks/credential verification • Schedule and coordinate candidates' interviews with the assistance of staff • Draft interview questions • Participate in interviews • Develop compensation package • **Participate in negotiations**	$6,500 for Chief +$5,000 for Manager
Expenses Typical expenses include consultant mileage, copies and supplies, position advertising (League Web Sites, ICMA, Professional Associations, Linked-IN) personality and management assessment profiles, credential and criminal background checks, etc. This estimate is for up to 5 finalists, but not including the finalists travel.	Not to exceed $8,000 Chief *Not to Exceed $10,000 for both.*
TOTAL ***+ Expenses***	$16,500 for Chief $27,500 for Both Chief and Manager $8,000/$10,000

This estimate does not include costs associated with candidates' expenses for the final interview such as airfare for out of state candidates, hotels, meals and others. These expenses are influenced by the following factors: number of candidates invited to interview, location of candidates, spouse and family attendance, meals and hotel accommodations provided. For local candidates, the cost is typically zero.

Phase IV (Post Police Chief Hire) • Onboarding: Prepare candidate and organization for new job	$950 per hire + Expenses
First Performance Evaluation	$500 per hire + Expenses

Payment Policy

Our payment policy is one-third of the fee due upon signing this agreement; one-third after presentation of the Progress Report; and the balance due 10 days after the search has successfully been completed, whether the agreement is oral or written. In the event the Borough terminates this agreement during the search, we will retain the progress payments to that point.

Signatures

Richard Fursman, President Date
Brimeyer Fursman LLC

Borough of Haines Date

BRIMEYER FURSMAN EXECUTIVE SEARCH HISTORY 6/2012-2015

YEAR	CLIENT/ORGNAIZATION	POSITION	STATE	POPULATION
2015	City of Worthington	City Administrator	MN	13,000
2015	City of Mount Vernon	City Administrator	IA	4,500
2014	City Of Stillwater	City Administrator	MN	18,500
2014	City of Victoria	City Manger	MN	8,000
2014	City of Victoria	Community Dev. Director	MN	8,000
2014	City of Ada	City Administrator	MN	1,700
2014	City of Centerville	City Administrator	MN	3,900
2014	City of Lake City	City Administrator	MN	5,000
2014	City of Independence	City Manager	IA	6,000
2014	City of Dillworth	Chief of Police	MN	4,100
2014	City of Dillworth	City Administrator	MN	4,100
2014	City of Waukee	Chief of Police	IA	16,000
2013	City of Arlington	City Administrator	MN	2,233
2013	City of Centerville	City Administrator	IA	5,500
2013	City of Charles City	City Administrator	IA	7,700
2013	City of Corcoran	City Administrator	MN	5,500
2013	City of Griswold	City Manager	IA	1,036
2013	City of Lexington	City Administrator/Clerk	MN	2,014
2013	City of Long Lake	City Administrator	MN	1,768
2013	City of Maple Plain	City Administrator	MN	1,792
2013	Borough of Petersburg	Chief of Police	AK	3,273
2013	City of St. Louis Park	Fire Chief	MN	45,000
2013	City of Vadnais Heights	City Administrator	MN	12,300
2013	Lincoln Pipestone Rural Water	CEO	MN	4,250
2013	Wabasha County	County Administrator	MN	21,482
2012	City of Apple Valley	Chief of Police	MN	50,000
2012	City of Apple Valley	Parks and Recreation Director	MN	50,000
2012	City of Olivia	Chief of Police	MN	2,479
2012	City of Waverly	City Administrator	IA	9,874
2012	City of Wayzata	City Manager	MN	3,688
2012	City of Eagan	City Administrator	MN	64,200
2012	City of Eagan	Finance Director	MN	64,200
2012	City of Eagan	Director of Public Works	MN	64,200

From: slavin@bellsouth.net [mailto:slavin@bellsouth.net]
Sent: Sunday, November 29, 2015 1:43 PM
To: David Sosa
Cc: slavin@bellouth.net
Subject: Re: Haines Search

Dear Mr. Sosa,

Attached is a proposal to conduct a Borough Manager for the Borough of Haines. The both this and the Chief of Police proposal that we previously provided stand on their own. However, should Slavin Management Consultants be selected to conduct both searches and they run simultaneously, we will reduce the total combined professional fee by $2,500. There will almost certainly be a significant savings in out of pocket expenses as well.

I will be happy to provide additional information or respond to any questions that you may have.

Sincerely,

SLAVIN MANAGEMENT CONSULTANTS

Robert E. Slavin, President

(770) 449-4656

BOROUGH OF HAINES, ALASKA

Executive Recruitment Services
for

Borough Manager

Prepared by Robert E. Slavin on November 29, 2015

3040 Holcomb Bridge Rd. Suite A-1 ● Norcross, Georgia 30071 ● (770) 449-4656 ● FAX (770) 416-0848 ● E-mail: slavin@bellsouth.net
www.slavinweb.com

With an affiliates in Burlington, NC; Cincinnati, OH; Dallas, TX; Hartford, CT; Dunedin, FL; Los Angeles, CA; Mackinac Island, MI and Mesa, AZ

November 29, 2015

Borough of Haines
PO Box 307
Haines, Alaska 99686

Re: Executive Recruitment Services for Borough Manager

Slavin Management Consultants (SMC) is pleased to submit this proposal to conduct an executive search for the next Borough Manager of Haines. The purpose of this project is to help the Borough Assembly to develop and agree to a comprehensive position profile for Borough Manager and then to identify, recruit and present outstanding candidates who meet these criteria. Once the profile has been developed and approved by the Borough Assembly, SMC will have no difficulty identifying quality prospective candidates and becoming immediately productive. It is normal for a Borough Manager search to take between sixty and ninety days to complete.

SMC is a national firm, strategically based in Norcross, Georgia for easy access to Atlanta's Hartsfield - Jackson International Airport - the world's busiest airport. We have affiliates in Burlington, NC; Cincinnati, OH; Dallas, TX; Hartford, CT; Dunedin, FL; Los Angeles, CA; Mackinac Island, MI and Mesa, AZ.

As a high quality, independent management consulting firm, Slavin Management Consultants is most capable and interested in providing these services to the Borough. Over the years we have recruited more than 800 local government executives in forty-five states including Alaska.

This proposal commits the highest level of our firm's resources. I, Bob Slavin, will manage and serve as the primary consultant for the project. I am the owner and president of SMC and am among the most experienced recruiters of governmental managers in the nation. I have a strong and proven commitment to providing exceptional recruitment services to public agencies and have received many accolades supporting this work. Mr. Paul Wenbert and Mr. David Krings will assist with the project. Both are highly experienced human resources consultants.

We are most capable and interested in providing the requested services to the Borough. Attached to this proposal are the following exhibits: a pro forma invoice, a client list, a chief executive placement list, references, our EEO Statement, and a list of our minority and female placements.

Thank you for the opportunity to submit this proposal. We look forward to working with the Borough of Haines on this critical and highly challenging project. If you have questions concerning this proposal, please contact me at (770) 449-4656.

Very truly yours,

SLAVIN MANAGEMENT CONSULTANTS

Robert E. Slavin

Robert E. Slavin, President

RES/jf

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COMPANY INFORMATION

Slavin Management Consultants (SMC)
3040 Holcomb Bridge Road, Suite #A-1
Norcross, Georgia 30071

Phone: (770) 449-4656
Fax: (770) 416-0848
email: slavin@bellsouth.net
web site: www.slavinweb.com

Principal: Robert E. Slavin, President

FIRM AND PERSONNEL QUALIFICATIONS

SMC is an independent management consulting firm formed in 1991 and incorporated in the State of Georgia. We operate nationwide from our home office near Atlanta, Georgia. The principal and only stock holder of the firm is Robert E. Slavin. Mr. Slavin has extensive experience as a local government executive and as a management consultant. We have affiliates in Burlington, NC; Cincinnati, OH; Dallas, TX; Hartford, CT; Dunedin, FL; Los Angeles, CA; Mackinac Island, MI and Mesa, AZ.

The company provides exceptionally high-quality consulting services to state and local governments, health care providers, transit authorities, utilities, special districts, and private sector clients. Specialty practice areas include executive recruitment, pay and classification, performance appraisal systems, and organization development and training. Our key consultants have conducted successful assignments for hundreds of public sector organizations nationally and offer many references as testimony of our work.

Slavin Management Consultants (SMC) has completed many city/county manager searches over the years. We have local government recruitment experience in all regions of the United States. We have also completed many assistant manager and department head searches for these and other cities and counties.

SMC uses a “critical path” search process which allows its clients to focus their attention on the selection process rather than on identifying, recruiting, screening and evaluating candidates. The best prospects are typically happily employed and do not respond to advertisements. These people need to be found and encouraged to become candidates. They are understandably reluctant to apply for positions when their application could become a matter of public information prior to being assured that the client is interested in their candidacy. SMC has a proven track record of aggressively pursuing these types of “happily employed” candidates to encourage them to submit their applications. SMC’s approach to this assignment will reflect the unique qualities of Haines, and it will honor the confidentiality of candidates to the extent permitted by Alaska law.

SMC would like the Borough of Haines to consider SMC’s unique qualities and approach identified below that help to distinguish it from other public sector recruiting firms.

- SMC is results-oriented. Once the recruitment profile is approved by the Borough, SMC will “lock” into the profile’s criteria and carefully identify, recruit and evaluate candidates who meet the **Borough of Haines’s criteria**. SMC does not simply bring forward candidates that it may already know.
- SMC is committed to complete client satisfaction. SMC’s successful placement-oriented approach will ensure that the project work is practical, realistic and timely and that it has the full commitment and support of the client so that a successful placement occurs.
- SMC makes use of resources that go beyond “Google” searches to conduct background checks of

potential candidates. **In addition and fairly unique to this industry, SMC visits finalists' work sites prior to client interviews to learn first-hand about candidates' management style and work performance.**

- SMC are leaders in the executive search field with extensive experience in conducting public sector executive searches throughout the nation.
- SMC's methodologies are state-of-the-art and include advertising in traditional publications, websites and use of SMC's large resume data base to generate quality applicants.
- SMC's style is interactive in that it builds a partnership with its clients.
- SMC uses discount airfares and makes multi-client trips whenever possible to reduce expenses to its clients.
- SMC are experts in EEO/AA recruitment. Approximately 25 percent of its placements are females and/or minorities.
- Every search that SMC has conducted has resulted in a selection from among its recommended group of candidates. SMC's experience includes large and small organizations and chief executives and subordinate-level positions. **More than 95 percent of SMC's placements have remained in their clients' positions for more than five years.**

Project Staffing

This important engagement will be personally managed by Mr. Robert E. Slavin. Under Mr. Slavin's leadership, SMC has completed more than 800 successful executive searches for local governments and non-profit agencies located in approximately forty states. Additional members of the proposed search team include Mr. Paul Wenbert, our Western Regional Manager, will serve as Mr. Slavin's primary assistant for this search. Mr. David Krings will also assist. All three of us are professional public human resources practitioners with significant direct management experience. All team members are long-term members of a variety of professional organizations and stay abreast of new and changing laws, developments and trends by regularly attending specialized workshops, seminars and annual conferences.

Robert E. Slavin, President

Mr. Slavin will manage and serve as the lead consultant for this project. He is a pioneer in public sector and nonprofit executive search. He is among the best known and respected professional recruiters in the business. He is a frequent speaker before professional groups and he has written several articles for professional journals concerning governmental management. By special invitation, Mr. Slavin assisted the United States Office of Personnel Management to define and set up the Senior Executive Service for the Federal Government.

Mr. Slavin began his local government career in 1967. His experience includes twelve years working directly for local governments and it includes seven years as a principal consultant with the government search practice of Korn/Ferry International, the largest private sector search firm in the world. He headed the local government search practices for Mercer/Slavin, Incorporated, Mercer, Slavin & Nevins and Slavin, Nevins and Associates, Inc. Mr. Slavin now heads the executive search practice for Slavin Management Consultants. Clients include state and local governments, nonprofit and private sector businesses all over the United States. His experience includes search assignments for the 1984 Los Angeles Olympic's Organizing Committee.

Mr. Slavin's experience and qualifications include organizational analysis, classification and compensation studies, and assessment centers and human resource's systems studies.

Before being invited to join Korn/Ferry International, Mr. Slavin served as Assistant City Manager/Director of Human Resources for the City of Beverly Hills, California.

While at Beverly Hills, Mr. Slavin conducted many executive level recruitment assignments involving nationwide search and placement. Before joining the City of Beverly Hills, Mr. Slavin was the Assistant Personnel Director

for the City of San Leandro, California.

Before San Leandro, Mr. Slavin was on the personnel staff of Santa Clara County, California. His assignments included recruitment, classification and selection for the County's Health Department, Medical Center, Transportation Agency, Sheriff's Office, Superintendent of Schools, Fire Marshall, Assessor's Office, Library System and County Recorder's Office.

Mr. Slavin received his Bachelor of Science degree in Political Science from the University of Santa Clara, and has completed the graduate course work for a Master's degree in Public Administration at California State University at Hayward. He is a Certified Professional Consultant to Management by the National Bureau of Certified Consultants.

Organizations

- International City/County Management Association
- American Society for Public Administration
- International Personnel Management Association
- IPMA - Human Relations Commission
- IPMA - Publications Review Committee
- Society for Human Resource Management
- Southern California Public Labor Relations Council
- Southern California Municipal Assistants
- Bay Area Salary Survey Committee

Paul Wenbert, SMC Western Regional Manager

Mr. Wenbert has more than thirty years of professional local government experience including twenty-four years of executive level experience with thirteen of those years as a city manager. Mr. Wenbert joined Slavin Management Consultants in 2007 as Western Regional Manager. He is headquartered in Mesa, Arizona. Most recently, Mr. Wenbert completed seven years of service as Deputy City Manager of Mesa. His career highlights include nine years as City Administrator for Newton, Iowa; four years as Village Manager for Villa Park, Illinois and four years as Assistant City Manager for Ames, Iowa. Early in his career Mr. Wenbert served as an administrative intern for Fort Wayne, Indiana and as an administrative assistant for Mesa, Arizona and Marion, Indiana.

Mr. Wenbert earned his Masters in Public Administration degree from Arizona State University and his Bachelor of Science degree From Indiana University. He is also an ICMA Credentialed Manager.
His career highlights include:

- Chaired ***Keep Maytag In Newton Task Force*** which facilitated retention of more than 2,000 jobs and addition of 440 jobs and $41 million of investment
- Instituted Productivity Improvement Programs in Newton, Iowa and Villa Park, Illinois resulting in more than $3 million of savings
- Negotiated revised 28E agreement with twelve local governments for regional landfill operated by City of Newton and involved in many other intergovernmental relations activities in Newton, Villa Park and Mesa, Arizona
- Supervised city departments with $470 million budget and 1,100 employees in Mesa, Arizona.
- Directed $80 million five-year Capital Improvements Program budget in Ames
- Served as chief negotiator on collective bargaining team for police, fire and blue collar union negotiations in Ames
- Worked for the City of Mesa during the time period when it was the fastest growing community in the United States and was involved with many growth issues such as infrastructure planning and financing,

freeway interchange decisions and allocating resources equitably to newly developed and existing areas of the community
- Designed and administered first personnel and wage classification system for City of Marion, Indiana
- In all positions enhanced citizen connection to city government through various methods including citizen-based strategic planning, citizen focus groups, regular community attitude surveys, citizen academies and providing highlights of items on Council agenda
- In all positions improved staff team-building through city-wide staff development and training and city-wide committee work assignments
- Served as Vice-President of International City/County Management Association
- Served as President of Iowa City/County Management Association
- Received ICMA Program Excellence Award for Collaborative Children and Youth Initiatives
- Received Greater Newton Area Chamber of Commerce Key Award for Chairing ***Keep Maytag In Newton Task Force***

Organizations

- ICMA (Past Executive Board Member and Chair of the three ICMA Committees
- Iowa City/County Management Association (Past President)

<u>David Krings, ICMA-CM, SMC Midwest Regional Manager</u>

Mr. Krings has 35 years experience at the top levels of state, county, and municipal governments. He is internationally recognized as a state and local government management practitioner and consultant. Mr. Krings has been on the professional staff of governors in both Wisconsin and Arkansas. He served as the County Administrator in Peoria County, (Peoria) Illinois and Hamilton County, (Cincinnati) Ohio. Both Hamilton County and Peoria County received national recognition for innovative, quality management during Mr. Krings' tenure. Mr. Krings also served as the Assistant Executive Director for Ramsey County (St. Paul) Minnesota.

Mr. Krings has a M.A. in Public Policy and Administration from the University of Wisconsin-Madison and a BA from Carroll College (Waukesha, Wisconsin). He has also studied at schools in Denmark and Mexico.
In 2005 Mr. Krings began his encore career, still in public service, but in a much broader capacity than in prior years. He is the part-time Administrator of Lockland, Ohio. He served as the part-time Advisor to the Mayor in Newtown, Ohio. He has had scores of consulting engagements with local jurisdictions and not-for-profits (largely through TechSolve, a not-for-profit consulting firm). He has been certified as a local government expert in litigation involving local governments. He has been on an advisory board of a company providing inmate telephone services (DC Telesystems). In 2009 he associated with the firm Good Energy to consult with local governments in the provision of cost saving electricity purchasing. He is also a managing consultant for Slavin Management Consultants.

Highlights from Mr. Krings' 13 years as Hamilton County Administrator include:

- Responsible for $2.3 billion budget;
- Oversaw more than $1 billion in development of Cincinnati riverfront including construction of a new NFL football stadium and a MLB baseball park;
- Developed small, minority, and female business development program;
- Governing Magazine and Syracuse University gave Hamilton County fourth highest grade among America's large urban counties for overall management;
- Gold Seal for Good E-Governance from National Academy of Public Administration;
- Top rated web site from National Association of Counties;
- Numerous Government Finance Officers Association of United States and Canada awards for Distinguished Budget Presentation; and
- ICMA Center for Performance Measurement Certificate of Distinction;

Organizations (Current and Past)

- ICMA—Past President and Board Member
- National Association of County Administrators (NACA)—Past President and Board Member
- First person to be President of both ICMA and NACA
- Recipient of American Society for Public Administration chapter Good Government Award
- Adjunct professor for University of Cincinnati and faculty member of University of Illinois, Community Information and Education Service

SCOPE OF SERVICES

Slavin Management Consultants recommends the followings proven five-step Borough manager recruitment process

- Define job qualifications and requirements for the Borough Manager position -- the "recruitment profile."
- Identify and recruit qualified candidates.
- Evaluate prospective candidates.
- Make recommendations, help in selection and facilitate employment.
- Establish evaluation criteria and follow-up.

Each step of this process is described below.

A. Develop Position Profile

We will meet with the each Borough Assembly member individually and, with the Assembly's permission, with staff and community leaders to learn the Borough's needs, focus and requirements such as experience, education and training as well as preferred management style and personal traits. In developing the recruitment profile, we will spend a considerable amount of time at the beginning of the process in Haines to gather information about the Borough and to ascertain, the unique challenges of the job and the general environment within which the position functions.

Once we have gained the necessary information, we will prepare a draft recruitment profile and review it with the Borough Assembly to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the region, the Borough of Haines, the Borough government, major issues to be faced, the position and the selection criteria established.

B. Identify Qualified Candidates

We will first review our database to find those candidates whom we may already know and/or already have on file who may meet your specifications. Although the above process is valuable, we will rely most heavily on our own contacts in related fields and on our own experience. In other words, through "networking," we will conduct a professional search for the best-qualified candidates and invite them to apply for the position. In this effort, we utilize appropriate professional organizations, our established contacts, and our knowledge of quality jurisdictions and their employees.

We will prepare classified advertisements and develop a targeted advertising program utilizing professional publications (including for minorities and women). SMC will place these announcements and will acknowledge all resumes received and thoroughly screen all potential candidates.

C. Evaluate Prospective Candidates

Preliminary Screening and Progress Report

Criteria for the preliminary screening will be contained in the approved recruitment profile. They may include such items as education, technical knowledge, experience, accomplishments, management style, personal traits, etc. Screening of candidates against those criteria will be based on data contained in the resume and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the recruitment profile.

We request that all candidates provide us, in writing, substantial information about their accomplishments and their management style and philosophy. This information is verified and, at the Borough's option, may be further tested by having the finalists respond to a supplemental questionnaire and/or complete management and leadership style inventories. We interpret these instruments for the Borough as well.

We will meet with the Borough Assembly to provide a progress report on a number of semifinalist candidates. These individuals will be top prospects who clearly meet the Borough's specifications for the position. With guidance from the Borough, we will narrow the semifinalist candidate group on the basis of refined criteria. During this meeting we will determine Borough's expectations relative to interview questions that we will write as well as the candidate rating and scoring processes which will be included in our final report.

D. Selection and Employment

In-depth Screening and Final Report

At this point, we will interview those semifinalist candidates whom the Borough has the greatest interest in. Proper "fit" is as important as technical ability. We assess both. In order to better assess candidates' management style and interpersonal characteristics, we personally interview each in his or her present work environment. We will closely examine each candidate's experience, qualifications, achievements, management style and interpersonal skills in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications, skills and achievements.

We conduct in-depth background checks on those individuals who continue to demonstrate their overall suitability for the position. Included are detailed and extensive reference checks which cover a minimum period of ten years. In conducting these, it is our practice to speak directly to individuals who are now or have been in positions to evaluate the candidate's job performance. We ask each candidate to provide us with a large number of references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates.

As part of our evaluation process we conduct credit checks and verify undergraduate and graduate college degrees. We also conduct criminal history, civil court records and driving record checks. At the Borough's option, we can arrange for assessment centers and/or psychological (or similar) testing of the candidates. (These optional items will result in extra cost.)

We will then meet with the Borough Assembly to present a group of well-qualified finalist candidates for interviews in Haines. These final candidates will not be ranked because, at this point, they will all be qualified and it will then be a matter of chemistry between the candidates and the Borough Assembly that should produce the final selection decision.

Our final report will be presented in a meeting with the Borough Assembly. This written report is a comprehensive document. It contains our candidate recommendations, details about the search, interview tips, interview questions, candidate evaluation forms and information about legal vs. illegal inquiries. The report also includes the candidate interview schedule as well as our recommendations relative to timing, sequencing,

location, setting, format, and conduct of interviews. The report contains comprehensive information about each recommended candidate. This includes educational and experience information, an evaluation of the candidate's experience relative to the criteria established by the Borough, a summary of reference comments and a statement of accomplishments and management style prepared by the candidate. Present compensation is also provided for each recommended candidate.

We will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites, appropriate roles for spouses, receptions, etc. We arrange schedules for top candidate interviews with the Borough and we will coordinate the entire process.

We will properly handle any and all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of the Borough of Haines and that any public statement should come from the Borough directly. Under no conditions will we release information to the media unless specifically directed by the Borough to do so.

We will notify all unsuccessful candidates of the final decision reached. We will continue to work for the Borough until a suitable candidate is recruited and hired by the Borough.

E. Establish Evaluation Criteria

Once the new Borough Manager has been on board for 30 days or so, we will conduct a session with the Borough Assembly and with the new Borough Manager to establish mutual performance criteria and goals for the position.

F. Follow-up

We will follow-up with the Borough Assembly and the new Borough Manager during the first year and assist in making any adjustments that may be necessary.

G. Reporting

We will keep the Borough informed, involved in decisions and involved in the search process. We will provide weekly progress reports to the Borough.

H. Deliverables

Deliverables include the recruitment profile (draft and final), the advertisement (draft and final), the progress report (presented in person), the final report with interview tips, interview schedule, interview questions, candidate resumes, candidate evaluations, candidate writing samples, rating sheets, ranking forms, tabulation forms and appropriate/inappropriate question list and negotiated employment agreement between the Borough and the selected candidate.

I. Guarantees

We provide a comprehensive set of assurances and guarantees to out executive recruitment clients that include:

- We are committed to excellence. We guarantee the highest quality of work and its success in your environment. To accomplish this, we will continue to work with the Borough until the Borough is satisfied with the candidates and a satisfactory candidate is selected and accepts employment.
- We guarantee our work and will redo the search if the position is vacated, for any reason, within two years of the employment date of a candidate selected by the Borough through our efforts.
- We will never actively recruit any *candidate who we have placed* **nor** will we actively recruit *any employee*

from a client organization for at least two years from the completion date of an assignment.

J. Project Schedule

The search process normally takes between sixty (60) and ninety (90) days to complete and typically follows the following pattern:

	DAYS			
STEPS	**1-30**	**30-45**	**45-60**	**60-360**
1. DEVELOP SEARCH PROCESS, RECRUITMENT PROFILE AND ADVERTISING PROGRAM FOR Borough ASSEMBLY APPROVAL	✓			
2. IDENTIFY QUALIFIED CANDIDATES, REVIEW DATA BASE, NETWORK, RECEIVE AND REVIEW RESUMES	✓	✓		
3. SCREEN & EVALUATE PROSPECTIVE CANDIDATES		✓		
4. PROGRESS MEETING AND REPORT		✓		
5. INTERVIEW AND EVALUATE PROSPECTIVE CANDIDATES		✓	✓	
6. SUBMIT FINAL REPORT AND RECOMMENDATIONS, ASSIST IN SELECTION, FACILITATE EMPLOYMENT			✓	
7. ESTABLISH EVALUATION CRITERIA AND FOLLOW-UP				✓

Approximately twelve semifinalist candidates are presented to the Borough at the progress meetings. Generally, about five finalist candidates are presented for interviews with the Borough Assembly.

k. References

Mr. Harold Dominguez
City Manager
City of Longmont, CO
City of Longmont
350 Kimbark Street
Longmont, CO 80501 USA
Phone: (303) 651-8601
City Manager recruitment completed (2012)
Email: harold.dominguez@longmontcolorado.gov

Mr. Darin Atteberry
City Manager
City of Fort Collins
300 LaPorte Ave.
Fort Collins, CO 80521
Phone: 970.221.6505
Fax: 970.224.6107
Deputy City Manager Search (2014)
Police Chief Search (2011)
City Attorney Search (2015)
datteberry@fcgov.com

Ms. Cara Pavlicek
Village Manager
Village of Oak Park
123 Madison Street
Oak Park, IL 60302
(708) 358-5770
Village Manager Search (2013)
Village Attorney Search (2013)
cpavlicek@oak-park.us

Ms. Sheri Pierce, MMC
City Clerk
City of Valdez
212 Chenega St.
Valdez, AK 99686
City Manager Search 2015
907-834-3408
spierce@ci.valdez.ak.us

SMC is an equal opportunity employer and recruiter, and will not discriminate against any employee or applicant for employment because of race, religion, creed, color, sex, disability or national origin.

PRICING

Professional Fees

Our fees are based on a rate schedule that reflects the experience of the individual assigned. We use a flat fee rate schedule. Therefore, there are no project limitations based on annual salary. For this assignment we are proposing to use only consultants who have specific experience on similar assignments for other clients. We will use senior consultants where appropriate and to reduce the overall cost. We will use staff consultants when feasible. The following tables show the level of involvement by project step and cost.

PROJECT COSTS					
STEPS	**ASSIGNED HOURS** (Approximate)				
	Project Manager	**Consultant**	**Total**	**RATE (Hr)**	**FEES**
1. Project Planning/Develop Position Profile/ Prepare Advertising	36		36	80	**$2,880**
2. Identify & Recruit Candidate/Acknowledge Resumes	32		32	80	**$2,560**
		35	35	35	**$1,225**
3. Preliminary Candidate Screening	12		12	80	**$960**
		4	4	35	**$140**
4. Progress Report to Borough /Reduce Candidate Pool	16		16	80	**$1,280**
		8	8	35	**$280**
5. In-depth Candidate Evaluation (Includes on-site consultant interviews with semi-finalist candidates)	36		36	80	**$3,040**
		16	16	35	**$560**
6. Arrange for & Schedule Final Interviews	4		4	80	**$320**
7. Prepare Final Report with Interview Questions and Selection Criteria	12		12	80	**$960**
		16	16	35	**$560**
8. Present Final Report and Attend Interviews	16		16	80	**$1,280**
9. Assist in Employee Selection	2		2	80	**$160**
10. Negotiate Employment Agreement	4		4	80	**$320**
11. Establish Performance Goals	6		6	No Charge	**$0**
12. Follow-up	4		4	No Charge	**$0**
TOTAL HOURS	180	79	259		
TOTAL PROFESSIONAL FEE					**$16,525**

Expenses

Consultant Travel Costs: The client pays direct cost for all necessary consultant travel using coach or, when available, lower air rates, corporate hotel rates at moderately priced properties (Holiday Inn or equivalent), rental cars, using the corporate discount and normal meals. Our client controls these costs in the following ways: (1) when appropriate, consultants will accomplish multiple purposes when traveling and will allocate costs to multiple clients; (2) the client pre-approves all work plans including all consultant (and candidate) travel.

Office Costs Include: Telephone ($350 flat fee, billed in two installments), FAX, postage, messenger, copier, and clerical costs.

Consultant travel to client and candidates, classified advertising, background checks and office costs to support the executive search project described in this proposal will not exceed $10,000.00.

The costs for final candidates to travel to Haines for interviews are not covered by this section. These costs vary widely and are impossible to anticipate at the beginning of a search. Candidate travel expenses are typically paid by the Borough on a reimbursement basis, directly to the candidates, and controlled through the Borough's prior approval of the finalist candidates.

Should the Borough's needs result in additional project scope that significantly increases costs it may be necessary to increase the expense budget for the project.

Your liability to Slavin Management Consultants for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized by you in writing.

We will submit monthly invoices for fees and expenses. It is our practice to bill 30% at the start of the searches, 30% at the end of thirty days, 30% at the end of sixty days, and the remaining 10% shortly after the time the new Borough Manager accepts employment with the Borough. Each invoice will be payable upon receipt for professional services.

Expenses will be billed in addition and shown as a separate figure. Attached is a pro-forma invoice showing the level of accounting detail we will provide.

Expenses will be billed in addition and shown as a separate figure. Attached is a pro-forma invoice showing the level of accounting detail we will provide.

We will comply with all applicable laws, rules, and regulations of federal, state, and local government entities.

Our ability to carry out the work required will be heavily dependent upon our experience in providing similar services to others, and we expect to continue such work in the future. We will, to the degree possible, preserve the confidential nature of any information received from you or developed during the work in accordance with our professional standards.

We assure you that we will devote our best efforts to carrying out the engagements. The results obtained, our recommendations, and any written material provided by us will represent our best judgment based on the information available to us. Our liability, if any, will not be greater than the amount paid to us for the services rendered.

This proposal constitutes the agreement between us. It cannot be modified except in writing by both parties. Our agreement will be interpreted according to the laws of the State of Alaska.

EXHIBITS

PRO FORMA INVOICE

INVOICE DATE:

CLIENT:

ADDRESS:

CITY, STATE:

Progress billing for professional services
rendered in connection with our agreement:

$XXXX.XX

(Invoice __ of __)

Reimbursable expenses at cost:

Airfare	$ XXX.XX
Hotel	XX.XX
Ground Transportation	XX.XX
Meals	XX.XX
Tips	XX.XX
Telephone	XXX.XX
Clerical Support	XXX.XX
FAX	XX.XX
Messenger Service	XX.XX
Copies	XX.XX
Postage	XX.XX
Misc. Direct Costs	XX.XX

Total Expenses $XXXX.XX

TOTAL INVOICE

$XXXX.XX

CLIENT LIST BY CATEGORY

The following list of clients represent organizations for which our principal Consultants performed significant project work. This client list spans thirty years of experience of SMC consultants. Please contact SMC if you desire to speak with the individuals who were project contacts.

MUNICIPALITIES

Aiken, South Carolina
Albany, Georgia
Alpharetta, Georgia
Anaheim, California
Ann Arbor, Michigan
Arlington, Texas
Arlington Heights, Illinois
Arvada, Colorado
Atlanta, Georgia
Atlantic Beach, Florida
Asheville, North Carolina
Auburn, Maine
Aurora, Colorado
Austin, Texas
Bartlesville, Oklahoma
Bay City, Michigan
Bentonville, Arkansas
Bergenfield, New Jersey
Berkeley, California
Beverly Hills, California
Birmingham, Alabama
Bisbee, Arizona
Blacksburg, Virginia
Bloomington, Illinois
Boynton Beach, Florida
Branson, Missouri
Brea, California
Bridgeport, Connecticut
Broken Arrow, Oklahoma
Brownsville, Texas
Bryan, Texas
Burbank, California
Camarillo, California
Carson, California
Cary, North Carolina
Casper, Wyoming
Chapel Hill, North Carolina
Charlotte, North Carolina
Chesapeake, Virginia
Clearwater, Florida
Cleveland, OH
Columbia, Missouri
Columbus, Georgia
Concord, New Hampshire
Coral Springs, Florida
Corpus Christi, Texas
Corta Madera, California
Creedmoor, North Carolina
Culver City, California
Dallas, Texas
Davenport, Iowa
Davie, Florida
Decatur, Georgia
Decatur, Illinois
Delray Beach, Florida
Del Rio, Texas
Denton, Texas
Destin, Florida
Dothan, Alabama
Dubuque, Iowa
Duluth, Georgia
Dunedin, Florida
Durham, North Carolina
Eagle Pass, Texas
East Brunswick Township, New Jersey
Edmond, Oklahoma
Elgin, Illinois
Englewood, CO
Enfield, Connecticut
Escondido, California
Evanston, Illinois
Fort Collins, Colorado
Fort Lauderdale, Florida
Fort Worth, Texas
Franklin, Tennessee
Fridley, Minnesota
Frisco, Colorado
Gainesville, Florida
Gainesville, Georgia
Galesburg, Illinois
Garden City, New York
Georgetown, South Carolina
Glastonbury, Connecticut
Glendale, Arizona
Glen Ellyn, Illinois
Grand Rapids, Michigan
Greensboro, North Carolina
Gulfport, Florida
Hardeeville, SC
Hemet, California
Hercules, California
Highland Park, Illinois
Hollywood, Florida
Homestead, Florida
Huntington Beach, California
Independence, Missouri
Independence, Kansas
Iowa City, Iowa
Jacksonville Beach, Florida
Jupiter, Florida
Kalamazoo, Michigan
Kansas City, Missouri

Lake Worth, Florida
Lakewood, Colorado
Lapeer, Michigan
Laramie, Wyoming
Laredo, Texas
Lenexa, Kansas
Liberty, Missouri
Lillburn, Georgia
Little Rock, Arkansas
Long Beach, California
Longmont, CO
Manassas, Virginia
Mansfield, Massachusetts
Miami Beach, Florida
Milwaukie, Oregon
Minneapolis, Minnesota
Miramar, Florida
Modesto, California
Mount Dora, Florida
Muscatine, Iowa
Myrtle Beach, South Carolina
Neptune Beach, Florida
Newark, Delaware
New Smyrna Beach, Florida
Norfolk, Virginia
Norman, Oklahoma
North Las Vegas, Nevada
North Miami Beach, Florida
Northglenn, Colorado
North Port, Florida
Norwich, Connecticut
Oak Park, Illinois
Oberlin, Ohio
Ocean City, Maryland
Oceanside, California
Olathe, Kansas
Oklahoma City, Oklahoma
Oxnard, California
Palm Bay, Florida
Palm Beach Gardens, Florida
Palo Alto, California
Panama City, Florida
Park Ridge, Illinois
Pasadena, California
Peoria, Illinois
Phoenix, Arizona
Pittsburg, Kansas
Plantation, Florida
Pompano Beach, Florida
Portage, Michigan
Pueblo, Colorado
Richmond, California
Richmond, Virginia
Riverside, California
Riverview, Michigan
Roanoke, Virginia
Rock Hill, South Carolina
Rockville, Maryland
Sacramento, California
St. Louis Park, Minnesota
Salem, Oregon
San Diego, California
San Fernando, California
San Francisco, California
San Jose, California
San Juan Capistrano, California
Sandersville, Georgia
Santa Ana, California
Santa Monica, California
Sarasota, Florida
Shaker Heights, Ohio
Simi Valley, California
Sioux City, Iowa
Snellville, Georgia
South Brunswick Township, New Jersey
Springfield, Missouri
Stratford, Connecticut
Storm Lake, Iowa
Sunnyvale, California
Sunrise, Florida
Takoma Park, Maryland
Topeka, Kansas
Titusville, Florida
Thornton, Colorado
Traverse City, Michigan
Topeka, Kansas
Turlock, California
Upper Arlington, Ohio
Urbandale, Iowa
Valdez, Alaska
Venice, FL
Virginia Beach, Virginia
Waco, Texas
Warrensburg, Missouri
Washington, Illinois
West Des Moines, Iowa
West Hartford, Connecticut
West Hollywood, California
West Palm Beach, Florida
Wichita, Kansas
Windham, Connecticut
Winston-Salem, North Carolina
Winter Park, Florida
Worthington, Minnesota
Ypsilanti, Michigan

COUNTIES

Adams County, Colorado
Alameda County, California
Albemarle County, Virginia
Arapahoe County, Colorado
Beaufort County, South Carolina
Broward County, Florida
Brown County, Wisconsin
Buffalo County, Nebraska
Chaffee County, Colorado
Cass County, Michigan
Chesterfield County, Virginia
Clark County, Nevada

Cobb County, Georgia
Dade County, Florida
Eagle County, Colorado
Escambia County, Florida
Fairfax County, Virginia
Forsyth County, Georgia
Fremont County, Colorado
Fresno County, California
Fulton County, Georgia.
Glynn County, Georgia
Gunnison County, Colorado
Hall County, Georgia
Hamilton County, Ohio
Ketchikan-Gateway Borough, Alaska
Lake County, Florida
Lake County, Illinois
La Plata County, Colorado
Leon County, Florida
Lincoln County, North Carolina
Livingston County, Illinois
Los Angeles County, California
Loveland, CO
Loveland, OH
Martin County, Florida
McHenry County, Illinois
Mecklenburg County, North Carolina
Mendocino County, California
Mesa County, Colorado
Moffat County, Colorado
Monterey County, California
Muscatine County, Iowa
New Kent County, Virginia
Orange County, New York
Orange County, North Carolina Oklahoma
Palm Beach County, Florida
Peoria County, Illinois
Pinellas County, Florida
Polk County, Florida
Prince William County, Virginia
Ramsey County, Minnesota
St. Louis County, Minnesota
Saline County, Kansas
San Diego County, California
San Luis Obispo County, California
San Mateo County, California
Sarasota County, Florida
Sedgwick County, Kansas
Seminole County, Florida
Sonoma County, California
Springettsbury Township, Pennsylvania
Spotsylvania County, Virginia
Tazewell County, IL
Tipp City, OH
Volusia County, Florida
Wake County, North Carolina
Washtenaw County, Michigan
Whiteside County, Illinois
Whitfield County, Georgia
Yolo County, California

OTHER ORGANIZATIONS

Development Groups

Arrowhead Regional Development, Duluth, Minnesota
Columbia Development Corporation, South Carolina
Fresno Economic Development Commission, California
Fresno Redevelopment Authority, California
GoTopeka, Inc., Kansas
Lincoln Road Development Corporation, Miami Beach, FL
Los Angeles, California, Community Redevelopment Agency
Mid-American Regional Council, Kansas City, Missouri
Seize The Future Development Corp, Aurora, IL
West Palm Beach Downtown Development Authority, Florida

Housing Authorities

California Housing Finance Agency
Jefferson County Housing Authority, Alabama
Las Vegas Housing Authority
Memphis Housing Authority, Tennessee
Ocala Housing Authority, Florida
Peoria Housing Authority, Illinois

Libraries

Birmingham, Alabama Public Library
Central Arkansas Library System
Lexington, Kentucky Library System
Metropolitan Library System of Oklahoma
Moline Public Library

Non-Profits and Other Governmental Jurisdictions

California State Government
CDC Federal Credit Union, Atlanta, Georgia
District of Columbia
Fresno Employment and Training Commission, California
Jefferson County Personnel Board, Alabama
Local Government Insurance Trust, Maryland
Los Angeles, California Department of Community Public HealthLos Angeles, California
Music Center Operating Company
Los Angeles Olympics Organizing Committee
Metropolitan Nashville, Tennessee Arts Commission
Parkland Hospital, Texas

Southwest Florida Regional Planning Council

Professional Associations

American Public Works Association
Association of County Commissioners, Georgia
Georgia Municipal Association
International City/County Management Association
Iowa League of Cities
Missouri Municipal League

School Districts

Adams County School District #14, Commerce City, Colorado
Lake Sumpter Community College, Florida
Dallas Independent School District, Texas

Transportation Agencies

Alameda-Contra Costa Transit District, Oakland, California
Bay Area Rapid Transit District, Oakland, California
Dallas Area Rapid Transit District, Dallas, Texas
Greater Dayton Regional Transportation Authority
Kalamazoo County Transportation Authority
Lee County Port Authority, Florida
Metra (Chicago Commuter Rail System)
Port Everglades Authority, Fort Lauderdale, Florida
Orlando - Orange County Expressway Authority
Port of Sacramento, California
Riverside Transit Agency, California
San Francisco Bay Area Rapid Transit District, California
Sarasota/Manatee Airport Authority, Florida
Southern California Rapid Transit District

Utility Districts

Columbus Water Works, Georgia
Metropolitan Sewer District of Greater Cincinnati, Ohio
Public Works Commission of Fayetteville, North Carolina
Rivanna Solid Waste Authority, Virginia
Rivanna Water and Sewer Authority, Virginia
Sacramento Municipal Utility District, California
South Florida Water Management District
Spartanburg Utility District, South Carolina

RECENT CHIEF EXECUTIVE SEARCHES

CLIENT	POP	MONTH/ YEAR	SEARCH FOR	STILL EMPLOYED	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Adams County, CO	451, 574	09/2013	County Manager	Yes	Slavin/ Wenbert	Mr. Bryan Ostler (720) 523-6071 Bostler@adcogov.org
Aiken, SC	30,000	03/2015	City Manager	Yes	Slavin/ Patton	Mayor Fred Cavanaugh 803-642-7654
Alleghany County, VA	13,000	01/2007	County Administrator	Yes	Slavin	Mr. John R. Strutner (540) 863-6600 jstrutner@co.alleghany.va.us
Archuleta County, CO	13,000	10/2008	County Administrator	Yes	Slavin/ Trager	Mr. Gregory (Greg) J. Schulte (970) 264-8300 gschulte@archuletacounty.org
Aurora, CO	314,000	07/2010	City Manager	Yes	Slavin/ Wenbert	Mr. Kin Shuman (303) 739-7225 Kshuman@auroragov.org
Bay City, MI	35,000	03/2014	City Manager	Yes	Slavin	Lori Dufresne Commission President Phone: (989) 245-6869 Email: ldufresne@baycitymi.org
Branson, MO	6,000	04/2013	City Administrator	Yes	Slavin	Mayor Raeanne Presley (417) 337-8548 Dkruithof@bransonmo.gov
Corpus Christi, TX	285,000	08/2011	City Manager	Yes	Slavin/ Wenbert	Mayor Joe Adame (361) 826-3100 joea@cctexas.com
Cary, NC	95,000	01/2009	Town Manager	Yes	Slavin	Renee Poole Director - Human Resources (919) 469-4373 renee.poole@townofcary.org
Dunedin, FL	36,000	11/2007	City Manager	Yes	Slavin	Mayor Dave Eggers (727) 298-3001 deggers@dunedinfl.net
Dunwoody, GA	40,000	09/2008	City Manager	Yes	Slavin/ Trager	Mayor Ken Wright (678) 382-6700 ken.wrght@dunwoodyga.gov
Escambia County, FL	300,000	02/2008	County Administrator	No, left in 2010	Slavin	Ms. Barbara Keyser (850) 595-1479 barbara_murphy@co.escambia.fl.us
Fort Myers, FL	48,000	06/2007	City Manager	Yes	Slavin	Mr. Billy Mitchell (239) 332-6309 wmitchell@cityftmyers.com
Franklin, TN	59,000	10/2008	City Administrator	Yes	Slavin	Mayor Ken Moore (615) 791-3217 ken.moore@franklintn.gov
Fridley, MN	27,800	06/2013	City Manager	Yes	Slavin/ Krings	Mayor Scott Lund 763-572-3500
Georgetown, SC	10,000	02/2013	City Administrator	Yes	Slavin	Mayor Jack M,. Scoville, Jr. (843) 545-4001
Glynn County, GA	78,000	06/2010	County Administrator	Yes	Slavin	Mr. Alan Ours (912) 554-7401 aours@glenncountyga.gov
Greenwood Village, CO	11,000	03/2006	City Manager	Yes	Slavin	Mayor Nancy Sharpe (303) 486-5741 nsharpe@greenwoodvillage.com
Greenville, NC	84,500	11/2012	City Manager	Yes	Slavin	Mayor Allen Thomas (252) 329-4419 amthomas@greenvillenc.gov
Golden, CO	18,900	06/2015	City Manager	Yes	Slavin/ Krings	Ms. Teresa Reilly, SPHR (303) 384-8017 treilly@cityofgolden.net
Gulf Shores, AL	9,000	06/2013	City Administrator	Yes	Slavin	Mayor Robert Craft (251) 968-1124 mayor@gulfshoresal.gov
Hardeeville, SC	5,000	Current	City Manager	Current	Slavin	Ms. Lori Pomarico, City Clerk Phone: (843) 784-2231 lpomarico@cityofhardeeville.com
Independence, KS	9,800	05/2010	City Manager	Yes	Slavin	Ms. Kelly Passauer (620) 332-2506

						citymgr@comgen.com
Iowa City, IA	63,000	09/2010	City Manager	Yes	Slavin/ Wenbert	Ms. Marian Karr (319) 356-5041 marian-karr@iowa-city.org
Kansas City, KS/ Wyandotte County	158,000	03/2014	County Manager	Yes	Slavin	Mayor Mark Holland Phone: 913-573-5010 mayorholland@wycokck.org
La Plata, MD	7,000	04/2007	Town Manager	Yes	Slavin	Ms. Paddy Mudd (301) 934-4804 pmudd@townoflaplata.org
Longmont, CO	87,500	02/2012	City Manager	Yes	Slavin/ Wenbert	Mr. Harold Dominguez, City Manager (303) 651-8601 horald.dominguez@longmontcolorado.gov
Loveland, OH	12,200	07/14	City Manager	Yes	Slavin /Krings	Mayor Linda Cox (513) 683-0150 lcox@LovelandOH.com
Mansfield, MA	23,500	10/2009	Town Manager	Yes	Slavin/ Frank	Mr. Kevin Moran (508) 261-7372 selectmen@mansfieldma.com
Miami Valley Reg Planning Commission Dayton, OH	N/A	01/12	Executive Director	Yes	Slavin/ Krings	Tim Gilliland, Dir. Finance and Adm (937) 531-6525 tgilliland@mvrpc.org
Missouri Municipal League	N/A	06/2010	Executive Director	Yes	Slavin	Ms. Gerry Welsh (314) 963-5307 citycouncil@webstergroves.org
Mount Dora, FL	12,500	04/15	City Manager	Yes	Slavin	Ms. Gwen Johns City Clerk Ph: (352) 735-7126 johnsg@cityofmountdora.com
Myrtle Beach, SC	30,000	12/14	City Manager	Yes	Slavin	Mayor John Rhodes (843) 918-1000 jrhodes@cityofmyrtlebeach.com
Newark, DE	29,000	08/2012	City Manager	Yes	Slavin/ Frank	Mayor Vance Funk (302) 368-2561 x12 vance3@funklawoffices.com
Norwich, CT	36,000	10/2007	City Manager	Yes	Frank/ Slavin	Mr. Alan Bergren (860) 823-3751 ahbboss@yahoo.com
Novi, MI	53,000	05/2006	City Manager	No, Left in 2014	Slavin	Mr. Clay Pearson (248) 347-0420 cpearson@cityofnovi.org
Oak Park, IL	51,878	01/2013	Village Manager	Yes	Slavin	Ms. Cara Pavlicek (708) 358-5770 cpavlicek@oak-park.us
Peoria County, IL	182,800	06/2011	County Administrator	Yes	Slavin/ Krings	Chair Andrew Rand (309) 672-6056 arand@peoriacounty.org
Plantation, FL	85,000	05/15	Chief Adm Officer	Yes	Slavin	Mayor Diane Veltri Bendekovic City of Plantation (954) 797-2200 dbendekovic@plantation.org
Portage, MI	47,000	12/2014	City Manager	Yes	Slavin/ Krings	Mr. Rob Boulis Director of Employee Relations (269) 329-4402 boulisr@portagemi.gov
Powder Springs, GA	15,000	03/2015	City Manager	Yes	Slavin	Mayor Pat Vaughn Ph: (770) 943-1666
Prince William County, VA	293,000	01/2010	County Executive	Yes	Slavin/ Frank	Ms. Melissa Peacor (703) 792-6720 mpeacor@pwcgov.org
Rock Hill, SC	67,400	09/2010	City Manager	Yes	Slavin	Mr. Doug Echols (803) 329-7011 cbell@ci.rock-hill.sc.us
Seminole County, FL	425,000	05/2011	County Manager & County Attorney	Yes	Slavin	Commissioner Bob Dallari Phone: (407) 665-7215 fmacdonald@seminolecountyfl.gov
Snellville, GA	18,200	06/2012	City Manager	Yes	Slavin	Mayor Kelly Kautz (770) 985-3500

						kkautz@snellville.org
Saint Joseph, MO	76.107	04/2011	City Manager	Yes	Slavin	Mayor Bill Falkner (816) 271-4640 bfalkner@ci.st-joseph.mo.us
Suwanee, GA	15,000	07/2007	City Manager	Yes	Slavin/ Trager	Ms. Elvira Rogers (770) 945-8996 erogers@suwanee.com
Tazewell County, IL	135,000	03/2012	County Administrator	No Left in 2014	Slavin/ Krings	Chair David Zimmerman (309) 477-2272 dzimmerman@tazewell.com
Tipp City , OH	10,000	09/14	City Manager	Yes	Slavin/ Krings	Mayor Pat Hale (937) 669-8477 halep@tippcity.net
Topeka, KS	124,000	01/2006	City Manager	No	Slavin	Mayor Bill Bunten (785) 368-3895 bbunten@topeka.org
Urbandale, IA	38,000	04/2009	City Manager	Yes	Slavin/ Wenbert	Mayor Bob Andeweg (515) 283-3100 bandeweg@urbandale.org
Valdez, AK	4,000	09/2015	City Manager	Yes	Slavin/ Wenbert	Ms. Sheri Pierce, MMC City Clerk 907-834-3408 spierce@ci.valdez.ak.us
Venice, FL	21,500	03/2012	City Manager	Yes	Slavin	Alan Bullock Adm Serv Dir (941) 486-2626 abulloc@ci.venice.fl.us
Volusia County, FL	443,000	01/2006	County Manager	Yes	Slavin	Mr. James Dinneen (386) 636-5920 jdinneen@co.volusia.fl.us
Wichita, KS	360,000	11/2008	City Manager	Yes	Slavin/ Wenbert	Mayor Jeff Longwell (316) 268-4331 JLongwell@wichita.gov
Windham, CT	24,000	06/2009	Town Manager	Yes	Slavin/ Frank	Mayor Ernest Eldridge (860) 465-3000 eeldridge@windham.com
Winston-Salem, NC	186,000	07/2006	City Manager	Yes	Slavin	Mayor Allen Joines (336) 727-2058 allenj@cityofws.org

EEO STATEMENT

Slavin Management Consultants (SMC) is committed to building a diverse workforce which reflects the face of the community we serve, honors and respects the differences and abilities of all our employees and residents, and provides employees with the necessary opportunities, tools, and support to achieve their maximum potential.

Equitably managing a diverse workforce is at the heart of equal opportunity. Valuing diversity is the basis for a policy of inclusion. Diversity recognizes and respects the multitude of differences which employees bring to the workplace. Diversity complements organizational values that stress teamwork, leadership, empowerment, and quality service. Diversity means striving to maintain an environment in which managers value the differences in their employees and take steps to ensure that all employees know they are welcome.

To achieve workplace equity and inclusion, SMC will observe the practices outlined below:

- We will ensure that we do not discriminate in employment on the basis of race, color, religion, national origin, sex, age, disability, marital status, sexual orientation, creed, ancestry, medical condition, or political ideology.
- Our recruiting efforts will ensure that applicant pools are both capable and diverse.
- We will make employment decisions based on job-related criteria and will provide opportunities for entry and promotion into non-traditional jobs.
- We will ensure a workplace free of all forms of harassment.
- We will develop a procedure for prompt, thorough and impartial investigations of discrimination or harassment complaints and will act on appropriate measures to provide remedy or relief to individuals who have been victims of illegal discrimination or harassment.

Measures to ensure accountability for managing diversity will be incorporated into the performance management system for supervisors and managers. The chief executive officer will evaluate the effectiveness of our diversity policies and programs.

By creating a workplace where everyone can work towards their maximum potential, SMC will retain quality, productive employees who will provide excellent services to our clients.

MINORITY AND WOMEN PLACEMENTS

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
ALACHUA COUNTY, FL	County Administrator			X
ALBANY, GA	City Manager	X		
	Police Chief	X		
	Assistant City Manager	X		
	Human Resources Director	X		
ASPEN, CO	City Manager		X	
AUSTIN, TX	City Auditor		X	
	City Manager		X	
	Police Chief			X
BERKELEY, CA	City Manager	X		
	Public Works Director			X
BEVERLY HILLS, CA	Sanitation Director	X		
	Library Director		X	
BOCA RATON, FL	City Manager		X	
	Asst. City Manager		X	
BOISE, ID	Chief Financial Officer	X		
BROWARD COUNTY, FL	Assistant Director of Equal Employment	X	X	

BOISE, ID	Chief Financial Officer			S	
BRYAN, TX	Municipal Court Judge		X		
	City Manager			X	
CAMARILLO, CA	City Clerk			X	
CARSON, CA	Planning Director			X	
CHAPEL HILL, NC	Transportation Director			X	
	Human Resources Director			X	
CHARLOTTE COUNTY, FL	County Attorney			X	
CENTRAL CITY ASSN. OF THE CITY OF LOS ANGELES (CA)	Director of Security	X			
CHARLOTTE, NC	Neighborhood Services Director	X			
COLUMBIA, MO	Police Chief	X			
CULVER CITY, CA	Finance Director				X
DALLAS INDEPENDENT SCHOOL DISTRICT (TX)	Chief Financial Officer	X		X	
DALLAS, TX	City Attorney			X	
DECATUR, GA	Chief of Police	X			
DISTRICT OF COLUMBIA	Executive Director				
	Alcoholic Beverage Regulations Commission			X	
DURHAM, NC	City Manager	X			
	City Manager	X		X	
	Police Chief	X		X	
	Public Works Director			X	
ESCAMBIA COUNTY, FL	Assistant County Administrator	X			
ESCONDIDO, CA	Civic Center Construction Mgr			X	
EVANSTON, IL	City Manager			X	
FRESNO, CA (PIC)	Executive Director	X			
FORT LAUDERDALE, FL	Fire Chief	X			
FORT MYERS, FL	City Manager	X			
FORT WORTH, TX	Police Chief	X			
FRESNO, CA (PIC)	Executive Director	X			
GAINESVILLE, FL	Equal Employment Director	X			
GLASTONBURY, CT	Human Resources Director	X		X	
GREENBELT HOMES, INC. (MARYLAND)	Executive Director			X	
GREENSBORO, NC	Assistant City Manager	X			
GREENVILLE, NC	City Manager	X	X		
HAMILTON COUNTY, OH	Jobs and Family Services Director		X		
HILLSBOROUGH COUNTY (FL) CHILDREN'S BOARD	Executive Director			X	
HOLLYWOOD, FL	City Manager	X			
JUPITER, FL	Assistant to the City Manager			X	
	Public Works Director				X
KALAMAZOO, MI	City Manager			X	
	Assistant City Manager			X	
LAKE COUNTY, FL	County Attorney			X	
LAKE COUNTY, IL	Purchasing Director			X	
	Human Resources Director	X			
	Assistant County Administrator		X		
LAKE COUNTY, IL HEALTH DEPARTMENT	Executive Director			X	
LAKE WORTH, FL	Utilities Customer Services Manager	X			
LA PLATA COUNTY, CO	Human Services Director			X	
LEE COUNTY, FL	County Administrator			X	
	Human Resources Director	X			
LINCOLN ROAD DEVELOPMENT CORP.	Executive Director			X	
LONG BEACH, CA	Police Chief	X			
LONG BEACH, CA	Executive Director, Civil Service Commission			X	
LONGMONT, CO	City Manager				X
LOS ANGELES, COMMUNITY REDEVELOPMENT AGENCY	Sr. Project Manager	X			X
	Project Manager	X			
	Project Manager				X
LOS ANGELES COUNTY (CA) HEALTH SYSTEMS AGENCY	Executive Director	X		X	
	Deputy Exec. Dir.				X
LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH	Public Health Director	X			
LOS ANGELES OLYMPICS ORGANIZING COMMITTEE	Human Resources Director	X		X	
	Director of Venues			^	

METROZOO (MIAMI FL)	Director of Marketing			X	
MEMPHIS (TN) HOUSING AUTHORITY	Executive Director	X			
MIAMI (FL) OFF-STREET PARKING SYSTEM	Finance Director				X
MIAMI VALLEY REGIONAL TRANSIT AUTH. (DAYTON, OH)	Executive Director	X		X	
MIRAMAR, FL	City Manager			X	
MONTEREY COUNTY, CA	Hospital Administrator	X			
NOAH DEVELOPMENT CORPORATION	Executive Director	X			
NORFOLK, VA	Human Resources Director	X			
	Senior Engineer			X	
NORFOLK, VA	Social Services Director	X			
OAK PARK, IL	Village Manager		X		
OCALA (FL) PUBLIC HOUSING AUTHORITY	Executive Director	X			
OBERLIN, OH	City Manager			X	
ORMOND BEACH, FL	City Manager	X			
OKLAHOMA CITY, OK	City Manager	X			
PALM BAY, FL	Human Resources Director			X	
PALM BEACH COUNTY, FL	Assistant County Administrator			X	
PALM BEACH COUNTY (FL) CHILDREN'S SERVICES BOARD	Executive Director			X	
PALM BEACH COUNTY (FL) HEALTH CARE DISTRICT	Executive Director			X	
PALM BEACH GARDENS, FL	City Manager (1992)			X	
	City Manager (1999)				X
PALO ALTO, CA	City Attorney			X	
PEORIA (IL) PUBLIC HOUSING AUTHORITY	Executive Director	X			
PHOENIX, AZ	Chief of Police		X		
PLANTATION, FL	Chief Administrative Officer	X			
PRINCE WILLIAM COUNTY, VA	County Executive			X	
	Human Resources Director	X		X	
	Fire Chief	X	X		
RICHMOND, CA	City Manager	X			
RICHMOND, VA	Director of Public Health	X			
ROANOKE, VA	Police Chief	X			
	Economic Development Director			X	
	Assistant City Manager	X		X	
	Director of Human Services			X	
ROCKVILLE, MD	Assistant City Manager			X	
SACRAMENTO, CA	Human Resources Director	X		X	
SAGINAW, MI	Police Chief				X
SAN DIEGO, CA	City Manager	X			
SAN FRANCISCO, CA	Assistant City Administrator			X	
SAN JOSE, CA	Police Chief	X			
SANTA MONICA, CA	Deputy City Manager			X	
SARASOTA, FL	Human Resources Director	X			
SARASOTA COUNTY, FL	Deputy County Administrator	X			
SELMA, AL	Chief of Police	X			
SHAKER HEIGHTS, OH	City Administrator			X	
SUNNYVALE, CA	Public Information Officer			X	
	City Clerk			X	
STRATFORD, CT	Human Resources Director			X	
TAKOMA PARK, MD	City Manager			X	
	Recreation Director	X		X	
	Housing and Community Development Director			X	
	Public Works Director	X			
THORNTON, CO	Public Information Officer			X	
TOPEKA, KS	City Manager	X			
	Police Chief	X			
VENICE, FL	Police Chief			X	
VIRGINIA BEACH, VA	Human Resources Director	X			
VIRGINIA BEACH PARK TRUST (FL)	Executive Director	X			
VOLUSIA COUNTY, FL	County Manager	X		X	
	Budget Director	X			
WACO, TX	Deputy City Manager			X	
	Exec. Dir. - Support Services				X
	Assistant City Manager	X			
	Director of Facilities				X

WAKE COUNTY, NC	Human Services Director				x
THE WEINGART CENTER (LOS ANGELES)	Executive Director			x	
WEST COVINA, CA	Planning Director	x		x	
WEST MIFFLIN, PA	Town Administrator			x	
WEST PALM BEACH, FL	Assistant City Administrator	X	X		
WICHITA, KS	Human Resources Dir	x		x	
	Community Services Dir	x		x	
	Communications Director			x	
	Director of Libraries			x	
	Housing and Development Director	x		x	
	City Manager	x			
YPSILANTI, MI	City Manager	x			
ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)	Executive Director				x

BOROUGH OF HAINES, ALASKA

Executive Search Proposal
for

Chief of Police

Prepared by Robert E. Slavin on June 26, 2015

3040 Holcomb Bridge Rd. Suite A-1 ● Norcross, Georgia 30071 ● (770) 449-4656 ● FAX (770) 416-0848 ● E-mail: slavin@bellsouth.net
www.slavinweb.com
With affiliates in Burlington, NC; Cincinnati, OH; Dallas, TX; Dunedin, FL; Hartford, CT; Los Angeles, CA; Mackinac Island, MI and Mesa, AZ

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SLAVIN MANAGEMENT
CONSULTANTS

November 7, 2015

Chief Bob Griffiths
Interim Chief of Police
Haines Borough Police Department
PO Box 1209
Haines, AK 99827

Via email: rgriffiths@haines.ak.us

Re: **Chief of Police Executive Search Services**

Dear Chief Griffiths:

Slavin Management Consultants (SMC) is pleased to submit this proposal to conduct an executive search for the Borough of Haines's next Chief of Police. The purpose of this project is to assist the Borough Manager and key stakeholders to develop and agree to a comprehensive position profile for Chief of Police and then to identify, recruit and present outstanding candidates who meet these criteria. Once the profile has been developed and approved by the Borough, we will have no difficulty identifying quality prospective candidates and becoming immediately productive. Generally, Chief of Police searches require between 60 to 90 days to complete.

SMC is a national firm, strategically based in Norcross, Georgia for easy access to Atlanta's Hartsfield-Jackson International Airport - the world's busiest airport. We have affiliates in Burlington, NC; Cincinnati, OH; Dallas, TX; Dunedin, FL; Hartford, CT; Los Angeles, CA, Mackinac Island, MI and Mesa, AZ. SMC is a high quality, independent management consulting firm. We are most capable and interested in providing the requested services to the Borough. Our consultants have successfully completed more than 800 executive searches for local governments in all regions of the United States. This proposal commits the highest level of our firm's resources. I will serve as project manager for the project. Mr. David Krings and Mr. Paul Wenbert will assist.

Dave Krings is a previous County Hamilton County, Ohio - County Administrator and a previous International City/County Management Association president. Mr. Wenbert is a former ICMA vice-president. Over the years, we are privileged to have placed several Alaska local government executives. Our Alaska clients include Ketchikan/Gateway Borough, Unalaska and Valdez, We have a strong and proven commitment to providing exceptional recruitment services to public agencies and have received many accolades supporting this work. *I have the authority to bind the corporation.*

Thank you for the opportunity to submit this proposal. We look forward to working with the Borough of Haines on this highly challenging and very important assignment. If you have questions concerning this proposal, please contact me at (770) 449-4656.

Very truly yours,

SLAVIN MANAGEMENT CONSULTANTS

Robert E. Slavin

Robert E. Slavin
President

QUALIFICATIONS

Slavin Management Consultants (SMC) is an independent management consulting firm formed in 1991 and incorporated in the State of Georgia. We operate nationwide from our home office near Atlanta, Georgia. The principal and only stock holder of the firm is Robert E. Slavin. Mr. Slavin has extensive experience as a local government executive and as a management consultant. We have affiliates in Burlington, NC; Cincinnati, OH; Dallas, TX; Dunedin, FL; Hartford, CT; FL; Los Angeles, CA; Mackinac Island, MI and Mesa, AZ. Our Federal ID number is 58-2377-314.

The company provides exceptionally high-quality consulting services to state and local governments, health care providers, transit authorities, utilities, special districts, and private sector clients. Specialty practice areas include executive recruitment, pay and classification, performance appraisal systems, and organization development and training. Our key consultants have conducted successful assignments for hundreds of public sector organizations nationally and offer many references as testimony of our work.

This important engagement will be personally conducted by Mr. Robert E. Slavin. Mr. Slavin has conducted or assisted in the conduct of more than 800 successful executive searches. Members of the proposed search team have conducted executive searches for Slavin Management Consultants as well as for others before joining the firm.

Slavin Management Consultants (SMC) has completed many Chief of Police searches over the years. We have significant local government recruitment experience in all regions of the United States. We also have experience working for Alaska local governments.

Over the years, SMC has placed Chiefs of Police in the following jurisdictions: Americus, GA; Albany, GA; Austin, TX; Branson, MO; Boca Raton, FL; Bridgeport, CT; Bryan, TX; Carlisle, IA; Columbia, MO; Coral Springs, FL; Dallas, TX; Denton, TX; Durham, NC; Fort Collins, CO; Fort Myers, FL; Fort Worth, Texas; Phoenix, AZ; Pleasant Hill, IA; Roanoke, VA; Rockville, MD; San Jose, CA; Saginaw, MI; Sarasota, FL; Selma, AL; Takoma Park, MD; Topeka, KS and Trumbull, CT. We are currently working on a Chief of Police search with the City of Corpus Christi, TX.

We use a "critical path" search process which allows our clients to focus attention on the selection process rather than on identifying, recruiting, screening and evaluating candidates. We understand that each client's need for key executives is different and that there is no "best" person for all situations. The best prospects are typically happily employed and not responding to advertisements. These people need to be found and encouraged to become candidates. They are understandably reluctant to apply for positions when their interest could become a matter of public information prior to being assured that Haines is interested in their candidacy. Our approach to this assignment will reflect the unique qualities of Haines. It will honor the interests of candidates to the extent possible under Alaska law.

SCOPE OF SERVICES

The purpose of this project is to help the Borough to develop and agree to a comprehensive position profile for Chief of Police and then to identify, recruit and present outstanding candidates who meet these criteria. Our firm, Slavin Management Consultants, has extensive and nationally based Chief of Police recruitment experience. Once the recruitment profile has been developed and approved by the Borough, we will have no difficulty identifying quality prospective candidates and becoming immediately productive.

We recommend a proven and comprehensive five-step process to complete this project. The steps are as follows:

- Develop job qualifications and requirements for the position -- the *Recruitment Profile*.
- Identify and recruit qualified candidates.
- Evaluate prospective candidates.
- Make recommendations, help in selection and facilitate employment.
- Establish evaluation criteria and follow-up.

Each step of this process is described below.

A. Develop Position Profile

We will meet with the Borough Manager and other key stakeholders of the Borough's choosing including, elected officials, staff and community leaders to learn the Borough's needs, focus and requirements such as experience, education and training as well as preferred management style and personal traits. In developing the recruitment profile, we will spend a considerable amount of time at the beginning of the process in Haines to gather additional information about the Borough and to ascertain, the unique challenges of the job and the general environment within which the position functions.

Once we have gained the necessary information, we will prepare a draft recruitment profile and review it with the Borough to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the area, the Borough of Haines, the Borough government, the Haines Police Department, major issues to be faced, the position and the selection criteria established.

B. Identify Qualified Candidates

We will first review our database to find those candidates whom we may already know and/or already have on file who may meet your specifications. Although the above process is valuable, we will rely most heavily on our own contacts in related fields and on our own experience. In other words, through "networking," we will conduct a professional search for the best-qualified candidates and invite them to apply for the position. In this effort, we utilize appropriate professional organizations, our established contacts, and our knowledge of quality jurisdictions and their employees.

We will prepare and place advertisements in professional publications. We will acknowledge all resumes received and thoroughly screen all potential candidates.

C. Evaluate Prospective Candidates

Preliminary Screening and Progress Report

Criteria for the preliminary screening will be contained in the approved recruitment profile. They may include such items as education, technical knowledge, experience, accomplishments, management style, personal traits, etc. Screening of candidates against those criteria will be based on data contained in the resume and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the recruitment profile.

We request that all candidates provide us, in writing, substantial information about their accomplishments and their management style and philosophy. This information is verified and, at the Borough's option, may be further tested by having the finalists respond to a supplemental questionnaire and/or complete management and leadership style inventories. We interpret these instruments for the Borough as well.

We will meet with Borough leadership to provide a progress report on a number of semifinalist candidates. These individuals will be top prospects who clearly meet the Borough's specifications for the position. With guidance from the Borough, we will narrow the semifinalist candidate group on the basis of refined criteria. During this meeting we will determine Borough's expectations relative to interview questions that we will write as well as the candidate rating and scoring processes which will be included in our final report.

D. Selection and Employment

In-depth Screening and Final Report

At this point, we will interview those semifinalist candidates whom the Borough has the greatest interest in. Proper "fit" is as important as technical ability. We assess both. In order to better assess candidates' management style and interpersonal characteristics, we personally interview each in his or her present work environment. We will closely examine each candidate's experience, qualifications, achievements, management style and interpersonal skills in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications, skills and achievements.

We conduct in-depth background checks on those individuals who continue to demonstrate their overall suitability for the position. Included are detailed and extensive reference checks which cover a minimum period

of ten years. In conducting these, it is our practice to speak directly to individuals who are now or have been in positions to evaluate the candidate's job performance. We ask each candidate to provide us with a large number of references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates.

As part of our evaluation process we conduct credit checks and verify undergraduate and graduate college degrees. We also conduct criminal history, civil court records and driving record checks. At the Borough's option, we can arrange for psychological assessment testing of the candidates. These optional items will result in extra cost.

We will then meet with Borough leadership to present a group of well-qualified finalist candidates for interviews in Haines. These final candidates will not be ranked because, at this point, they will all be qualified and it will then be a matter of chemistry between the candidates and Borough administration that should produce the final selection decision.

Our final report will be presented in a meeting with the Borough Manager. This written report is a comprehensive document. It contains our candidate recommendations, details about the search, interview tips, interview questions, candidate evaluation forms and information about legal vs. illegal inquiries. The report also includes the candidate interview schedule as well as our recommendations relative to timing, sequencing, location, setting, format, and conduct of interviews. The report contains comprehensive information about each recommended candidate. This includes educational and experience information, an evaluation of the candidate's experience relative to the criteria established by the Borough, a summary of reference comments and a statement of accomplishments and management style prepared by the candidate. Present compensation is also provided for each recommended candidate.

We will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites, appropriate roles for spouses, receptions, etc. We arrange schedules for top candidate interviews with the Borough and we will coordinate the entire process.

We will properly handle any and all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of the Borough of Haines and that any public statement should come from the Borough directly. Under no conditions will we release information to the media unless specifically directed by the Borough to do so.

We will notify all unsuccessful candidates of the final decision reached. And, finally, will continue to work for the Borough until a suitable candidate is recruited and hired by the Borough.

E. Establish Evaluation Criteria

Once the new Chief of Police has been on board for 30 days or so, we will conduct a session with the Borough Administration and with the new Chief of Police to establish mutual performance criteria and goals for the position.

F. Follow-up

We will follow-up with Borough leaders and the new Chief of Police during the first year and assist in making any adjustments that may be necessary.

G. Reporting

We will keep the Borough informed, involved in decisions and involved in the search process. We will provide frequent progress reports to the Borough.

H. Deliverables

Deliverables include the recruitment profile (draft and final), the advertisement (draft and final), the progress report (presented in person), the final report with interview tips, interview schedule, interview questions, candidate resumes, candidate evaluations, candidate writing samples, rating sheets, ranking forms, tabulation forms and appropriate/inappropriate question list and negotiated employment agreement between the Borough and the selected candidate.

J. Guarantees

We provide a comprehensive set of assurances and guarantees to out executive recruitment clients that include:

- We are committed to excellence. We guarantee the highest quality of work and its success in your environment. To accomplish this, we will continue to work with the Borough until the Borough is satisfied with the candidates and a satisfactory candidate is selected and accepts employment.

- We guarantee our work and will redo the search if the position is vacated, for any reason, within two years of the employment date of a candidate selected by the Borough through our efforts.

- We will never actively recruit any *candidate who we have placed* **nor** will we actively recruit *any employee* from a client organization for at least two years from the completion date of an assignment.

K. Time Table

The search process normally takes between sixty (60) and ninety (90) days to complete and typically follows the following pattern:

		DAYS			
	STEPS	**1-30**	**30-45**	**45-60**	**60-360**
1.	DEVELOP SEARCH PROCESS, RECRUITMENT PROFILE AND ADVERTISING PROGRAM FOR Borough APPROVAL	✓			
2.	IDENTIFY QUALIFIED CANDIDATES, REVIEW DATA BASE, NETWORK, RECEIVE AND REVIEW RESUMES	✓	✓		
3.	SCREEN & EVALUATE PROSPECTIVE CANDIDATES		✓		
4.	PROGRESS MEETING AND REPORT		✓		
5.	INTERVIEW AND EVALUATE PROSPECTIVE CANDIDATES		✓	✓	
6.	SUBMIT FINAL REPORT AND RECOMMENDATIONS, ASSIST IN SELECTION, FACILITATE EMPLOYMENT			✓	
7.	ESTABLISH EVALUATION CRITERIA AND FOLLOW-UP				✓

Approximately twelve semifinalist candidates are presented to the Borough at the progress

SMC is an equal opportunity employer and recruiter, and will not discriminate against any employee or applicant for employment because of race, religion, creed, color, sex, disability or national origin.

CONSULTING STAFF

Robert E. Slavin, President

Mr. Slavin will manage and serve as the lead consultant for this project. He is a pioneer in public sector and nonprofit executive search. He is among the best known and respected professional recruiters in the business. He is a frequent speaker before professional groups and he has written several articles for professional journals concerning governmental management. By special invitation, Mr. Slavin assisted the United States Office of Personnel Management to define and set up the Senior Executive Service for the Federal Government.

Mr. Slavin began his local government career in 1967. His experience includes twelve years working directly for local governments and it includes seven years as a principal consultant with the government search practice of Korn/Ferry International, the largest private sector search firm in the world. He headed the local government search practices for Mercer/Slavin, Incorporated, Mercer, Slavin & Nevins and Slavin, Nevins and Associates, Inc. Mr. Slavin now heads the executive search practice for Slavin Management Consultants. Clients include state and local governments, nonprofit and private sector businesses all over the United States. His experience

includes search assignments for the 1984 Los Angeles Olympic's Organizing Committee.

Mr. Slavin's experience and qualifications include organizational analysis, classification and compensation studies, and assessment centers and human resource's systems studies.

Before being invited to join Korn/Ferry International, Mr. Slavin served as Assistant City Manager/Director of Human Resources for the City of Beverly Hills, California.

While at Beverly Hills, Mr. Slavin conducted many executive level recruitment assignments involving nationwide search and placement. Before joining the City of Beverly Hills, Mr. Slavin was the Assistant Personnel Director for the City of San Leandro, California.

Before San Leandro, Mr. Slavin was on the personnel staff of Santa Clara County, California. His assignments included recruitment, classification and selection for the County's Health Department, Medical Center, Transportation Agency, Sheriff's Office, Superintendent of Schools, Fire Marshall, Assessor's Office, Library System and County Recorder's Office.

Mr. Slavin received his Bachelor of Science degree in Political Science from the University of Santa Clara, and has completed the graduate course work for a Master's degree in Public Administration at California State University at Hayward. He is a Certified Professional Consultant to Management by the National Bureau of Certified Consultants.

David Krings, ICMA-CM, SMC Midwest Regional Manager

Mr. Krings has 37 years experience at the top levels of state, county, and municipal governments. He is internationally recognized as a state and local government management practitioner and consultant. Mr. Krings has been on the professional staff of governors in both Wisconsin and Arkansas. He served as the County Administrator in Peoria County, (Peoria) Illinois and Hamilton County, (Cincinnati) Ohio. Both Hamilton County and Peoria County received national recognition for innovative, quality management during Mr. Krings' tenure. Mr. Krings also served as the Assistant Executive Director for Ramsey County (St. Paul) Minnesota.
Mr. Krings has a M.A. in Public Policy and Administration from the University of Wisconsin-Madison and a BA from Carroll College (Waukesha, Wisconsin). He has also studied at schools in Denmark and Mexico.
In 2005 Mr. Krings began his encore career, still in public service, but in a much broader capacity than in prior years. He is the part-time Administrator of Lockland, Ohio. He served as the part-time Advisor to the Mayor in Newtown, Ohio. He has had scores of consulting engagements with local jurisdictions and not-for-profits (largely through TechSolve, a not-for-profit consulting firm). He has been certified as a local government expert in litigation involving local governments. He has been on an advisory board of a company providing inmate telephone services (DC Telesystems). In 2009 he associated with the firm Good Energy to consult with local governments in the provision of cost saving electricity purchasing. He is also a managing consultant for Slavin Management Consultants. Mr. Krings is an ICMA—Past President and Board Member and a former National Association of County Administrators (NACA)—Past President and Board Member.

Paul Wenbert, SMC Western Regional Manager

Mr. Wenbert has more than thirty-five years of professional local government experience including twenty-four years of executive level experience with thirteen of those years as a city manager. Mr. Wenbert joined Slavin Management Consultants in 2007 as Western Regional Manager. He is headquartered in Mesa, Arizona. Most recently, Mr. Wenbert completed seven years of service as Deputy City Manager of Mesa. His career highlights include nine years as City Administrator for Newton, Iowa; four years as Village Manager for Villa Park, Illinois and four years as Assistant City Manager for Ames, Iowa. Early in his career Mr. Wenbert served as an administrative intern for Fort Wayne, Indiana and as an administrative assistant for Mesa, Arizona and Marion, Indiana.

Mr. Wenbert earned his Masters in Public Administration degree from Arizona State University and his Bachelor of Science degree From Indiana University. He is also an ICMA Credentialed Manager and an ICMA Past Executive Board Member and Chair of the three ICMA Committees and an Iowa City/County Management Association (Past President).

REFERENCES

Mr. Norton Bonaparte
City of Topeka, KS
Former City Manager, now City Manager of
Sanford, FL (407) 688-5009
Police Chief Search (2006)

Ms. Margrace Buckler
Director of Human Resources
City of Columbia
600E. Broadway
Columbia, MO 65201
(573) 874-7736
Police Chief Search (2008)

Mr. Darin Atteberry
City Manager
City of Fort Collins
300 LaPorte Street
Fort Collins, CO 80521
(970) 221-6505
Chief of Police Search (2012)

Ms. Sheri Pierce, MMC
City Clerk
City of Valdez
212 Chenega St.
Valdez, AK 99686
City Manager Search 2015
907-834-3408
spierce@ci.valdez.ak.us

Mr. Lief Ahnell
City Manager
City of Boca Raton
201 West Palmetto Park Road
Boca Raton, Florida 33432-3730
(561) 393-7703
Police Chief Search (2006)
Fire Chief Search (2006)
Assistant City Manager Search - Human
Resources Focus (2000)

Mayor Raeanne Presley
City of Branson
110 W. Maddux Ave.
Branson, MO 65616
417-334-3345
Finance Director Search (2007)
Economic Development Director Search (2009)
Community Development Director Search (2009)
Police and Fire Chief Searches (2011)

Mr. Erdal Dönmez
City Manager
City of Coral Springs
9551 West Sample Road
Coral Springs, FL 33065
(954) 344-5906
Police Chief Search (2012)

COST

Professional Fees

Our fees are based on a rate schedule that reflects the experience of the individual assigned. We use a flat fee rate schedule. Therefore, there are no project limitations based on annual salary. For this assignment we are proposing to use only consultants who have specific experience on similar assignments for other clients. We will use senior consultants where appropriate and to reduce the overall cost. We will use staff consultants when feasible. The following tables show the level of involvement by project step and cost.

PROJECT COSTS					
STEPS	**ASSIGNED HOURS** (Approximate)				
	Project Manager	**Consultant**	**Total**	**RATE (Hr)**	**FEES**
1. Project Planning/Develop Position Profile/ Prepare Advertising	36		36	80	**$2,880**
2. Identify & Recruit Candidate/Acknowledge Resumes	32		32	80	**$2,560**
		35	35	35	**$1,225**
3. Preliminary Candidate Screening	12		12	80	**$960**
		4	4	35	**$140**
4. Progress Report to Borough/Reduce Candidate Pool	16		16	80	**$1,280**
		8	8	35	**$280**
5. In-depth Candidate Evaluation (Includes on-site consultant interviews with semi-finalist candidates)	36		36	80	**$3,040**
		16	16	35	**$560**
6. Arrange for & Schedule Final Interviews	4		4	80	**$320**
7. Prepare Final Report with Interview Questions and Selection Criteria	12		12	80	**$960**
		16	16	35	**$560**
8. Present Final Report and Attend Interviews	16		16	80	**$1,280**
9. Assist in Employee Selection	2		2	80	**$160**
10. Negotiate Employment Agreement	4		4	80	**$320**
11. Establish Performance Goals	6		6	No Charge	**$0**
12. Follow-up	4		4	No Charge	**$0**
TOTAL HOURS	180	79	259		
TOTAL PROFESSIONAL FEE					**$16,525**

Expenses

Consultant Travel Costs: The client pays direct cost for all necessary consultant travel using coach or, when available, lower air rates, corporate hotel rates at moderately priced properties (Holiday Inn or equivalent), rental cars, using the corporate discount and normal meals. Our client controls these costs in the following ways: (1) when appropriate, consultants will accomplish multiple purposes when traveling and will allocate costs to multiple clients; (2) the client pre-approves all work plans including all consultant (and candidate) travel.

Office Costs Include: Telephone ($350 flat fee, billed in two installments), FAX, postage, messenger, copier, and clerical costs.

Consultant travel to client and candidates, classified advertising, background checks and office costs to support the executive search project described in this proposal will not exceed $10,000.00.

The costs for final candidates to travel to Haines for interviews are not covered by this section. These costs vary widely and are impossible to anticipate at the beginning of a search. Candidate travel expenses are typically paid by the Borough on a reimbursement basis, directly to the candidates, and controlled through the Borough's prior approval of the finalist candidates.

Should the Borough's needs result in additional project scope that significantly increases costs it may be necessary to increase the expense budget for the project.

Your liability to Slavin Management Consultants for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized by you in writing.

We will submit monthly invoices for fees and expenses. It is our practice to bill 30% at the start of the searches, 30% at the end of thirty days, 30% at the end of sixty days, and the remaining 10% shortly after the time the new Chief of Police accepts employment with the Borough. Each invoice will be payable upon receipt for professional services.

Expenses will be billed in addition and shown as a separate figure. Attached is a pro-forma invoice showing the level of accounting detail we will provide.

Expenses will be billed in addition and shown as a separate figure. Attached is a pro-forma invoice showing the level of accounting detail we will provide.

We will comply with all applicable laws, rules, and regulations of federal, state, and local government entities.

Our ability to carry out the work required will be heavily dependent upon our experience in providing similar services to others, and we expect to continue such work in the future. We will, to the degree possible, preserve the confidential nature of any information received from you or developed during the work in accordance with our professional standards.

We assure you that we will devote our best efforts to carrying out the engagements. The results obtained, our recommendations, and any written material provided by us will represent our best judgment based on the information available to us. Our liability, if any, will not be greater than the amount paid to us for the services rendered.

This proposal constitutes the agreement between us. It cannot be modified except in writing by both parties. Our agreement will be interpreted according to the laws of the State of Alaska.

EXHIBITS

PRO FORMA INVOICE

INVOICE DATE: _____

CLIENT: _____

ADDRESS: _____

CITY, STATE: _____

Progress billing for professional services
rendered in connection with our agreement:

$XXXX.XX

(Invoice __ of __)

Reimbursable expenses at cost:

Airfare	$ XXX.XX
Hotel	XX.XX
Ground Transportation	XX.XX
Meals	XX.XX
Tips	XX.XX
Telephone	XXX.XX
Clerical Support	XXX.XX
FAX	XX.XX
Messenger Service	XX.XX
Copies	XX.XX
Postage	XX.XX
Misc. Direct Costs	XX.XX

Total Expenses $XXXX.XX

TOTAL INVOICE **$XXXX.XX**

CLIENT LIST BY CATEGORY

The following list of clients represent organizations for which our principal Consultants performed significant project work. This client list spans thirty years of experience of SMC consultants. Please contact SMC if you desire to speak with the individuals who were project contacts.

MUNICIPALITIES

Aiken, South Carolina
Albany, Georgia
Alpharetta, Georgia
Anaheim, California
Ann Arbor, Michigan
Arlington, Texas
Arlington Heights, Illinois
Arvada, Colorado
Atlanta, Georgia
Atlantic Beach, Florida
Asheville, North Carolina
Auburn, Maine
Aurora, Colorado
Austin, Texas
Bartlesville, Oklahoma
Bay City, Michigan
Bentonville, Arkansas
Bergenfield, New Jersey
Berkeley, California
Beverly Hills, California
Birmingham, Alabama
Bisbee, Arizona
Blacksburg, Virginia
Bloomington, Illinois
Boynton Beach, Florida
Branson, Missouri
Brea, California
Bridgeport, Connecticut
Broken Arrow, Oklahoma
Brownsville, Texas
Bryan, Texas
Burbank, California
Camarillo, California
Carson, California
Cary, North Carolina
Casper, Wyoming
Chapel Hill, North Carolina
Charlotte, North Carolina
Chesapeake, Virginia
Clearwater, Florida
Cleveland, OH
Columbia, Missouri
Columbus, Georgia
Concord, New Hampshire
Coral Springs, Florida
Corpus Christi, Texas
Corta Madera, California
Creedmoor, North Carolina
Culver City, California
Dallas, Texas
Davenport, Iowa
Davie, Florida
Decatur, Georgia
Decatur, Illinois
Delray Beach, Florida
Del Rio, Texas
Denton, Texas
Destin, Florida
Dothan, Alabama
Dubuque, Iowa
Duluth, Georgia
Dunedin, Florida
Durham, North Carolina
Eagle Pass, Texas
East Brunswick Township, New Jersey
Edmond, Oklahoma
Elgin, Illinois
Englewood, CO
Enfield, Connecticut
Escondido, California
Evanston, Illinois
Fort Collins, Colorado
Fort Lauderdale, Florida
Fort Worth, Texas
Franklin, Tennessee
Fridley, Minnesota
Frisco, Colorado
Gainesville, Florida
Gainesville, Georgia
Galesburg, Illinois
Garden City, New York
Georgetown, South Carolina
Glastonbury, Connecticut
Glendale, Arizona
Glen Ellyn, Illinois
Grand Rapids, Michigan
Greensboro, North Carolina
Gulfport, Florida
Hardeeville, SC
Hemet, California
Hercules, California
Highland Park, Illinois
Hollywood, Florida
Homestead, Florida
Huntington Beach, California
Independence, Missouri
Independence, Kansas
Iowa City, Iowa
Jacksonville Beach, Florida
Jupiter, Florida
Kalamazoo, Michigan
Kansas City, Missouri

Lake Worth, Florida
Lakewood, Colorado
Lapeer, Michigan
Laramie, Wyoming
Laredo, Texas
Lenexa, Kansas
Liberty, Missouri
Lillburn, Georgia
Little Rock, Arkansas
Long Beach, California
Longmont, CO
Manassas, Virginia
Mansfield, Massachusetts
Miami Beach, Florida
Milwaukie, Oregon
Minneapolis, Minnesota
Miramar, Florida
Modesto, California
Mount Dora, Florida
Muscatine, Iowa
Myrtle Beach, South Carolina
Neptune Beach, Florida
Newark, Delaware
New Smyrna Beach, Florida
Norfolk, Virginia
Norman, Oklahoma
North Las Vegas, Nevada
North Miami Beach, Florida
Northglenn, Colorado
North Port, Florida
Norwich, Connecticut
Oak Park, Illinois
Oberlin, Ohio
Ocean City, Maryland
Oceanside, California
Olathe, Kansas
Oklahoma City, Oklahoma
Oxnard, California
Palm Bay, Florida
Palm Beach Gardens, Florida
Palo Alto, California
Panama City, Florida
Park Ridge, Illinois
Pasadena, California
Peoria, Illinois
Phoenix, Arizona
Pittsburg, Kansas
Plantation, Florida
Pompano Beach, Florida
Portage, Michigan
Pueblo, Colorado
Richmond, California
Richmond, Virginia
Riverside, California
Riverview, Michigan
Roanoke, Virginia
Rock Hill, South Carolina
Rockville, Maryland
Sacramento, California
St. Louis Park, Minnesota
Salem, Oregon
San Diego, California
San Fernando, California
San Francisco, California
San Jose, California
San Juan Capistrano, California
Sandersville, Georgia
Santa Ana, California
Santa Monica, California
Sarasota, Florida
Shaker Heights, Ohio
Simi Valley, California
Sioux City, Iowa
Snellville, Georgia
South Brunswick Township, New Jersey
Springfield, Missouri
Stratford, Connecticut
Storm Lake, Iowa
Sunnyvale, California
Sunrise, Florida
Takoma Park, Maryland
Topeka, Kansas
Titusville, Florida
Thornton, Colorado
Traverse City, Michigan
Topeka, Kansas
Turlock, California
Unalaska, Alaska
Upper Arlington, Ohio
Urbandale, Iowa
Valdez, Alaska
Venice, FL
Virginia Beach, Virginia
Waco, Texas
Warrensburg, Missouri
Washington, Illinois
West Des Moines, Iowa
West Hartford, Connecticut
West Hollywood, California
West Palm Beach, Florida
Wichita, Kansas
Windham, Connecticut
Winston-Salem, North Carolina
Winter Park, Florida
Worthington, Minnesota
Ypsilanti, Michigan

COUNTIES

Adams County, Colorado
Alameda County, California
Albemarle County, Virginia
Arapahoe County, Colorado
Beaufort County, South Carolina
Broward County, Florida

Brown County, Wisconsin
Buffalo County, Nebraska
Chaffee County, Colorado
Cass County, Michigan
Chesterfield County, Virginia
Clark County, Nevada
Cobb County, Georgia
Dade County, Florida
Eagle County, Colorado
Escambia County, Florida
Fairfax County, Virginia
Forsyth County, Georgia
Fremont County, Colorado
Fresno County, California
Fulton County, Georgia.
Glynn County, Georgia
Gunnison County, Colorado
Hall County, Georgia
Hamilton County, Ohio
Ketchikan-Gateway Borough, Alaska
Lake County, Florida
Lake County, Illinois
La Plata County, Colorado
Leon County, Florida
Lincoln County, North Carolina
Livingston County, Illinois
Los Angeles County, California
Loveland, CO
Loveland, OH
Martin County, Florida
McHenry County, Illinois
Mecklenburg County, North Carolina
Mendocino County, California
Mesa County, Colorado
Moffat County, Colorado
Monterey County, California
Muscatine County, Iowa
New Kent County, Virginia
Orange County, New York
Orange County, North Carolina Oklahoma
Palm Beach County, Florida
Peoria County, Illinois
Pinellas County, Florida
Polk County, Florida
Prince William County, Virginia
Ramsey County, Minnesota
St. Louis County, Minnesota
Saline County, Kansas
San Diego County, California
San Luis Obispo County, California
San Mateo County, California
Sarasota County, Florida
Sedgwick County, Kansas
Seminole County, Florida
Sonoma County, California
Springettsbury Township, Pennsylvania
Spotsylvania County, Virginia
Tazewell County, IL
Tipp City, OH
Volusia County, Florida
Wake County, North Carolina
Washtenaw County, Michigan
Whiteside County, Illinois
Whitfield County, Georgia
Yolo County, California

OTHER ORGANIZATIONS

Development Groups

Arrowhead Regional Development, Duluth, Minnesota
Columbia Development Corporation, South Carolina
Fresno Economic Development Commission, California
Fresno Redevelopment Authority, California
GoTopeka, Inc., Kansas
Lincoln Road Development Corporation, Miami Beach, FL
Los Angeles, California, Community Redevelopment Agency
Mid-American Regional Council, Kansas City, Missouri
Seize The Future Development Corp, Aurora, IL
West Palm Beach Downtown Development Authority, Florida

Housing Authorities

California Housing Finance Agency
Jefferson County Housing Authority, Alabama
Las Vegas Housing Authority
Memphis Housing Authority, Tennessee
Ocala Housing Authority, Florida
Peoria Housing Authority, Illinois

Libraries

Birmingham, Alabama Public Library
Central Arkansas Library System
Lexington, Kentucky Library System
Metropolitan Library System of Oklahoma
Moline Public Library

Non-Profits and Other Governmental Jurisdictions

California State Government
CDC Federal Credit Union, Atlanta, Georgia
District of Columbia
Fresno Employment and Training Commission, California
Jefferson County Personnel Board, Alabama

Local Government Insurance Trust, Maryland
Los Angeles, California Department of Community Public HealthLos Angeles, California
Music Center Operating Company
Los Angeles Olympics Organizing Committee
Metropolitan Nashville, Tennessee Arts Commission
Parkland Hospital, Texas
Southwest Florida Regional Planning Council

Professional Associations

American Public Works Association
Association of County Commissioners, Georgia
Georgia Municipal Association
International City/County Management Association
Iowa League of Cities
Missouri Municipal League

School Districts

Adams County School District #14, Commerce City, Colorado
Lake Sumpter Community College, Florida
Dallas Independent School District, Texas

Transportation Agencies

Alameda-Contra Costa Transit District, Oakland, California
Bay Area Rapid Transit District, Oakland, California
Dallas Area Rapid Transit District, Dallas, Texas
Greater Dayton Regional Transportation Authority
Kalamazoo County Transportation Authority
Lee County Port Authority, Florida
Metra (Chicago Commuter Rail System)
Port Everglades Authority, Fort Lauderdale, Florida
Orlando - Orange County Expressway Authority
Port of Sacramento, California
Riverside Transit Agency, California
San Francisco Bay Area Rapid Transit District, California
Sarasota/Manatee Airport Authority, Florida
Southern California Rapid Transit District

Utility Districts

Columbus Water Works, Georgia
Metropolitan Sewer District of Greater Cincinnati, Ohio
Public Works Commission of Fayetteville, North Carolina
Rivanna Solid Waste Authority, Virginia
Rivanna Water and Sewer Authority, Virginia
Sacramento Municipal Utility District, California
South Florida Water Management District
Spartanburg Utility District, South Carolina

EEO STATEMENT

Slavin Management Consultants (SMC) is committed to building a diverse workforce which reflects the face of the community we serve, honors and respects the differences and abilities of all our employees and residents, and provides employees with the necessary opportunities, tools, and support to achieve their maximum potential.

Equitably managing a diverse workforce is at the heart of equal opportunity. Valuing diversity is the basis for a policy of inclusion. Diversity recognizes and respects the multitude of differences which employees bring to the workplace. Diversity complements organizational values that stress teamwork, leadership, empowerment, and quality service. Diversity means striving to maintain an environment in which managers value the differences in their employees and take steps to ensure that all employees know they are welcome.

To achieve workplace equity and inclusion, SMC will observe the practices outlined below:

- We will ensure that we do not discriminate in employment on the basis of race, color, religion, national origin, sex, age, disability, marital status, sexual orientation, creed, ancestry, medical condition, or political ideology.

- Our recruiting efforts will ensure that applicant pools are both capable and diverse.

- We will make employment decisions based on job-related criteria and will provide opportunities for entry and promotion into non-traditional jobs.

- We will ensure a workplace free of all forms of harassment.

- We will develop a procedure for prompt, thorough and impartial investigations of discrimination or harassment complaints and will act on appropriate measures to provide remedy or relief to individuals who have been victims of illegal discrimination or harassment.

Measures to ensure accountability for managing diversity will be incorporated into the performance management system for supervisors and managers. The chief executive officer will evaluate the effectiveness of our diversity policies and programs.

By creating a workplace where everyone can work towards their maximum potential, SMC will retain quality, productive employees who will provide excellent services to our clients.

MINORITY AND WOMEN PLACEMENTS

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
ALACHUA COUNTY, FL	County Administrator			X
ALBANY, GA	City Manager	X		
	Police Chief	X		
	Assistant City Manager	X		
	Human Resources Director	X		
ASPEN, CO	City Manager		X	
AUSTIN, TX	City Auditor		X	
	City Manager		X	
	Police Chief			X
BERKELEY, CA	City Manager	X		
	Public Works Director			X
BEVERLY HILLS, CA	Sanitation Director	X		
	Library Director		X	
BOCA RATON, FL	City Manager		X	
	Asst. City Manager		X	
BOISE, ID	Chief Financial Officer	X		
BROWARD COUNTY, FL	Assistant Director of Equal Employment	X	X	
BOISE, ID	Chief Financial Officer		S	
BRYAN, TX	Municipal Court Judge		X	
	City Manager		X	
CAMARILLO, CA	City Clerk		X	
CARSON, CA	Planning Director		X	
CHAPEL HILL, NC	Transportation Director		X	
	Human Resources Director		X	
CHARLOTTE COUNTY, FL	County Attorney		X	
CENTRAL CITY ASSN. OF THE CITY OF LOS ANGELES (CA)	Director of Security	X		
CHARLOTTE, NC	Neighborhood Services Director	X		
COLUMBIA, MO	Police Chief	X		
CORINTH, TX	Economic Development Director	X		
CULVER CITY, CA	Finance Director			X
DALLAS INDEPENDENT SCHOOL DISTRICT (TX)	Chief Financial Officer	X	X	
DALLAS, TX	City Attorney		X	
DECATUR, GA	Chief of Police	X		
DISTRICT OF COLUMBIA	Executive Director Alcoholic Beverage Regulations Commission		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
DURHAM, NC	City Manager	X		
	City Manager	X	X	
	Police Chief		X	
	Public Works Director	X	X	
ESCAMBIA COUNTY, FL	Assistant County Administrator	X		
ESCONDIDO, CA	Civic Center Construction Mgr		X	
EVANSTON, IL	City Manager		X	
FRESNO, CA (PIC)	Executive Director	X		
FORT LAUDERDALE, FL	Fire Chief	X		
FORT MYERS, FL	City Manager	X		
FORT WORTH, TX	Police Chief	X		
FRESNO, CA (PIC)	Executive Director	X		
GAINESVILLE, FL	Equal Employment Director	X		
GLENDALE VILLAGE, OH	Village Manager		X	
GLASTONBURY, CT	Human Resources Director	X	X	
GREENBELT HOMES, INC. (MARYLAND)	Executive Director		X	
GREENSBORO, NC	Assistant City Manager	X		
GREENVILLE, NC	City Manager	X	X	
HAMILTON COUNTY, OH	Jobs and Family Services Director		X	
HILLSBOROUGH COUNTY (FL) CHILDREN'S BOARD	Executive Director		X	
HOLLYWOOD, FL	City Manager	X		
JUPITER, FL	Assistant to the City Manager		X	
	Public Works Director			X
KALAMAZOO, MI	City Manager		X	
	Assistant City Manager		X	
LAKE COUNTY, FL	County Attorney		X	
LAKE COUNTY, IL	Purchasing Director		X	
	Human Resources Director	X		
	Assistant County Administrator		X	
LAKE COUNTY, IL HEALTH DEPARTMENT	Executive Director		X	
LAKE WORTH, FL	Utilities Customer Services Manager	X		
LA PLATA COUNTY, CO	Human Services Director		X	
LEE COUNTY, FL	County Administrator		X	
	Human Resources Director	X		
LINCOLN ROAD DEVELOPMENT CORP.	Executive Director		X	
LONG BEACH, CA	Police Chief	X		
LONG BEACH, CA	Executive Director, Civil Service Commission		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
LONGMONT, CO	City Manager			X
LOS ANGELES, COMMUNITY REDEVELOPMENT AGENCY	Sr. Project Manager	X		X
	Project Manager	X		
	Project Manager			X
LOS ANGELES COUNTY (CA) HEALTH SYSTEMS AGENCY	Executive Director	X	X	
	Deputy Exec. Dir.			X
LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH	Public Health Director	X		
LOS ANGELES OLYMPICS ORGANIZING COMMITTEE	Human Resources Director	X	X	
	Director of Venues		X	
METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS	PMO Director		X	
METROZOO (MIAMI FL)	Director of Marketing		X	
MEMPHIS (TN) HOUSING AUTHORITY	Executive Director	X		
MIAMI (FL) OFF-STREET PARKING SYSTEM	Finance Director			X
MIAMI VALLEY REGIONAL PLANNING COMMISSION	Executive Director	X		
MIAMI VALLEY REGIONAL TRANSIT AUTH. (DAYTON, OH)	Executive Director	X	X	
MIRAMAR, FL	City Manager		X	
MONTEREY COUNTY, CA	Hospital Administrator	X		
MONTGOMERY COUNTY DEVELOPMENTAL DISABILITIES BOARD	Executive Director		X	
NOAH DEVELOPMENT CORPORATION	Executive Director	X		
NORFOLK, VA	Human Resources Director	X		
	Senior Engineer		X	
NORFOLK, VA	Social Services Director	X		
OAK PARK, IL	Village Manager		X	
OCALA (FL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
OBERLIN, OH	City Manager		X	
ORMOND BEACH, FL	City Manager	X		
OKLAHOMA CITY, OK	City Manager	X		
PALM BAY, FL	Human Resources Director		X	
PALM BEACH COUNTY, FL	Assistant County Administrator		X	
PALM BEACH COUNTY (FL) CHILDREN'S SERVICES BOARD	Executive Director		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
PALM BEACH COUNTY (FL) HEALTH CARE DISTRICT	Executive Director		X	
PALM BEACH GARDENS, FL	City Manager (1992)		X	
	City Manager (1999)			X
PALO ALTO, CA	City Attorney		X	
PEORIA COUNTY, IL	County Administrator		X	
PEORIA (IL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
PHOENIX, AZ	Chief of Police		X	
PLANTATION, FL	Chief Administrative Officer	X		
PRINCE WILLIAM COUNTY, VA	County Executive		X	
	Human Resources Director	X	X	
	Fire Chief	X	X	
RICHMOND, CA	City Manager	X		
RICHMOND, VA	Director of Public Health	X		
ROANOKE, VA	Police Chief	X		
	Economic Development Director		X	
	Assistant City Manager	X	X	
	Director of Human Services		X	
ROCKVILLE, MD	Assistant City Manager		X	
SACRAMENTO, CA	Human Resources Director	X	X	
SAGINAW, MI	Police Chief			X
SAN DIEGO, CA	City Manager	X		
SAN FRANCISCO, CA	Assistant City Administrator		X	
SAN JOSE, CA	Police Chief	X		
SANTA MONICA, CA	Deputy City Manager		X	
SARASOTA, FL	Human Resources Director	X		
SARASOTA COUNTY, FL	Deputy County Administrator	X		
SELMA, AL	Chief of Police	X		
SHAKER HEIGHTS, OH	City Administrator		X	
SUNNYVALE, CA	Public Information Officer		X	
	City Clerk		X	
STRATFORD, CT	Human Resources Director		X	
TAKOMA PARK, MD	City Manager		X	
	Recreation Director	X	X	
	Housing and Community Development Director		X	
	Public Works Director	X		
THORNTON, CO	Public Information Officer		X	
TOPEKA, KS	City Manager	X		
	Police Chief	X		
VENICE, FL	Police Chief		X	
VIRGINIA BEACH, VA	Human Resources Director	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
VIRGINIA BEACH PARK TRUST (FL)	Executive Director	X		
VOLUSIA COUNTY, FL	County Manager	X	X	
	Budget Director	X		
WACO, TX	Deputy City Manager		X	
	Exec. Dir. - Support Services			X
	Assistant City Manager	X		
	Director of Facilities			X
WAKE COUNTY, NC	Human Services Director			X
THE WEINGART CENTER (LOS ANGELES)	Executive Director		X	
WEST COVINA, CA	Planning Director	X	X	
WEST MIFFLIN, PA	Town Administrator		X	
WEST PALM BEACH, FL	Assistant City Administrator	X	X	
WICHITA, KS	Human Resources Dir	X	X	
	Community Services Dir	X	X	
	Communications Director		X	
	Director of Libraries		X	
	Housing and Development Director	X	X	
	City Manager	X		
WYOMING, OH	City Manager		X	
YPSILANTI, MI	City Manager	X		
ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)	Executive Director			X

Proposal to provide recruitment services for Haines Borough's next POLICE CHIEF & BOROUGH MANAGER

Presented by

PROTHMAN

STATEMENT OF QUALIFICATIONS

ABOUT PROTHMAN

Prothman Company is a Northwest based consulting firm that specializes in providing national and regional executive recruitment services to cities, counties, and other governmental agencies throughout the western United States. Founded in 2001, Prothman has quickly become an industry leader known and respected for outstanding customer service, quality candidate pools, and knowledge of local government.

OUR EXPERTISE

Recruitment Knowledge and Experience: The Prothman team has conducted over 450 recruitments and interim placements. We have read and screened over 15,000 resumes, and we have personally interviewed over 5,000 semifinalist candidates. We know how to read between the lines, filter the fluff, and drill down to the qualities and experiences required to be a good manager.

Firsthand Knowledge of Local Government: Every Prothman team member has worked in local government. Our talented consultants have a cumulative 150 years in local government service, with expertise ranging from organization management, police and fire management, human resources, finance, public works and elected official public service.

OUR PROVEN PROCESS

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

OUR GUARANTEE

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

CONTACT INFORMATION

Sonja Prothman - sonja@prothman.com
371 NE Gilman Blvd., Suite 350, Issaquah, WA 98027
206.368.0050 office, 206.605.0415 cell phone

REFERENCES & RECENT RECRUITMENTS BY BOB CARDEN

City of Woodburn, OR - Police Chief
Contact - City Administrator, Scott Derickson - 503.982.5228

Clackamas Community College, OR - Director of Campus Safety
Contact - Dean of Campus Services, Bob Cochran - 503.594.6790

City of Red Lodge, MT - Police Chief, Community Development Director
Contact - Mayor, Ed Williams - 406.425.4908

City of Othello, WA - Police Chief
Contact - City Administrator, Wade Farris - 509.488.5686

STATEMENT OF QUALIFICATIONS - EXPERIENCE

Current Recruitments

City of Woodburn, OR - *Police Chief*
City of Sheridan, WY - *City Administrator*
City of Gladstone, OR - *City Administrator*
City of Woodland, WA - *City Administrator*
Jefferson County, OR - *Health Director*
City of Minot, ND - *Planning Director*
City of Nampa, ID - *City Engineer*
City of Beaverton, OR - *HR Director*
City of Renton, WA - *HR Director*
City of Gladstone, OR - *Fire Chief*
City of Burlington, WA - *Fire Chief*
City of Lincoln, NE - *Fire Chief*

Completed Police Chief Searches

City of Arlington, WA
City of Battle Ground, WA
City of Bend, OR
City of Boardman, OR
City of Bothell, WA
City of Bremerton, WA
City of Canby, OR
City of Chehalis, WA
City of Ephrata, WA
City of Ferndale, WA
City of Issaquah, WA
City of Kalama, WA
City of La Center, WA
City of Othello, WA
City of Marysville, WA
City of Mountlake Terrace, WA
City of Poulsbo, WA
City of Port Angeles, WA
City of Red Lodge, MT
City of Sandy, OR
City of Shelton, WA
Clackamas Cmty. College, OR
The Tulalip Tribes, WA

2015-2010 Manager/Administrator Recruitments

City of Lincoln City, OR - *City Manager*
City of Minot, ND - *City Manager*
City of Puyallup, WA - *City Manager*
City of Covington, WA - *City Manager*
WACO, WA - *Executive Director*
City of Pasco, WA - *City Manager*
City of Sultan, WA - *City Administrator*
City of Stanwood, WA - *City Administrator*
City of Issaquah, WA - *Deputy City Admin.*
City of Duvall, WA - *City Administrator*
City of Kenmore, WA - *City Manager*
City of Lake Forest Park, WA - *City Admin.*
City of Scappoose, OR - *City Manager*
City of Bandon, OR - *City Manager*
City of Canby, OR - *City Administrator*
City of Hood River, OR - *City Manager*
City of Hermiston, OR - *City Manager*
Lane County, OR - *County Administrator*
City of Chelan, WA - *City Administrator*
Snohomish County, WA - *Executive Director*
City of Fife, WA - *City Manager*
City of Bothell, WA - *Asst. City Manager*
City of Lakewood, WA - *City Manager*
San Juan County, WA - *County Manager*
City of Stevenson, WA - *City Administrator*
City of Othello, WA - *City Administrator*
City of Lynden, WA - *City Administrator*
Grays Harbor Transit, WA - *General Manager*
City of Waldport, OR - *City Manager*
City of Lake Oswego, OR - *City Manager*
Deschutes County, OR - *County Administrator*
SW Clean Air Agency, WA - *Executive Director*
Paine Field, WA - *Airport Director*
Summit County, UT - *County Manager*
City Belgrade, MT - *City Manager*
City of Lebanon, OR - *City Manager*
City of Polson, MT - *City Manager*
Intercity Transit, WA - *General Manager*
Snohomish Health District, WA - *Deputy Director*
CAM-PLEX, Gillette, WY- *General Manager*
City of Ontario, OR - *City Manager*
Clatsop County, OR - *County Manager*
City of Port Angeles, WA - *City Manager*
City of Ridgefield, WA - *City Manager*
MRSC, WA - *Executive Director*
City of White Salmon, WA - *City Administrator*
City of Lewiston, ID - *City Manager*
City of Milwaukie, OR - *City Manager*
City of Lacey, WA - *City Manager*
City of Riverton, WY - *City Administrator*
City of Shoreline, WA - *City Manager*
City of Gillette, WY - *City Administrator*
City of Casper, WY - *City Manager*
City of Issaquah, WA - *City Administrator*
City of Newcastle, WA - *City Manager*
City of Sunnyside, WA- *City Manager*
Los Alamos County, NM - *County Administrator*

STATEMENT OF QUALIFICATIONS - PROJECT TEAM

ROBERT CARDEN - PROJECT LEAD

Bob brings more than 37 years of law enforcement experience to the Prothman team, including having been Police Chief for three cities with populations ranging from 20,000 to 125,000. He retired as Police Chief from the City of Visalia, California, in 2009. At Visalia, he administered a budget of over $27 million and oversaw a department of over 200 fulltime personnel. Prior to Visalia, he was Police Chief for the City of Marysville, Washington, for eight years, and was also Chief of Police for the City of Lemoore, California. Earlier in his career, Bob also served the Tulare County Sheriff's Department and the Wasco Police Department, both in California. Bob has also worked through Prothman as interim Police Chief for the City of Battle Ground, Washington. Bob has a Bachelor of Science degree in Criminal Justice from Culver-Stockton College, Missouri, and a Master of Science degree in Management from California State Polytechnic University.

GREG PROTHMAN - PROJECT SUPPORT

As President of the Prothman Company, Greg offers a unique combination of 20+ years experience in various functions of government and 17 years of experience in public sector recruitment. Prior to forming the Prothman Company, Greg served as a police officer for the University of Washington and the City of Renton. He left police work after completing his Master of Public Administration degree and accepted an administrative position for the City of Des Moines, WA. He was quickly promoted to Assistant City Manager and then City Manager. After nine years in Des Moines, Greg left city management to become a partner in a local executive recruitment firm. A Seattle native, Greg completed his BA at Western Washington University and his Master of Public Administration degree from the University of Washington.

SONJA PROTHMAN - PROJECT SUPPORT

As Vice-President of the Prothman Company, Sonja assists with recruitments and organizational assessments, and she manages the support staff and the "business" side of Prothman. Sonja is a former councilmember for the City of Normandy Park and brings to Prothman the “elected official” side of city government. 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 BA in Communications from the University of Washington.

BARRY GASKINS - PROJECT SUPPORT

Barry Gaskins is responsible for candidate management. Barry came to us from the Bill & Melinda Gates Foundation where he served as a Program Assistant for four years in the US Library Program. Barry earned his bachelor’s degree from California State University in Los Angeles.

Availability, Communication & Schedule

One of our first tasks will be to coordinate and commit a schedule. Then, we protect your dates on a master schedule to assure we never miss a commitment. We provide you our cell phone numbers so you have direct access to your lead consultant and support staff and we will communicate and update you as often as you desire.

Our recruitments take approximately 10-14 weeks to complete, depending on the scope and direction from the client. You can expect approximately: 2-3 weeks for stakeholder interviews and profile development and approval, 5-6 weeks for recruitment, 2-3 weeks for screening and interviewing, and 2-3 weeks for coordinating final interviews.

Date	Topic
Weeks of December 7 & 14, 2015	**Gather information for both profiles, hold stakeholder interviews for both positions, create profiles, send profiles for review**
December 21, 2015 - January 1, 2016	Christmas Holiday
Week of January 4, 2016	Approve Position Profiles
January 11, 2016	Post both positions on Prothman Website and start advertising, active recruiting and direct mail outreach
February 21, 2016	Application Close Date
Weeks of February 22 & 29, 2016	Prothman screens applications & interviews top candidates for both positions
Week of March 7, 2016	**Work Session via Skype to review semifinalists and pick finalists**
Week of March 21 or 28, 2016	**Final Interview Process, usually includes an evening reception and next day interviews.** **Recommend: Police Chief interviews first and have the Borough Manager candidates there to participate as an "interview panel" for the Police Chief interviews, and the next day, hold the Borough Manager interviews.** **OR- Borough Manager first, Police Chief second, so chosen Borough Manager can possibly sit in on Police Chief interviews.**

Recruitment Strategy

Every recruitment we conduct is a national search. We have an aggressive national advertising campaign and we have the ability to mail the job announcement to every city, county, district, etc., in the US. Screening for "fit" is one of the most important elements in a recruitment. What sets us apart from our competition is that we know this region... our office is in Issaquah, Washington, and we specialize in the western states. The length of tenure of our placed candidates is the highest in the industry because we understand the qualities required for candidates to fit within our unique communities, cultures and weather!

We have conducted hundreds of successful executive searches and refined our process along the way. We provide the process, but you call the shots... whether you want weekly updates or monthly updates, more meetings or less meetings... we tailor every recruitment to meet your needs. We will partner with you and find you a highly qualified candidate who is the perfect "fit" for your organization, guaranteed!

Recruitment Process

Project Review

The first step will be to review the following topics:

- Review the project schedule and identify the geographic scope of the search
- Review the compensation package and decide if a salary survey is needed
- Identify key stakeholders

Information Gathering and Research *(Soliciting Input)*

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

- Meet with Borough Management as directed
- Meet with Department Directors
- Meet with Interim Chief and Police Department staff
- Meet with Union representatives and other stakeholders as directed
- Review all documents related to the position

Position Profile Development *(Identifying the Ideal Candidate)*

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

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

Recruitment and Advertising Strategy *(Locating Qualified Candidates)*

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

- **Print and Internet-based Ads** placed nationally in professional publications, journals and on related websites.
- **Direct Mail Recruitment Brochures** sent directly to hundreds of highly qualified city management professionals and police chiefs who are not actively searching for a new position.
- **Direct Contact Calls** placed directly to city management professionals and police chiefs we know.
- **Posting the Position Profiles on the Prothman Website**, which receives thousands of hits per month.

Candidate Screening *(Narrowing the Field)*

Once the application deadline has passed, we will conduct an extensive candidate review designed to gather detailed information on the leading candidates. The screening process has 4 key steps:

1) **Application Review**: Using the Position Profile as our guide, we will screen the candidates for qualifications based on the resumes, applications, and supplemental questions. After the initial screening, we take the yes's and maybe's and complete a second screening where we take a much deeper look into the training, work history and qualifications of each candidate.
2) **Personal Interviews**: We will conduct in-depth videoconference or in-person interviews with the top 8 to 15 candidates. During the interviews, we ask the technical questions to gauge their competency, and just as importantly, we design our interviews to measure the candidate's fit within your organization.
3) **Internet Publication Background Search:** We conduct an internet publication search on all semifinalist candidates prior to their interviews. If we find anything out of the ordinary, we discuss this during the initial interview and bring this information to you.
4) **Work Session**: We will prepare a detailed summary report and send you binders which include each candidate's application materials and the results of the personal interviews and publication search. **We will meet with you via Skype or phone conference** and advise you of the candidates meeting the qualifications, our knowledge of them, and their strengths and weaknesses relative to fit within your organization. We will give you our recommendations and then work with you to identify the top 4 to 6 candidates to invite to the final interviews. We will discuss the planning and design of the final interview process during this meeting.

Final Interview Process *(Selecting the Right Candidate)*

- **Design of the Final Interviews**
  The design of the final interviews is an integral component towards making sure that all stakeholders have the opportunity to learn as much as possible about each candidate. Elements of the design process include:
  - **Deciding on the Structure of the Interviews**
    We will tailor the interview process to fit your needs and to include community representatives. It may involve using various interview panels, an evening reception or just one-on-one interviews with the decision makers.
  - **Deciding on Candidate Travel Expenses**
    We will help you identify which expenses your organization wishes to cover.

- **Identifying Interview Panel Participants & Panel Facilitators**
  We will work with you to identify the participants of different interview panels to ensure that all stakeholders identified have been represented.

- **Background Checks**
  Prior to the final interviews, we will conduct a background check on each of the finalist candidates. Background checks include the following:
  - **References**
    We conduct 4-6 reference checks on each candidate. We ask each candidate to provide names of their supervisors, subordinates and peers for the last several years.
  - **Education Verification, Criminal History, Driving Record and Sex Offender Check**
    We contract with Sterling for all driving record, education verification, criminal history, and sex offender checks. We will conduct a criminal history, driving record and sex offender check on each candidate in the states in which they have worked.

- **Candidate Travel Coordination**
  For those candidates who will be traveling to the final interviews, we work with the candidates to organize the most cost effective travel arrangements.

- **Final Interview Binders**
  We will provide Final Interview Binders. They are the tool that keeps the final interview process organized and ensures that all interviewers are "on the same page" when it comes to evaluating each candidate.

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

- **Panelists & Decision Makers Debrief**: After the interviews are complete, we will facilitate a debrief with all panel participants where the panel facilitators will report their panel's view of the strengths and weaknesses of each candidate interviewed. The decision makers will also have an opportunity to ask panelists questions.

- **Candidate Evaluation Session**: After the debrief we will facilitate the evaluation process, help the decision makers come to consensus, discuss next steps, and organize any additional candidate referencing or research if needed.

- **Facilitate Employment Agreement**: Once the top candidate has been selected, we will offer any assistance needed in developing a letter of offer and negotiating terms of the employment agreement.

Warranty

- **Repeat the Recruitment**: Should a top candidate not be chosen, we will repeat the recruitment with no additional professional fee, the only cost would be the expenses.

FEE, EXPENSES & GUARANTEE

Professional Fee

The fee for conducting a Borough Manager and Police Chief recruitment (at the same time) is $19,500, plus expenses for one, and $13,500 plus expenses for the second recruitment. If these recruitments run at separate times, then the fee for the second recruitment will be $17,500. The professional fee covers all Prothman consultant and staff time required to conduct the recruitment. This includes all correspondence and **two on-site meetings** (stakeholder and final interview for both recruitments) with the client, writing and placing the recruitment ads, development of the candidate profile, creating and sending invitation letters, reviewing resumes, coordinating and conducting semifinalist interviews, coordinating and attending finalist interviews, coordinating candidate travel, professional reference checks on the finalist candidates and all other search related tasks required to successfully complete the recruitment.

Expenses

Expenses vary depending on the design of the recruitment. We work diligently to keep expenses at a minimum and keep records of all expenditures. The Borough of Haines will be responsible for reimbursing expenses Prothman incurs on your behalf for each recruitment. Expense items include but are not limited to:

- Newspaper, trade journal, websites and other advertising (approx. $900 - 1,400)
- Direct mail announcements (approx. $1,200 - 1,800)
- Final Interview Binders & printing of materials (approx. $600 - 700)
- Delivery expenses for Interview Binders (approx. $350 - 450)
- Consultant travel: Airfare, rental car, travel time billed at $60 per hour, lodging, (approx. $1,200 - 1,700 per trip)
- Background checks performed by Sterling (approx. $175 per candidate)
- Any client-required licenses, fees or taxes

- Candidate travel: We cannot approximate candidate travel expenses because travel expenses 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.

A 3% charge will be added to all expenses which reflects City of Issaquah and Washington State B&O tax obligations. Professional fees are billed in three equal installments throughout the recruitment. Expenses are billed monthly.

Guarantee

Our record of success in placing highly qualified candidates provides that Prothman will guarantee with a full recruitment that if the selected finalist is terminated or resigns within **two years** from the employment date, we will conduct a replacement search with no additional professional fee, the only cost would be the cost for the expenses; on the conditions that Prothman has conducted a full recruitment process and the position has been recruited at market rate salary.

Cancellation

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

5C

HAINES BOROUGH, ALASKA
RESOLUTION No. 15-12-655

A RESOLUTION OF THE HAINES BOROUGH ASSEMBLY AUTHORIZING AND DESIGNATING CERTAIN PERSONS TO SIGN AND ENDORSE CHECKS PERTAINING TO THE BOROUGH'S FIRST NATIONAL BANK ALASKA ACCOUNTS, AND AUTHORIZING CERTAIN PERSONS AS SIGNATORIES FOR THE BOROUGH'S SECURITY CASH ACCOUNTS AND INVESTMENTS.

WHEREAS, the Haines Borough Assembly approves a signature authority list for the Haines Borough bank accounts, and

WHEREAS, First National Bank Alaska is hereby authorized to honor and pay checks or other orders for the payment of money drawn in the name of the Haines Borough when signed by any two of the authorized individuals; and

WHEREAS, the following individuals are recommended as check signers for all borough First National Bank Alaska bank accounts:

- Janice Hill, Mayor
- Diana Lapham, Deputy Mayor
- Brad Ryan, Interim Borough Manager
- Julie Cozzi, Borough Clerk (Corporate Secretary)
- Jila Stuart, Chief Fiscal Officer; and

WHEREAS, the Haines Borough has also established and wishes to maintain security cash accounts and investments; and

WHEREAS, a resolution of the Borough Assembly is required to authorize signatories on such accounts and investments; and

WHEREAS, the following individuals are recommended as signatories for all borough security cash accounts and investments:

- Jila Stuart, Chief Fiscal Officer
- Julie Cozzi, Borough Clerk (Corporate Secretary)
- Brad Ryan, Interim Borough Manager

NOW THEREFORE BE IT RESOLVED by the Haines Borough Assembly:

Section 1: The foregoing authorizations shall be continuing ones and shall not be exhausted by their exercise but shall remain in effect until revoked by a resolution of the Haines Borough Assembly, or if any individual named in this resolution ceases to be an official, contractor, or employee of the Haines Borough;

Section 2: The Borough Clerk is hereby authorized to certify to First National Bank Alaska a copy of this resolution and the names of this borough's designated officials and employees thereby authorized to act as check signers;

Section 3: The foregoing designated individuals are hereby authorized to sell, assign and endorse for transfer, certificates representing stocks, bonds or other securities now registered or hereafter registered in the name of the Haines Borough; and

Section 4: The Borough Clerk is hereby given the authority, by means of a certification form, to certify the names and titles of such officers when changes in office occur, and is also hereby authorized to certify this resolution has been duly adopted and will remain in full force and effect until the Transfer Agent receives a duly executed amendment to the original Certification Form.

Adopted by a duly-constituted quorum of the Haines Borough Assembly this ____ day of _____, 2015.

_____
Janice Hill, Mayor

Attest:

_____
Julie Cozzi, MMC, Borough Clerk

To the Borough Mayor and Assembly Members; December 23, 2015

At the Borough meeting on Dec. 15, 2015 at 1 hour 1 minute and about 29 seconds assemblyman Gregg made a statement that "we can chose to or chose not to follow code". He swore to uphold code but knowing his history why should we think he would uphold code. He spearheaded for Brad Ryan to be the interim manager when Ryan didn't meet the qualifications for the job. David Sosa the Borough Manager didn't recommend him for the position because of his municipal inexperience. The Acting Manager did not recommend Ryan be hired without an interview. Yet most of the Assembly chose to railroad Ryan into the position for interim manager. With the budget coming up the clerk and financial officer will have to do 95% of his work. It is my opinion that they should be compensated for their work and he should not be paid more for a title. I am sad, mad and disappointed that this Assembly is **SO** dysfunctional. I hope the Assembly will start to work better on our community needs. There are more people here that want the Assembly to be more to the center, not so far to the left or right. Not all environmentalist or want to be attorneys, which represent less than 10% of our population. Yet Mr. Gregg and others think this small minority are the people. Gregg said the people have spoken. The majority of the people have yet to be heard!!

Don Turner Jr.

Don Turner Jr

RECEIVED Haines Borough

DEC 23 2015

JEC

Clerk's Office