

AGENDA
CITY OF DAYTON
REGULAR SESSION

DATE: MONDAY, MAY 6, 2024
TIME: 8:30 PM
PLACE: DAYTON CITY HALL ANNEX - 408 FERRY STREET, DAYTON, OREGON
VIRTUAL: ZOOM MEETING - ORS 192.670/HB 2560

You may join the Council Meeting online via Zoom Meeting at: <https://us06web.zoom.us/j/83337218742>

Dayton - Rich in History . . . Envisioning Our Future

<u>ITEM</u>	<u>DESCRIPTION</u>	<u>PAGE #</u>
A.	CALL TO ORDER & PLEDGE OF ALLEGIANCE	
B.	ROLL CALL	
C.	APPEARANCE OF INTERESTED CITIZENS	
	1. The public is encouraged to relay concerns and/or comments to the City Council in one of the following methods:	
	• Email - any time up to 5:00 p.m. the day of the meeting to rvargas@daytonoregon.gov . The Mayor will read the comments emailed to the City Recorder.	
	• Appear in person - if you would like to speak during public comment, please sign up on the sign-in sheet located on the table when you enter the Council Chambers.	
	• Appear by Telephone only - please sign up prior to the meeting by emailing the City Recorder at rvargas@daytonoregon.gov . (The chat function is not available when calling by phone into Zoom.)	
	• Appear virtually via Zoom - send an email directly to the City Recorder, Rocio Vargas, prior to the meeting to request to speak during public comment. The City Recorder will need your first and last name, address, and contact information (email, phone number), and topic name you will receive the Zoom Meeting link or information. When it is your turn, the Mayor will announce your name and your microphone will be unmuted.	
D.	CONSENT AGENDA	
E.	ACTION ITEMS	
	1. Interim/Pro Tem City Manager and Recruitment Process	1- 75
F.	CITY COUNCIL COMMENTS/ CONCERNS	
G.	CITY MANAGERS REPORT	77-78
H.	ADJOURN	

Posted:
By: Rocio Vargas, City Recorder

To: Honorable Mayor and City Councilors
From: Office of the City Attorney Heather R. Martin and Ashleigh K. Dougill
Issue: Interim/Pro Tem City Manager and Recruitment Process
Date: May 6, 2024

History/Background

As the City Council is aware, City Manager Rochelle Roaden will be leaving the City as of June 12. Her resignation letter is attached here as Exhibit A.

As such, the City Council will need to appoint an Interim/Pro Tem City Manager as required under the City's Charter and to ensure the continued efficient operation of the City. It will also need to begin the process of hiring a permanent City Manager. Each issue is discussed in turn below.

Interim/Pro Tem City Manager

An easy transition would be to appoint a current employee to fill this position temporarily and to agree to any additional employment terms with that employee (i.e. additional salary, benefits, etc.). One suggestion is for the Council to appoint Economic Development and Tourism Director Dave Rucklos to the interim position. Roaden has discussed this issue with him, and he is willing to serve in that capacity.

The Council could also look to fill that position with an outside third party (or other City employee). Roaden and the City Attorney can work to identify potential candidates.

Either way, the Council can direct the Mayor, the City Manager and the City Attorney's Office on preparing necessary documents for this appointment for the Council to consider at its June meeting. That will most likely involve an Interim City Manager employment contract for the Council to authorize. Please note that pursuant to Section 34 (g) of the City Charter, the Interim City Manager will have all the powers of a City Manager except that they will be able to appoint or remove employees only with the City Council's approval.

Recruitment

To hire a permanent City Manager, the City could engage with a recruitment firm, which process usually takes at least 6 months.

The City has received or is in the process of receiving estimates from the following recruitment entities:

- 1) Jensen Strategies - \$26,000, additional expenses vary.

- 2) Lane County Council of Governments (LCOG) - \$8,500 to \$11,500
- 3) Mid-Willamette Valley Council of Governments (MWVCOG) - \$11,453
- 4) Prothman - \$18,500, additional expenses vary.

The City Attorney's Office has worked with each of these entities and has been satisfied with the services they provided.

Recommendation for Interim City Manager:

1. Direct the Mayor, Council President, City Manager and City Attorney to put together a draft employment agreement with Rucklos to serve as Interim City Manager.

OR

2. Direct the Mayor, Council President, City Manager and City Attorney to identify other potential candidates for the interim position and provide that information the Council.

Recommendation for Recruitment:

1. Direct the Mayor, Council President, City Manager and City Attorney to continue to gather quotes and information for a potential recruitment contract for a permanent City Manager.

Potential Motion to Approve:

1. Direct the Mayor, Council President, City Manager and City Attorney to bring back an interim City Manager contract with Dave Rucklos for Council approval at a future meeting.

OR

2. Direct the Mayor, Council President, City Manager and City Attorney to identify other potential candidates for Interim City Manager for discussion at a future meeting.
3. Direct the Mayor, Council President, and City Attorney to contract for recruitment services for approval at a future meeting.

Council Options: See above recommendations.

EXHIBIT A



April 29, 2024

Mayor & City Councilors
City of Dayton
416 Ferry Street
Dayton, OR 97114

It has been my pleasure and honor to represent you, the employees, and this community as your City Manager for six years. During that time, we have successfully navigated through challenges and have completed over forty-five strategic goal objectives including: the utility bridge with infrastructure upgrades that will be opening back up to the Dayton community this June; the 6th to Flower Sidewalk Improvement Project which provided sidewalks along Ferry and a Council strategic goal for several years; a UGB Swap, second of its kind in Oregon history; multiple infrastructure projects; road overlays; and over \$6 million in grant funding acquired. It was a phenomenal time and I appreciate the Council's direction and the staff's contribution to these successes.

I have recently been provided a tremendous opportunity to join the City of Monmouth as their next City Manager. It was a bittersweet decision for me because I love collaborating with you and the incredible City staff.

Considering this opportunity, I am hereby tendering my resignation as City Manager, effective June 12, 2024. I wanted to provide the Council with as much time as possible to begin the processes for appointing a manager pro tem and finding Dayton's next city manager.

During the next 44 days, I will be collaborating with you and the city staff to plan for a smooth transition of projects, initiatives, and responsibilities in advance of my departure including budget adoption and other year end activities.

I thank you for the privilege of serving as your City Manager, and I wish you, city staff, and this wonderful community the best of success going forward.

Sincerely,

A handwritten signature in blue ink that reads "Rochelle Roaden". The signature is fluid and cursive, with a long, sweeping underline.

Rochelle Roaden,
City Manager

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City Manager Recruitment Proposal

Prepared for:

City of Dayton

May 2024

By:



May 2, 2024

Rochelle Roaden
City Manager
City of Dayton
416 Ferry Street
Dayton, OR 97114

Dear Ms. Roaden and Dayton City Council,

Thank you for the opportunity to submit a proposal to conduct the City Manager recruitment for the City of Dayton.

There are several factors that set Jensen Strategies apart from other recruitment firms:

1. Our firm is Oregon-based and specializes in executive recruitments for city and county local governments.
2. Key members of our recruitment team are former public administrators, including city managers, and bring a first-hand understanding to the positions we are recruiting.
3. We know Oregon recruitment, public meeting, and public records law to help our clients avoid unnecessary hiring process liabilities.
4. We spend the time upfront to develop a position profile based on input from the City Council, City staff, and community. We know this profile must be adopted by the City Council to hold executive sessions on the recruitment as required by Oregon public meeting law.
5. Our city manager candidate vetting process is the most rigorous of any we have seen by recruiters in Oregon.
6. Jensen Strategies runs approximately ten upper-level public management recruitments a year.
7. Our firm works regularly with Oregon jurisdictions on other types of projects such as facilitation, collaborative decision-making, strategic planning, organizational development, mediation, and policy analysis. Through this work, we stay current on issues facing Oregon local governments and understand their challenges.
8. Our firm is well-networked with cities across the state so we are well-connected to identify and vet potential candidates that may be the best fit for our recruitment

clients. We also have national connections to help identify potential out-of-state candidates.

9. Our process is responsive and sensitive to staff capacity while effectively integrating their expertise in a way that respects and best utilizes their time.
10. We treat our candidates with dignity and respect throughout our recruitment processes.
11. Jensen Strategies is an Oregon-certified Emerging Small Business (ESB) # 9880.

We certify our firm can perform all work as outlined in this scope of work. The terms of our proposal are valid for 90 days. Please do not hesitate to contact me with any questions or requests for additional information.

We appreciate the opportunity to submit our proposal to assist the City of Dayton with this recruitment. It will be our pleasure to partner with the City on this important search.

Sincerely,



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

Project Scope

Overview: Our objective is to help you select the best candidate to serve as the City of Dayton’s next City Manager. Our recruitments are structured to attract a wide range of qualified applicants, who we vet using our administrative experience and our knowledge of your city’s needs to present you with the best possible candidates for the position. We commit to working in close partnership with the City of Dayton (City), following a process designed to make the best use of your time and resources.

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

Phase 1: Start-up / Candidate Profile Development

1.1 Start-up meeting: We will begin the recruitment by meeting via Zoom with the current acting City Manager and/or other designated City representatives to refine the project scope. The proposed process and timeline will be amended as necessary, respecting any scheduling considerations or special requests. This initial phase will also include collaboration to define the geographic and professional breadth of the recruitment and identify the key stakeholders who will help inform the candidate profile development.

Deliverables: Zoom meeting with designated City staff, final project scope and timeline, geographic and professional refinement, and determination of key stakeholders.

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

Deliverables: Jensen Strategies’ understanding of Dayton.

1.3 Stakeholder Interviews: Our team will conduct Zoom interviews with the Mayor, City Council, and upper-level City staff to gather background information on major issues facing the City and initial perspectives on what the City is looking for in its next City Manager. In our experience, the individual interviews provide highly valuable qualitative information that can help us find the best candidates for your City’s needs.

Deliverables: Up to 14 stakeholder interviews.

1.4 Stakeholder Meetings and Surveys: To gather information on the desired attributes for Dayton’s next City Manager, we will facilitate one external stakeholder Zoom or in person meeting open to the public. We will also conduct two online surveys, one for the community and one for City staff input. Our team will seek an open and dynamic exchange of ideas to capture the full range of attributes Dayton would like to see in its next City Manager. We will provide a sharable invitation and the City will be responsible for the distribution and promotion of the community input meeting and staff survey. We have the ability to contract with either our contractors or existing City vendors to provide Spanish written and verbal translation services for these surveys and meetings if desired. City staff will be responsible for promoting the community input meeting and staff survey.

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

1.5 Initial Candidate Profile Draft: Drawing upon the input gathered from our interviews, background review, and stakeholder meeting(s) and surveys, we will develop a draft candidate profile containing the knowledge, skills, abilities, education, and work experience desired for the position, as well as traits such as management approach and personality. As an additional task, upon request, we will provide comparable City salary research to the Council to assess the competitiveness of the compensation package. Also, based on our research and information gathered, we will prepare policy priorities and hiring procedures as required by Oregon public meeting law (ORS 192.660).

Deliverables: Candidate profile initial draft and optional comparable salary research.

1.6 Draft Finalization: We will discuss the draft candidate profile with the acting City Manager and other staff, to validate and finalize the draft in advance of meeting with the City Council. These discussions may take place over email, conference calls and/or Zoom meetings.

Deliverables: Emails, conference calls, and/or Zoom meetings as necessary to finalize the candidate profile draft. Final draft of candidate profile.

1.7 Review and Adoption of Candidate Profile and Hiring Process: We will attend a City Council work session by Zoom to present the draft profile including a discussion of any changes/alterations. Following the work session, we will make any changes desired by the Council, and will submit the final profile and hiring process for formal Council approval as required by Oregon law.

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

Phase 2: Position Advertisement

- 2.1 Recruitment Brochure Development:** Upon City Council formal adoption of the hiring process and candidate profile, consistent with Oregon public meeting law (ORS 192.660), our team will develop a professional, comprehensive recruitment brochure designed to attract high quality applicants. Organization-specific information will be incorporated into the brochure, including an overview of department functions/services, staff size, budgetary information, and current challenges and policy priorities. Community information will be added, including a description of the environment with quality of life details, economic highlights such as important industries and major employers, and a listing of public agencies with overlapping jurisdiction. The brochure will conclude with position compensation information, including salary and benefits package, as well as information on how to apply for the position and the recruitment timeline.

Deliverables: Development of one recruitment brochure in PDF format.

- 2.2 Position Advertisement:** We will execute a comprehensive and strategic position advertisement process designed to attract a variety of qualified and well-suited candidates. Our approach will be multi-faceted and will include advertising the position on high-profile managerial and specialization-specific websites, within professional publications and periodicals, with venues that reach out to diverse candidate populations, and in other forums as appropriate. We will also directly contact qualified managers within our extensive professional network to inform them of the opening.

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

Phase 3: Candidate Screening

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

- 3.1 Initial Application Screening:** Candidates will provide a resume, a cover letter, and a Jensen Strategies supplementary application form. Our team of former public administrators will review applications using criteria consistent with the adopted City Manager profile, remove all non-responsive applications, and determine which candidates most closely align with the City's needs.

Deliverables: Initial application screening.

- 3.2 Semi-Finalist Zoom Interviews:** We will conduct preliminary Zoom interviews with the candidates who most closely align with the candidate profile, including all veterans who

meet the position's minimum qualifications (as required by Oregon law). In preparation for the interviews, we will conduct an internet search regarding each candidate, to identify any high profile work-related media.

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

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

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

- 3.4 Background Checks on Finalists:** We will work with our partner, Legal Locator Service (www.legallocatorservice.com), to perform comprehensive background checks on all finalists. Background checks will include at a minimum:

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

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

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

Deliverables: Reference check summaries for up to four finalists.

3.6 Finalist Receptions: Prior to the final interviews, two receptions will be held to provide opportunities to interact with the finalists, ask them questions, and form general impressions of the candidates. The first reception will be open to the City staff, and the second reception will be open to members of the public. At both receptions, attendees will be provided an opportunity to provide feedback concerning their impressions of the finalists, to inform the Council’s final selection process. As noted before, we have the resources to provide Spanish translation for the meetings and feedback surveys. The City will be responsible for promoting both receptions.

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

3.7 City Tour: We will coordinate with the City to offer and staff a tour of the City for the finalists.

Deliverables: Coordination with City to provide tour.

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

Deliverables: Coordinating, orienting, and providing briefing materials for the finalist panels. Moderate panel interviews. Written summaries of the feedback and observations from panel interviews and receptions if relevant.

3.8 Council Deliberations and Selection: The Council will convene in executive session. At the session, we will provide summary material on all input received during the finalist receptions, interviews, references, and background checks. We will facilitate the Council’s discussion in identifying their selected candidate.

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

Phase 4: Contract Negotiations

4.1 As requested by the City, we will advise in the contract negotiations with the selected candidate. We recommend the City Attorney lead the negotiations.

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

Adjustments to the Recruitment Process

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

Professional Liability Insurance

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

Guarantee

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

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

Proposed Timeline

The following schedule is only a sample time frame. The consultant will work with the City to develop a schedule that meets its needs.

Date	Actions
Week 1	Start-up meeting with City to finalize scope and timeline
Weeks 2 and 3	Stakeholder interviews Virtual public input meeting Staff and community online survey
Week 4	Initial candidate profile draft and finalization
Week 5	City Council work session re: draft candidate profile and hiring process
Week 6	Council official adoption of candidate profile/hiring process
Week 7	Recruitment brochure development and finalization
Weeks 8 - 11	Position advertisement
Week 12	Initial application screening
Week 13	Preliminary Zoom interviews
Week 14	Recommendation and selection of finalists
Week 15	Background/reference checks on finalists
Week 16	Finalist receptions, tour, interviews, and selection

Project Budget

Professional Fee: Jensen Strategies' fees includes all staff time, meetings and communication with the City, preparation of documents and advertisements, candidate profile development, application screening, communications with candidates, interviews, reference checks, candidate travel coordination, preparation/facilitation/moderation of stakeholder meetings and interview panels, and other tasks related to the recruitment. Travel time will be billed at half of the team member's fee. Our professional fees for the approach offered is:

Professional Fees: \$26,000

Direct Expenses: Expenses are the responsibility of the City. Whenever possible, we will wait for your approval before incurring expenses. Though we tailor each recruitment to our clients' individual needs, expense items typically include:

- Fees for advertising the position online and in publications (typically less than \$2,500)
- Background checks for finalists (typically less than \$1,000 for up to four finalists)
- Document printing and binders (typically less than \$300)
- Graphic art design (typically less than \$1,000)
- Consultant travel expenses (mileage charged at current IRS mileage rate, lodging at no more than \$200/night/person, \$60 daily per diem per person)
- Any relevant out of state candidate travel and lodging expenses will be processed through the City directly.

Estimated direct expenses: \$5,500

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

Recruitment Experience

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

City / Organization	Position
City of Ashland, OR	City Attorney (2023) Deputy Public Works Director (2023)
City of Astoria, OR	City Planner (2022)
City of Cannon Beach, OR	City Manager (2017) Community Development Manager (2018) Emergency Manager (2018)
City of Carlton, OR	City Manager (2021)
City of Cornelius, OR	City Manager (2022)
City of Estacada, OR	City Manager (2022)
City of Fairview, OR	City Manager (currently recruiting)
City of Hood River, OR	City Manager (2021) Building Official (2018) Finance Director (2023)
City of Newport, OR	City Manager (2024)
City of North Bend, OR	City Administrator (2020)
City of Sandy, OR	City Manager (2023)

City / Organization	Position
City of Scappoose, OR	City Manager (2021) Finance Administrator (2022) Police Chief (2022)
City of Seaside, OR	City Manager (2022)
City of Sheridan, OR	City Manager (2021)
City of Sisters, OR	City Manager (2017 & 2023)
City of Stayton, OR	City Manager (2022)
City of Troutdale, OR	Community Development Director (2023)
City of Warrenton, OR	City Manager (2022) Public Works Director (2023) Building Official (currently recruiting)
City of Yachats, OR	City Manager (2023)
Columbia Pacific Economic Development District	Executive Director (2023)
Port of Hood River, OR	Finance Director (2022)
Washington County	Chief HR Officer (2020) Benefits and Leave Mgr (2020) Employee and Labor Relations Mgr (2021)

Team Profiles

Erik Jensen, Principal

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



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

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

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

Erik has a Bachelor of Arts degree in Political Science from Lewis and Clark College and a Master of Public Administration degree from the University of Washington. He is a member of the International City/County Management Association (ICMA) and the Oregon City/County Management Association (OCCMA). Erik currently serves on the Alumni Board of Lewis and Clark College.

Amelia Wallace, Senior Associate

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



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

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

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

Emily Rehder, Operations Manager

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

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

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

Originating from Garden Grove, CA, Emily moved to Oregon over a decade ago and enjoys the seasons and the beauty that the Pacific Northwest offers. She enjoys spending time with her family and dog, Lucy, traveling, reading, hiking, swimming, and wine tasting at all the amazing Oregon wineries.



Subconsultants

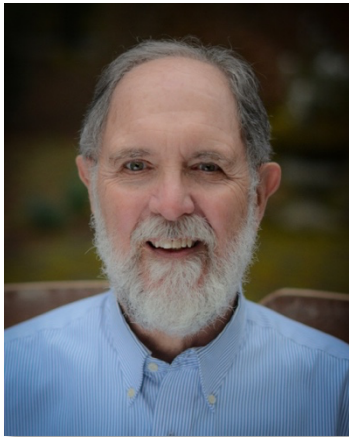
Ellen Conley

Ellen Conley has been with Jensen Strategies since 2014, specializing in public manager recruitments, public finance, policy analysis, and executive management recruitment. She assists clients with recruiting public executives and high level financial and policy analysis. She also advises clients on human resource issues and processes.

Ellen is the former Assistant City Manager for the City of Hillsboro where she oversaw multiple departments including Finance, Human Resources, Information Services, Parks & Recreation, and Library. Prior to Hillsboro, she was a Deputy County Administrator for Washington County with administrative responsibilities for the Departments of Land Use & Transportation, and Assessment & Taxation. In addition, she was charged with the development of the County's annual \$500 million budget. She has also held the positions of Assistant Finance Director and Administrative Analyst in other local government jurisdictions. Ellen has a Bachelor of Business Administration from Oregon State University and Master of Public Administration from Lewis and Clark College.



Dave Waffle



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

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

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

Bill Peterson

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

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

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



Michael McElwee



Michael McElwee contributes to the Jensen Strategies team, with particular emphasis in the areas of strategic planning, capital asset management, area revitalization, real estate development, urban renewal, policy development and management recruitment.

Michael currently serves part-time as Executive Director for the Hood River County Education Foundation, a 501(c)3 that provides funding for college scholarships, teacher grants and efforts to improve student access to extra-curricular activities. Michael retired in 2022 after serving for 16 years as Executive Director for the Port of Hood River where he managed a diverse portfolio that included the Hood River Interstate Toll Bridge, Ken Jernstedt Airfield, high-use recreational facilities and several office and light industrial parks. Michael formerly served for 14 years as Development Manager for the Portland Development Commission, the city's urban renewal agency. In that position, he led numerous planning, capital construction and neighborhood revitalization efforts on Portland's east side. Michael holds a Bachelor of Landscape Architecture degree from the University of Oregon and a Certificate of Special Studies in Administration & Management from Harvard University.

Dr. Stacy Thompson

Dr. Stacy Thompson, Founder and CEO of Strategic Transitions Consulting, has more than 25 years of experience in higher education. As an educator, she has dedicated her life's work to supporting education as a practice of freedom with a focus on addressing issues of disenfranchisement and exclusion.

Stacy started her career in higher education as Early Childhood Development in 1993. She began as a tenured faculty member in Child Development in 1999 at Merritt College in Oakland, CA. After 15 years in the classroom, she became the Dean of Academic Pathways and Student Success at Merritt College and served in that position for over six years. Dr. Thompson also served as the Vice President of Academic Services at Chabot College in Hayward, CA providing overall vision, leadership, planning, and direction for the instructional programs.

Stacy holds a Doctorate of Education in Educational Leadership and a Master's Degree in Education and Early Childhood Education from Mills College in Oakland, CA. She also holds a Bachelor's Degree in Political Science from Lewis and Clark College in Portland, OR.



Erik Kvarsten



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

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

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

References

Jensen Strategies has the honor of being recommended by:

Ray Young, City Manager
City of Troutdale
219 E. Historic Columbia River Hwy
Troutdale, OR 97060
503-674-7233
ray.young@troutdaleoregon.gov

Shannon Beaucaire, City Manager
City of Carlton
945 W. Grant Street
Carlton, OR 97111
503-852-7575
sbeaucaire@ci.carlton.or.us

Stan Pulliam, Mayor
City of Sandy
39250 Pioneer Blvd
Sandy, OR 97055
971-280-0956
spulliam@ci.sandy.or.us

Rachael Fuller, Interim City Manager
City of Fairview
1300 NE Village Street
Fairview, OR 97024
503-926-3349
rachaelfuller@gmail.com

Michael Preedin, Mayor
City of Sisters
520 East Cascade
Sisters, OR 97759
541-719-8848
mpreedin@ci.sisters.or.us

Sample Recruitment Brochures



CITY MANAGER
CITY OF CARLTON, OREGON

CITY MANAGER

CITY OF CARLTON, OREGON

\$96,330 - \$121,872 plus excellent benefits



POPULATION
2,270

BUDGET
\$20.1 MILLION

FTE POSITIONS
14

CITY DEPARTMENTS

Administration/Finance

- Municipal Court
- Communications
- Utility Billing
- Planning/Development

Public Works

- Water
- Street
- Stormwater/Sewer
- Parks
- Pool

Police

- Patrol
- Code Enforcement

PLUS

- Beautiful Natural Environment
- Outdoor Recreation
- Wine Region
- Active Tourism
- Small Town Environment
- Community Pride
- Civic Involvement



THE COMMUNITY

The City of Carlton (population 2,270) serves as the gateway to the Yamhill-Carlton Viticulture District, one of the most beautiful areas of Oregon's Mid-Willamette Valley. It is situated on Highway 47, a leading tourism route from the Portland metropolitan area into the region's wine country. The geographic position allows residents to easily access Oregon's coast, mountains, and the amenities of the larger urban areas of Portland and Salem. Nearby, Carlton is surrounded by nature with hiking trails and many other outdoor recreation opportunities.

An agricultural town by heritage, in recent years, Carlton has become a small but significant epicenter of Oregon's wine industry, boasting the highest number of tasting rooms per capita in the United States. The dozens of surrounding wineries attract year-round tourists and have created a new economic base for Carlton.

Carlton is a charming and friendly community with a small-town feel where residents take great pride in their city. Three public parks with play structures and a community pool serve as gathering places for children and families to enjoy. An active, walkable, and family-friendly downtown offers residents and visitors a diversity of restaurants, cafes, taverns, coffee shops, and retail establishments to eat, shop, and gather. Annually, community members and tourists enjoy participating in events around town, such as the Carlton Crush Harvest Festival.





THE ORGANIZATION

The City of Carlton employs a council-manager form of government with the City Manager appointed by the seven-member City Council. The Mayor is elected at-large for a two-year term, and six Councilors elected by the city at-large for four-year terms. The City Manager is the city government's administrative head and is responsible for all city business administration. The City of Carlton departments include Administration/Finance, Police, and Public Works (including Municipal Water, Street, Stormwater, Parks, Sanitary Sewer, and Municipal Pool). The City employs 14 full-time employees, and its 2020-21 budget is approximately \$20.1 million.

THE POSITION

Under the direction and supervision of the Mayor and City Council, the City Manager serves as the chief administrative officer of the city government and is responsible for implementing the policies enacted by the Council. The City Manager assumes full leadership and accountability for all city operations, provides leadership and expert guidance, spearheads long-term planning efforts, and serves as a critical link between the policy-making and operational functions of the City.

THE IDEAL CANDIDATE

The ideal candidate possesses and has demonstrated the following attributes:

- **Strong leadership and management abilities** to provide clear direction, effectively manage multiple departments and initiatives, develop and inspire staff, and foster a professional, high functioning, and responsive organizational environment. An ability to help the organization envision, plan, and address long-term challenges is essential. Should value and practice teamwork, collaboration, transparency, inclusivity, and accountability with staff. Commitment to be supportive and protective of staff as their primary representative with the City Council and community. A personal style that is approachable, forthcoming, respectful, even-tempered, and with a good sense of humor.
- **Excellent communication skills** to effectively engage multiple audiences, including the City Council, staff, local government officials, businesses, community groups, and citizens. Commitment to accessibility, transparency, openness, and timeliness when communicating with all individuals or groups. Personal communication style that involves active listening and encourages two-way dialogue. Ability to communicate, verbally and written, with clarity, substance, and conciseness.
- **Ability to lead long-term planning and community development initiatives.** Experience with long-term planning for growth, community visioning, Oregon comprehensive planning, smart growth, and sustainability. An understanding and/or experience in Oregon land use law/processes will be needed to address city growth issues effectively. Demonstrated abilities and skills to develop and implement long-term community plans with transparency and inclusivity.
- **Strong public finance skills and experience** particularly with Oregon budget laws and requirements. Ability to take a comprehensive financial approach that looks to

address the City's long-term needs, and an ability to strategically integrate financial planning to the City's vision, goals, and policy direction.

- **Experience in infrastructure planning, maintenance, and funding** to lead City infrastructure projects currently underway or in planning, related to water and stormwater/ sewer, and streets. Ability to plan long-term infrastructure needs and funding and future facilities such as a new City Hall.
- **Commitment to community engagement as an individual and in conducting City business.** Be engaged, visible, and active in the community on an individual level. Be respectful of all perspectives, open-minded, a listener, and approachable by all citizens. Employ an even-handed approach to differing views and interests. Commitment to strengthen and expand the City's communication and engagement in city decision-making, and uphold the principles of transparency, inclusion, and public participation.

- **Ability to be transparent, accessible, inclusive, and work collaboratively with City Council on addressing policy issues.** Keep the Council fully informed of current and future issues facing the City. Maintain consistent, collaborative relationships with all Council members and engage in regular and open communication. Be actively aware of the City's operations and keep the Council updated in a timely manner on issues pertinent to their role as the governing body.
- **A genuine appreciation for the unique qualities that make Carlton a friendly, community-based town** including as a hub of Oregon's growing wine industry, an ongoing connection to the area's agricultural heritage, and a place where residents like to relax and gather at events. A desire and willingness to live in, or in very close proximity, to the city.
- **Ability to foster and maintain collaborative intergovernmental relationships** with state/local governments and other public service providers.



- **Thorough understanding of city government roles,** including an understanding of the Council-manager form of government and the proper roles of bodies and individuals within such governments. Ability to help ensure the City Council, staff, and advisory bodies are all operating effectively with each other and within their legally defined roles.

POLICY PRIORITIES

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

- **Long Term Planning for Growth**

In the context of a changing economic landscape and increasing City population, the next City Manager will need to address long-term planning to define how Carlton will manage future growth. As the City has grown, major land-use decisions have highlighted the need to provide greater definition and direction on how the City will manage future growth. The City Manager will help

facilitate this broader policy discussion, including a vision that incorporates the concepts of smart growth and sustainability. In addition, the City Manager will be expected to address related long-term planning initiatives such as Comprehensive Plan updates, rewriting the City's stormwater management plan, transportation plan, and development code.

- **Highway 47**

The next City Manager will be involved in ongoing discussions regarding the rerouting of Oregon State Highway 47 that currently runs through Carlton. The Oregon Department of Transportation (ODOT), which leads the project, has offered various rerouting options to the City to help mitigate truck traffic through downtown. Discussions on this issue have been delayed due to the pandemic and issues raised by community members. The next City Manager will be an essential participant as the City's staff representative working with the community, ODOT, City Council, and other stakeholders to help determine the best option for the City.

- **Infrastructure/Facility Projects**

Carlton is currently implementing a \$9 million water system improvement project to address long-standing transmission and reservoir issues. The next City Manager will be engaged in not only ensuring this project is completed, but to also facilitate future discussions on water supply. As the City grows, concerns about water supply will need to be addressed, including working with the neighboring jurisdictions on supply options and funding. The City Manager will be an integral participant in these issues and will be expected to take a leadership role for the City.

Since 2003, Carlton has been reviewing options to address a much needed multi-million-dollar reconstruction of City Hall. The project has involved numerous design iterations and funding has been a continual obstacle to moving forward. The City Manager will take this project on and help plan a path forward to address this facility need. The next steps in the process will need to build on past work and engage the community through transparency and involvement during the decision-making process.



RECRUITMENT PROCESS

Applications Due

Nov 23, 2020

Online Video Interviews

Week of Dec 7, 2020

Finalist Interviews

Week of Jan 11, 2021

The City of Carlton is an Equal Opportunity Employer.

To apply:

For additional details, application materials, and instructions on how to apply, visit www.jensen-strategies.com/recruitment/carlton-citymanager

Questions may be directed to:

Erik Jensen
Jensen Strategies, LLC
503-477-8312
erik@jensen-strategies.com



*Photos courtesy of
Vinbound Marketing*

Community Engagement

The City of Carlton recognizes the need to strengthen and expand its community engagement to increase transparency in decision-making. The City Manager will be expected to lead this initiative to increase the awareness and involvement of the citizens in the function of City government. It is expected the next City Manager will take a comprehensive approach to expanding community information sharing and engagement using available communication tools and venues.

EDUCATION/EXPERIENCE

A bachelor's degree in Public Administration, Planning, Political Science, or related field, and at least five years of upper-level local government management experience. Ten years' experience in upper-level government management may substitute for the bachelor's degree requirement. An advanced degree in Public Administration or related field and at least ten years of increasingly responsible experience, experience and/or training in Oregon land use and public finance is desired. In addition, a candidate with at least five years' experience serving in a city manager/administrator role is preferable.





CITY MANAGER
CITY OF NEWPORT, OREGON

CITY MANAGER

Salary \$150,000 - \$180,000 annually
Plus excellent benefits package



POPULATION

11,083

BUDGET

\$114 Million (FY 2023-2024)

FTE

164

CITY DEPARTMENTS

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

BENEFITS

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

COMMUNITY

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

THE COMMUNITY

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

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

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



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



THE ORGANIZATION

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

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

THE POSITION

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

THE IDEAL CANDIDATE

The ideal candidate possesses and has demonstrated the following attributes:

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

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

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



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

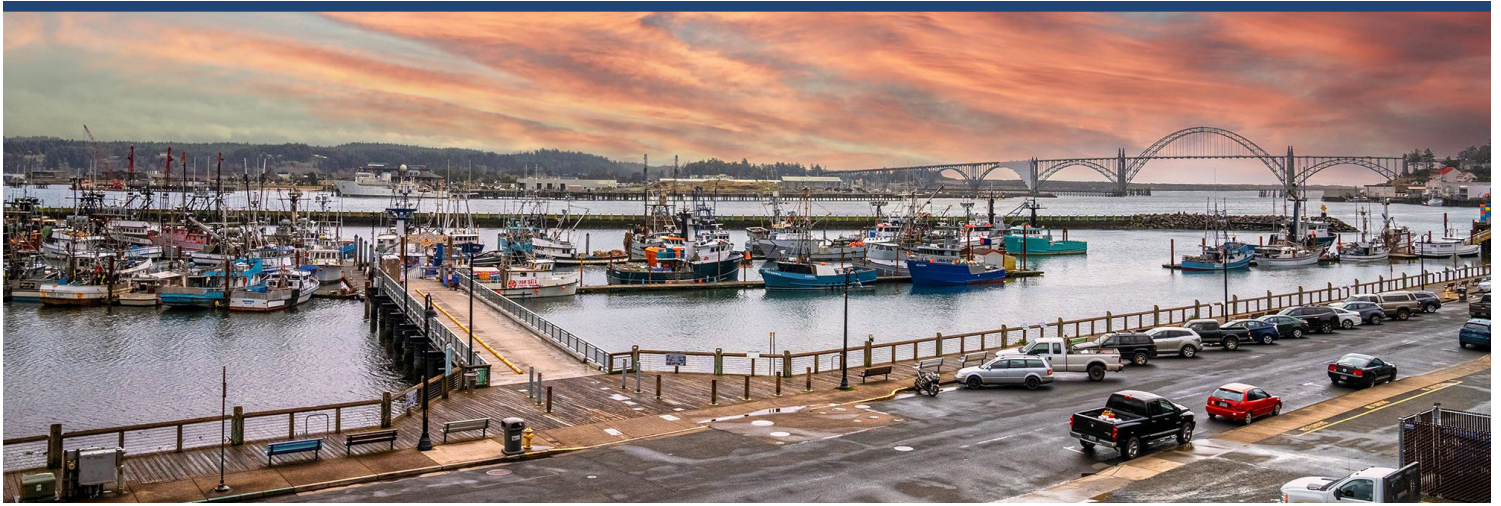
- **Demonstrated and excellent public finance proficiency** to maintain the City's high quality services, and fund major infrastructure and facilities projects, and ensure long-term sustainable resources. Municipal finance experience to support responsible management of taxpayer funds through strategic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

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

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



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



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

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

POLICY DIRECTIVES

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

Big Creek Dam Replacement Project

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

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

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

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

Wastewater Treatment Plant Replacement

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

Workforce Development & Workplace Culture

In recent years, the City of Newport has experienced staffing challenges related to retirements, departures to pursue new opportunities, competition with other employers, or inability of employees to find affordable housing options. These factors have resulted in a substantial number of key position vacancies which are

typically difficult to fill quickly as well as a potential loss of institutional knowledge. These positions currently include the City Engineer, Information Technology Director, Public Communications Director, and anticipated retirements of executive managers including the Fire and Police Chiefs. In response, the City has been working to develop and implement recruitment processes, succession planning, and workplace culture initiatives to promote retention of staff and sharing of institutional knowledge.

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

Urban Renewal

Northside Urban Renewal District - City Center Revitalization Project

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



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

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

South Beach Urban Renewal District

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

EDUCATION/EXPERIENCE

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

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



RECRUITMENT PROCESS

Applications Due

March 11, 2024

Semi-Finalist Online Video Interviews

Week of March 18, 2024

Finalist Interviews & Selection

April 16 - 19, 2024

Anticipated Start Date

July 8, 2024

For additional details, required application materials, and instructions on how to apply, please visit

www.jensenstrategies.com/recruitment/newportcitymanager

Questions may be directed to:

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



The City of Newport is an Equal Opportunity Employer.



JENSEN STRATEGIES

(503) 477-5615

1750 S Harbor Way,
Suite 350
Portland, OR
97201

www.jensenstrategies.com



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**Lane Council of Governments
(LCOG, LGPS)
Proposal**

From: [BARRICK Danica M](#)
To: [Rocio Vargas](#)
Cc: [WISTH Michael](#)
Subject: LGPS Executive Recruitment
Date: Thursday, May 2, 2024 9:50:00 AM
Attachments: [image001.jpg](#)
[FY24 Fee Schedule.pdf](#)

Rocio Vargas,

Thank you for reaching out! As a valued LGPS Member we would love to help you with your Executive Recruitment needs. I am adding information about our comprehensive Executive Recruiting services below. We can also offer flexibility using a more a la carte menu of what you need for your specific project.

After you review these, please let me know what questions you have and then I will set up a meeting with you to discuss your needs!

Here is the rundown:

Executive Recruitment Full Package

- Determine Project Parameters (with council or other hiring authority)
- Position Description Review, Recommendations
- Screening Tool Review, Recommendations (Application materials, interview questions, etc...)
- Job Sourcing (Job Posting Development & External Advertising Execution)
- Job Board Hosting (LCOG/LGPS Website)
- Application Tracking and Screening
- Interview Screening Round 1, Conduct Interviews & Make Recommendations
- Interview Screening Round 2, Logistical Coordination (Schedule finalists with hiring authority)
- Reference Checking
- Background Checks
- Prepare Offer Letter
- Do Not Exceed: We would have to visit with you and determine the full project parameters before providing a definitive do-not-exceed. What I can tell you is that recent Executive Recruitments have cost the entity around \$8500-\$11,500 depending on level of participation.
- We have not offered recruitment services outside of the executive level (Fiscal Director and above), but it is certainly something we could visit about.

I have also attached out Fee Schedule so you can have that on hand. I look forward to hearing from you and your team soon!

Thanks,

Danica Barrick

LGPS Coordinator

Lane Council of Governments | 859 Willamette Street, Suite 500 | Eugene, OR 97401

Ph: 541-682-3470 | F: 541-682-4099

www.lcog.org | Dbarrick@lcog.org

LCOG logo



Submitted on Wednesday, May 1, 2024 - 1:37pm

Submitted values are:

Name Rocio Vargas

Organization City of Dayton

City/State/Zip 416 Ferry St., Dayton, OR 97114

Phone 503-864-2221

Email rvargas@daytonoregon.gov

Which Services are Needed Human Resources

Please provide general information about your needs I need more information on your recruitment services.

Thank you.

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.



LOCAL GOVERNMENT
PERSONNEL SERVICES

2023-2024 LGPS FEE SCHEDULE

	LGPS MEMBER	NON-MEMBER
Arbitration / Hearing Representation	\$200	\$235
Labor Relations Consulting	\$200	\$235
Human Resources / Fiscal Consulting	\$147	\$179
Investigations / Background Checks	\$147	\$179
Mileage	IRS Rate	IRS Rate
Meals / Lodging / Parking	GSA Per Diem	GSA Per Diem
LGPS Website Job Posting (Flat Rate)		\$50

- Rates are per hour unless otherwise noted.
- Hourly consulting rates are in addition to any administrative support, DocuSign, copying, mileage, meals, & other reimbursable charge.
- Hourly travel time is half the normal hourly rate.

Your Resource for Labor Relations and HR Assistance

(541) 682-4283
www.lcog.org/lgps
asklgps@lcog.org

Eugene, OR 97401
859 Willamette St., Suite 500

**Mid-Willamette Valley Council of Governments
(MWVCOG)
Proposal**

MEMORANDUM

TO: Mayor and City Council
City of Dayton, Oregon

DATE: April 30, 2024

FROM: Scott Dadson
Executive Director
Mid-Willamette Valley Council of Governments

SUBJECT: City Administrator Recruitment – Process Overview

Hiring a City Administrator is one of the most important responsibilities a City Council has. The City Administrator can be the most pivotal employee in a city’s organization. They function as the critical link between the Council and staff. The Administrator assures that council policy becomes reality in day-to-day services and that those services are delivered effectively.

The optimal relationship between the Administrator and the Council, employees, and the community is different for each city, and it is important that the process used to select the City Administrator accurately reflect Dayton values, culture, and current needs. The Mid-Willamette Valley Council of Governments (COG) is pleased to present to the Council an outline of how the COG can assist the City in developing a thorough, well-defined process to select the best candidate possible to be your next City Administrator.

The COG uses the Hybrid Method as outlined in the International City Management Associations (ICMA) Recruitment Guidelines. As such, the COG works with the Council and staff to conduct the recruitment themselves and provides support for this. Specifically, the COG uses the ICMA guidelines found in their Hybrid Model ¹ by working with the governing body to facilitate the discussion, develop the Administrator profile, and determine the structure of the recruitment process; as well as helping to review résumés, conduct reference checks, and structure the interview process.

The purpose of this memo is to outline what such proposal would entail to include a proposed schedule, process, position profile (recruitment brochure), standards, and criteria and policy directives to be used by the Council in the selection of its next City Administrator. This memo is

¹ “In-House in Conjunction with Outside Party In the third alternative, the governing body can conduct the recruitment in-house and supplement the process, where necessary, with assistance from an executive search firm or another outside source, such as an the ICMA Range Rider. In some cases, the governing body may seek assistance at the beginning of the process to facilitate the discussion, develop the Manager profile, and determine the structure of the recruitment process. In other cases, local government officials may initiate the process in-house by developing the profile and advertising for the vacancy, and they may then use an outside source to help review résumés, conduct reference checks, and structure the interview process. This alternative may be most appropriate if cost is a concern; however, because it also presents opportunities for lapses in communication, the exact responsibilities of each party must be clarified in a written agreement.” ICMA Recruitment Guidelines

intended to give an outline of efforts for Council to better inform the public on the selection process itself. A draft agreement for services is also attached to this document for review and discussion purposes. While the COG will recommend best practices, the control and outcome determination of same is the City Council's.

The Rate Structures for Recruitments are based upon population of the Jurisdiction and the Rates for Recruitment Services FY 24-25 are as follows:

Population	Fee
1,001 to 5,000	\$10,900
Background Check Services	\$553/background check

The Contract for services is the General Contract for Services and is sent in a separate letter to this memo.

If the Council has any comments, questions, or concerns on this matter, we are prepared to engage in the discussion as you deliberate on this important matter for the City of Dayton. Please feel free to call on me as you review the attached materials.

The Key Elements of the Recruitment and Selection Process

There are several key elements of the Recruitment and Selection Process, and they are;

1. Development of the Administrator Profile - what do you want and need in the next Administrator.
2. How do you want to engage and or include the community in the Administrator Profile and in the process?
3. Determining the Compensation Schedule.
4. How do you want to reach potential candidates and, finally,
5. Reviewing the applicants, determining the Candidates to be interviewed, and selecting and negotiating with the final candidates.

The following sections are examples of the key elements that have been used by other member governments in the region and the COG and are meant to illustrate the elements noted above. The first of these is a draft schedule of what is a typical time frame for the Administrator/Administrator search process. All of this is subject to change based upon the Council's desires to engage such a process and the specifics therein:

Draft Schedule

	STEP	ESTIMATED TIME	COMPLETION
1	Council Develop recruitment process, standards and profile in work session,		
2	Holds public hearing, subsequently adopts process, standards and profile.		
3	Place Advertisement		
4	Closing Date	5 Weeks after advertisement	
5	Screen / Score Applications	One week after closing	
6	Council meets in Executive Session to Select up to five candidates for Background Check / Interviews and review interview questions and score sheets		
7	Obtain Candidate Release / Conduct Backgrounds and Reference Checks	3 – 4 weeks	
	7 A Alternate with Focus Groups and Community Participation		
8	Candidate Interviews: Community Open House on evening of [date] by Interviews in Executive Session the afternoon of [date]		

9	Council meets in Executive Session to deliberate on raking of candidates and delegation to negotiate.		
10	Council approves Employment Contract		
11	Start Date		

Advertising

The recommended advertising is to use known targeted groups and institutions, as well as a public posting for all who may be interested in the position. The COG recommends advertising in the following locations (Est pricing):

- League of Oregon Cities (LOC) Website (\$20)
- Association of Washington Cities Website (\$200)
- City of Dayton Website
- MWVCOG Website (no charge)
- ICMA (International City Administrators Association) Weekly Newsletter – 60 days
Prices are determined by job function, not word count: City Administrator - \$450 member/\$600 non-member
- National League of Cities - 30 days - \$250 member/\$350 non-member

Background Check Process

The background check process will involve a credit check (because this position has fiduciary responsibilities), a criminal history check, and reference checks to include a subordinate, peer, and supervisor. In conducting reference checks, the COG will endeavor to obtain names and interview others who know the candidate but is otherwise not listed in the candidate’s reference list.

Interview Panels

The Council has the option of a traditional process, of formal council led interviews conducted in executive session for the protection of the candidates and for council with initial screening of candidates and interviews conducted by the Council. The Administrator Profile, the timeline, the other components of the process are important but at the council level. The Council may also select other processes to include other options such as interview panels, both internal panels and outside or citizen panels. A final phase may include options such as panels consisting of: (1) the Council, (2) a Community/Partner panel, and (3) a Staff panel. The Community and Staff panel will select among its membership someone to provide a report to the City Council. The

Community/Partner panel and Staff panel will not rank candidates. Instead, the report will consist of a summary of each candidate's strengths and weaknesses as determined by a consensus of each panel.

How the council should choose to do this part of the process should be clear and upfront for the benefit of both council and candidates.

Open House

Prior to the final interviews, the city may opt to host an Open House where the public will be able to meet with the candidates. Depending on the timing, COVID restrictions may require a creative substitution for the Open House utilizing Zoom or another virtual event platform.

Administrator Profile Development

One of the most important parts of the process is the development of an Administrator/Administrator Profile. The COG work with the Council on the Evaluation Process to include the Evaluation Criteria to be used in the search and selection process.

The following is a sample of what the criteria may be. It should be noted that this sample is jurisdiction and council specific and serves as an example only for discussion purposes:

Candidates will be evaluated on the following:

- **ADMINISTRATIVE ABILITY – STAFF RELATIONS** – Must be able to prioritize effectively, be pro-active and open to ideas, suggestion and constructive criticism from citizens, City Council, and staff. Must be highly ethical and of unquestioned integrity and be able to lead by example. In working with staff, needs to be an effective supervisor who is able to establish clear expectations, provide productive feedback and foster an atmosphere of teamwork and collaboration.
- **COUNCIL RELATIONS** – Expected to actively provide on-going regular communication to the Council on the needs, affairs and activities of the City and be able to provide the Council with the necessary information to be able to make informed decisions. Needs to be accountable to the Council for their time and be able to carry out the intentions and directions of the Council in a positive manner.
- **PUBLIC/COMMUNITY RELATIONS** – Must be involved with the community and committed to building on Dayton's sense of community. Must be able to recognize and value diverse points of view, understand multicultural environments and be able to work effectively with the entire community. Must have a strong commitment to providing excellent customer service. Must understand small town politics.

- **ETHICS AND PUBLIC SERVICE** – Knowledge of professional and ethical standards for a chief executive officer of a municipal government. Must be able to define public service and provide examples or lessons learned.
- **VERBAL COMMUNICATION** – Ability to convey information and ideas accurately. Delivery should be smooth and fluent. Uses appropriate grammar, vocabulary, sentence structure, etc. Includes listening, understanding, responding appropriately and the use of gestures, eye contact, etc., to enhance the communication. Presents self in a positive manner.
- **INTERPERSONAL SKILLS** – Ability to deal with people in a tactful, diplomatic, and polite manner. Interacts with others in a way that demonstrates sensitivity to their needs and motives and does not arouse antagonism or negative feelings. Perceives the impact of their behavior upon others and adjust accordingly. Has a genuine interest in and empathy for people. Treats individuals in a fair, consistent, and impartial manner. Ability to deal effectively with potential conflict.
- **TECHNICAL KNOWLEDGE** – Responses reflect appropriate knowledge of the principles, policies, and procedures of municipal government, including the Council-Administrator form. Demonstrates awareness of the roles and responsibilities of the Council and Administrator. Has a strong background in financial management, public works project financing and management, and budgeting.

Veterans Preference

The City will apply a scoring methodology for veteran's preference that will apply at every stage of elimination. In addition, pursuant to Oregon law, veteran candidates with transferrable skills will be granted an automatic interview. A "transferable skill" is a skill that a veteran has obtained through military education or experience that substantially relates, directly or indirectly, to the civil service position for which the veteran is applying.



ABOUT MID-WILLAMETTE VALLEY COUNCIL OF GOVERNMENTS

The Mid-Willamette Valley Council of Governments is a voluntary association of over 40 local governments. Members include Marion, Polk, and Yamhill counties, 32 cities, 7 special districts, and the Confederated Tribes of the Grand Ronde.

MISSION

Our ongoing mission includes:

- Expanding interaction and improving dialogue among local units of government
- “Convenorship” – enhancing collective awareness of major regional issues through seminars and workshops
- Coordinating regional planning and development activities
- Providing technical assistance and local services tailored to individual needs of member governments.

GOVERNMENT

The Mid-Willamette Valley Council of Governments operates under Oregon Revised Statute 190 however; the charter has enumerated powers, so we do not have all the same powers granted to municipal corporations by State statutes. Enumerated powers limit the Board’s power to the powers expressly listed in the ORS 190 Agreement. This affects the power to issue debt, levy taxes, as well as other Board’s decisions and daily operations.

Mid-Willamette Valley Council of Governments is governed by a representational Board comprised of an appointed Chair and 19 Board members. The Board exercises policy-making and legislative authority and is responsible for COG legislation, adopting the budget, appointing committees, and hiring the Executive Director.

The Executive Director and staff are responsible for carrying out the day-to-day operations of the COG.

The COG’s fiscal year begins July 1 and ends June 30. Current information about services and projects can be found at the website www.mwvcog.org

MEMBER SERVICES

The Council of Governments provides services to our members. At the core of MWVCOG programs are: Promoting regional collaboration, cooperation and dialogue among local units of government; Enhancing collective awareness of major regional issues, projects and activities through newsletters, meetings, seminars and workshops; Providing staff support, technical assistance and local services tailored to the individual needs of Mid-Willamette Valley Council of Government member jurisdictions.

ADMINISTRATIVE SERVICES

COG provides a variety of services to support the elected leadership and central office functions. These include facilitation, recruitments, finance and accounting, and legal services.

Facilitation

Facilitation services are available for elected leadership as well as department level efforts. Services include council goal-setting sessions, community visioning, and strategic planning.

Recruitment Services

COG staff are available to provide recruitment services for city managers and administrators including;

- Develop a recruitment timeline based on the Council's decisions regarding the placement of advertisements and the associated deadlines; the process that the Council determines is appropriate, Council availability, etc.
- Meet with Council to draft a position profile.
- Draft and place the position advertisements.
- Receive applications and send acknowledgment letters to all applicants. Screen applications
- Respond to inquiries from candidates during the recruitment process.
- Perform background/reference checks on finalist(s) chosen by the Council.
- Work with the Council in designing the interview process and questions.
- Facilitate the interview process.
- Send out regret letters to unsuccessful candidates at appropriate times.
- Assist in negotiating an employment agreement. MEMBER is responsible for having its legal counsel prepare or review any proposed employment contract with the person being hired as MEMBER Manager.

Legal Services

COG provides experienced local government attorneys to provide legal services. Services include:

- Legal consultation and navigation services to assist with answering day-to-day questions such as conduct of a public meeting, public records, or the interpretation of a code or legal requirement.
- Review and drafting of contracts, intergovernmental agreements, and other documents and legal instruments.
- Drafting or resolutions, ordinances, and updates of municipal code sections as requested by CITY.
- Attendance at CITY meetings as requested by CITY and coordinated with the designated attorney.
- Attendance at meetings requiring legal representation either accompanying one or more CITY representatives or as the designated CITY legal representative.
- Training of CITY personnel, elected, and appointed officials on legal issues.
- Hearings Officer.
- Other legal services as requested by CITY, but does not include, litigation, bond counsel, personnel and labor negotiations, city prosecutor, or other specialized attorney services beyond agreed upon general legal representation.

Fiscal and Budget Administration Services

COG finance staff provide services to members for budgeting, accounting, payroll administration, financial reporting, cash management, insurance, investment oversight, fiscal records management, property management, analyses, and audit support.

TRANSPORTATION PLANNING AND GIS SERVICES

MWVCOG provides administrative services and staffing for the Metropolitan Planning Organization (MPO) responsible for transportation planning in the Salem-Keizer-Turner metropolitan planning area. Policy direction for the MPO program is provided by the Salem Keizer Area Transportation Study Policy Committee (SKATS). Participants in SKATS are: City of Salem, City of Keizer, City of Turner, Marion County, Polk County, School District 24J, Salem Area Mass Transit District, and Oregon Department of Transportation (ODOT). SKATS is responsible for the adoption and maintenance of the SKATS Metropolitan Transportation Plan (MTP), the SKATS Transportation Improvement Program (TIP), development of the regional travel demand model, and coordination and technical assistance for regional transportation studies in the SKATS boundary.

COG's Safe Routes to School program serves the Salem Keizer School district area using funding from transportation grants from ODOT the SKATS TIP, and matching funds from the Salem Keizer School District.

COG provides support and assistance to the Mid-Willamette Area Commission on Transportation (MWACT) to facilitate discussion and develop consensus on transportation issues throughout the three county-area.

GIS Services

COG's GIS (Geographic Information System) services include specialized mapping and analysis, online web map and application development, mapping support to land use planning, census data analysis, and assisting members in establishing or expanding the use of GIS in their agencies. Ongoing projects include development and maintenance of online web map applications for Yamhill County Planning and the cities of Sheridan, Dundee, and Turner, mobile data collection application development for Yamhill County Public works and the Marion Soil and Water Conservation District, attendance boundary maintenance for the Salem-Keizer School District, quarterly building permit reports for the greater Salem-Keizer area, and production and maintenance of zoning, comp plan, address, natural resources, and other maps for member cities. Specific services include:

- Web map application development/hosting
- Planning, transportation, natural resources, demographic, utility, and many other types of mapping
- Advanced geographic processes and analyses
- Online surveys
- Mobile data collection application development
- Utility CAD data conversion
- Public participation tools, such as online public comment maps
- Story Maps
- Arc HUB sites
- Custom data analysis

COMMUNITY AND ECONOMIC DEVELOPMENT SERVICES

Community and economic development services include land use planning, grant writing and administration, housing rehabilitation program management, small business lending, and economic development planning and activities.

Land Use Planning

MWVCOG provides professional planners for land use planning services for current and long-range planning including code updates, UGB expansion, and related analysis. Planning staff:

- Analyzes and evaluates land use applications, development proposals and building permits; prepares appropriate public notices; evaluates data; interprets applicable laws, codes, and ordinances, and makes appropriate recommendations; coordinates reviews and negotiations with other City departments.
- Identifies and resolves critical issues affecting the feasibility and success of various development proposals and land use applications.
- Answers questions and provides information to the public on land use, sign, and public nuisance regulations; investigates complaints and recommends corrective action as necessary to resolve concerns regarding the City's land use code.
- Prepares staff reports for the City Council and Planning Commission, Hearings Official, and other committees and advisory boards; makes presentations as required.
- Participates in pre-application conferences with project teams.
- Confers with and advises engineers, surveyors, developers, architects, attorneys, landscape architects and the public regarding City development requirements and planning policies and standards; coordinates City's response on land use applications, zoning, and other planning related matters; negotiates and resolves related conflicts that arise.
- Serves as project manager or staff team member on complex land use applications and studies.
- Conducts plan review on residential, multifamily, and commercial plans for zoning development standards, such as building design, setbacks, bicycle and motor vehicle parking, and landscaping.
- Develops informational materials to provide information to the public regarding land use standards and procedures related to the City's land use code, plans, and other standards.
- May research and draft ordinances to amend the zoning and other land use development ordinances; may evaluate amendments to the comprehensive plan or neighborhood plans.
- May make presentations regarding general planning issues, or specialized planning policies and procedures to neighborhood groups, educational, civic, and professional organizations.

Grants Administration

MWVCOG grant administration staff monitors, identifies and notifies member governments of grant and other opportunities; writes and administers grants including environmental reviews and wage monitoring; and completes reports to comply with grant requirements. These services include helping in insuring future eligibility for state and federal grants and loans by helping members with regulatory compliance in managing projects.

Housing Rehabilitation Services

COG provides specialized assistance to members with management and administration of housing rehabilitation programs and funds. Via the HUD Community Development Block Grant (CDBG) Program, these funds provide loans or grants to low and moderate-income homeowners for home

repairs and often require extensive regulatory compliance and specialized management on the part of funded cities. Due to regulatory changes, it is advantageous for many cities to assign these CDBG funds to Valley Development Initiatives, a regional non-profit corporation, for long term management. MWVCOG provides staff services to Valley Development Initiatives (VDI) under contract.

Economic Development

MWVCOG coordinates and provides staff support to the activities of the Mid-Willamette Valley Community Development Partnership, an advisory Board chartered by the MWVCOG consisting of 29 members made up of both local government elected officials and private sector representatives. The Partnership provides policy direction for the regional economic development planning program. This program is supported by federal funds (EDA) and MWVCOG and Economic Development District dues.

With EDA assistance, MWVCOG provides economic development services such as urban renewal planning projects, mapping, infrastructure and employment land inventories, participation in regional economic development activities and meetings, and continued services as the Economic Development District to ensure eligibility for EDA funding and opportunities.

Fiduciary Funds

COG offers fiscal agent services for members. For example, COG provides fiscal agent services under an agreement with the Marion Cultural Development Corporation. Donations are received and held pending disbursement instructions from the corporation.

BUSINESS LENDING AND REVOLVING LOAN FUND SERVICES

Revolving Loan Fund Administration

COG staff provide revolving loan fund administration services for members.

Business Lending

MWVCOG operates a regional loan program to help finance business facilities. This Revolving Loan Fund (RLF) program was capitalized by grants from the U.S. Economic Development Administration (EDA), member governments and the Regional Investment Program.

MWVCOG entered into intermediary relationships with the United States Department of Agriculture (USDA), the Oregon Business Development Corporation, CCD Business Development Corporation, and Business Oregon to provide loan packaging services.

Under contract with Valley Development Initiatives, MWVCOG provides staff support and fiscal services to administer an Intermediary Relending Program from the USDA Rural Business Development Loan Program and the SBA Intermediary Lending Pilot (ILP) Program.

Valley Development Initiatives applied to the U.S. Small Business Administration to become a Community Advantage lender under the SBA 7a guaranty loan program. With this program Valley Development Initiatives can lend to eligible borrowers and receive an SBA guaranty for a portion of the loan, then selling the guaranteed portion to secondary market pools, receiving a premium on the sale, servicing income and income generated from the non-guaranteed portion of each loan. The Community Advantage program targets businesses that cannot find financing elsewhere but are creditworthy.

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Proposal
for
**City Manager
Recruitment Services**



Leadership is Key to the Sustainability of Any Organization

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

Finding great leaders is what we do!



Executive Recruitment

Interim Staffing. Application Software. Job Board.

STATEMENT OF QUALIFICATIONS

ABOUT PROTHMAN

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

OUR EXPERTISE

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

Recruitment Knowledge and Experience: The Prothman team has conducted over 950 recruitments and interim placements. We have read and screened over 16,000 resumes, and we have personally interviewed over 8,000 semifinalist candidates. We know how to read between the lines, filter the fluff, and drill down to the qualities and experiences required to be a good manager.

OUTREACH EXPERTS

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

OUR PROVEN PROCESS

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

OUR GUARANTEE

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

CONTACT INFORMATION

Owner/CEO: Sonja Prothman - sonja@prothman.com, 206.368.0050
371 NE Gilman Blvd., Suite 310, Issaquah, WA 98027
www.prothman.com

Submittal Date: May 2, 2024

STATEMENT OF QUALIFICATIONS - PROJECT TEAM

Steve Worthington - Project Lead

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

Cliff Moore - Project Support

Cliff Moore joins Prothman after a 30-year career in public service. Cliff's background includes service as the County Manager of Thurston County, WA, and City Manager of Yakima, WA. Cliff also served as Director of the Planning and Land Use Department in Thurston County and held senior administrative positions at Washington State University in Pullman and executive leadership positions at the university's extension offices in both Jefferson and Thurston Counties. Prior to his years of public service, Cliff worked abroad as a Peace Corps volunteer in Togo, West Africa; he was Assistant Country Director for the CARE mission in Honduras; and he was the Director of the US Refugee Resettlement Office in Khartoum, Sudan. Cliff received his master's degree from the University of San Francisco, and he is fluent in Spanish.

Sonja Prothman - Project Support

As owner and CEO, Sonja directs the day-to-day operations of the Prothman Company and has over 20 years of experience in local government recruiting, interim placements, and organizational assessments. Sonja is a former councilmember for the City of Normandy Park, Washington, and brings to Prothman the "elected official" side of government – a vital perspective for understanding our clients' needs. Sonja also brings private sector expertise, having worked with the Boeing Company where she was on the start-up team as lead negotiator for schedules and deliverables for the first 777 composite empennage. A Seattle native, Sonja earned a bachelor's degree in communications from the University of Washington.

Barry Gaskins - Project Support

Barry has been a key member of the Prothman team for 19 years and is responsible for office and candidate management. His attention to detail and understanding of timeliness to the customer and candidates is remarkable. Barry works with the lead consultant in following through with scheduling interviews, arranging candidate travel, managing candidate application packets, and assembly of candidate information to give to the client. Barry came to us from the Bill & Melinda Gates Foundation where he served as a Program Assistant for four years in the US Library Program. Barry earned his bachelor's degree from California State University.

Jared Eckhardt - Project Support

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

AVAILABILITY, COMMUNICATION & SCHEDULE

We are ready to start when you are!

One of our first tasks will be to coordinate and commit to a schedule. Then, we protect your dates on a master schedule to assure we never miss a commitment. We provide you with our cell phone numbers so that you have direct access to your lead consultant and support staff, and we will communicate and update you as often as you desire. Our recruitment takes approximately 10-14 weeks to complete, depending on the scope and direction from the client.

PROPOSED TIMELINE

Blue highlighted / bolded events represent meetings with the client.

Date	Topic
Weeks of May 6 & 13, 2024	Travel to Dayton or meet via Zoom/Teams for stakeholder interviews. Gather information for position profile and send profile for review.
May 20, 2024	Post Profile and Start Advertising and Outreach
May 28, 2024	Send Direct Mail
June 23, 2024	Application Closing Date
Weeks of June 24 & July 1, 2024	Prothman screens applications & interviews top 6 - 12 candidates
Week of July 8 - 12, 2024	Travel to Dayton for Work Session to review semifinalists and pick finalists, and design final interviews
Week of July 22 - 26, 2024	Travel to Dayton for Final Interview Process

References

Clackamas County, OR – County Counsel (*just completed*)

Contact: Jared Haddock, Recruitment Manager

jhaddock@clackamas.us, 503.742.5485

Jefferson County, OR – Community Development Director (*in progress*), **Finance Director** (*in progress*), **HR Director, Building & Grounds Director, Health Director, Public Works Dir.**

Contact: Jeff Rasmussen, County Administrative Officer

jeff.rasmussen@co.jefferson.or.us, 541.475.2449

City of Milton-Freewater, OR – City Manager (*just completed*)

Contact: Linda Hall, City Manager

linda.hall@milton-freewater-or.gov, 541.938.8242

EXECUTIVE SUMMARY

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

Some of our Executive Management Recruitments – In Progress

Community Development Director – Jefferson County, OR; Finance Director – Jefferson County, OR; Fire Chief – Wellington Fire Protection District, CO; Chief Executive Officer – Ben Franklin Transit, WA; Executive Director – Port of Orcas, WA; Executive Director – MACECOM, WA; Chief Executive Officer – Kelso Longview Chamber of Commerce, WA; Executive Director – Mason County Economic Development Council, WA; Executive Director – Port of Moses Lake, WA; Executive Director – Spokane Arts, WA; City Manager – City of Chehalis, WA; City Manager – City of Centralia, WA; City Manager – City of Brookings, OR; Public Works Director – City of Burien, WA; Public Works Director – City of Pasco, WA; Leasing Administrator – Port of Skagit, WA; City Engineer – City of Liberty Lake, WA; Public Works Director – City of Liberty Lake, WA.

PROPOSED SCOPE OF WORK

1. Develop a Tailored Recruitment Strategy

Project Review

The first step will be to:

- ◆ Review the scope of work and project schedule

Information Gathering and Research (*Soliciting Input*)

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

- ◆ Meet with the City Council
- ◆ Meet with Department Directors
- ◆ Meet with other Staff, as directed
- ◆ Meet with other Stakeholders, as directed
- ◆ Review all documents related to the position

Position Profile Development (*Identifying the Ideal Candidate*)

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

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

2. Identify, Target, and Recruit Viable Candidates

Outreach and Advertising Strategy (*Locating Qualified Candidates*)

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

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

3. Conduct Preliminary Screening

Candidate Screening (*Narrowing the Field*)

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

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

Candidate Presentation (*Choosing the Finalists*)

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

We will travel to Dayton or meet via Zoom/Teams and advise you of the candidates meeting the qualifications, our knowledge of them, and their strengths and weaknesses relative to fit within your organization. We will give you our recommendations and then work with you to identify the top 3 to 6 candidates to invite to the final interviews.

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

4. Prepare Materials and Process for Final Interviews

Final Interview Process (*Selecting the Right Candidate*)

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

- ◆ **Elements of the Design Process Include:**
 - Deciding on the Structure of the Interviews
 - Deciding on an Evening Reception
 - Deciding on Candidate Travel Expenses
- ◆ **Background Checks**

Background checks include the following:

 - References
 - Education Verification, Criminal History, Driving Record and Sex Offender Check
- ◆ **Candidate Travel Coordination**

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

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

We will travel to Dayton and facilitate the interviews. The interview process usually begins with a morning briefing where the schedule and process will be discussed with all those involved in the interviews. Each candidate will then go through a series of one-hour interview sessions, with an hour break for lunch.
- ◆ **Candidate Evaluation Session:** After the interviews are complete, we will facilitate the evaluation process, help the decision makers come to consensus, discuss next steps, and organize any additional candidate referencing or interview sessions if needed.
- ◆ **Facilitate Employment Agreement:** Once the top candidate has been selected, we offer any assistance needed in developing a letter of offer and negotiating terms of the employment agreement.

5. Warranty

Repeat the Recruitment

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

6. Guarantee

Replacement Recruitment

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

FEE & EXPENSES

Professional Fee

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

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

Expenses

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

- Trade journal, LinkedIn, and associated website advertising (approx. \$1,600 - \$2,100)
- Direct mail announcements (\$1,900)
- Consultant travel: Mileage at IRS rate, travel time at \$45 per hour, lodging if needed (\$650 - \$850 per trip)
- Interview Packets and Shipping: (approx. \$250 - \$600)
- Background checks performed by Sterling (approx. \$170 per candidate)

Other Expenses

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

Cancellation

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

Equal Opportunity

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

EXAMPLE OF POSITION PROFILE



Oregon

CITY MANAGER

\$150,000 - \$160,000

Apply by

April 21, 2024

(First Review, Open Until Filled.)

PROTHMAN



THE COMMUNITY

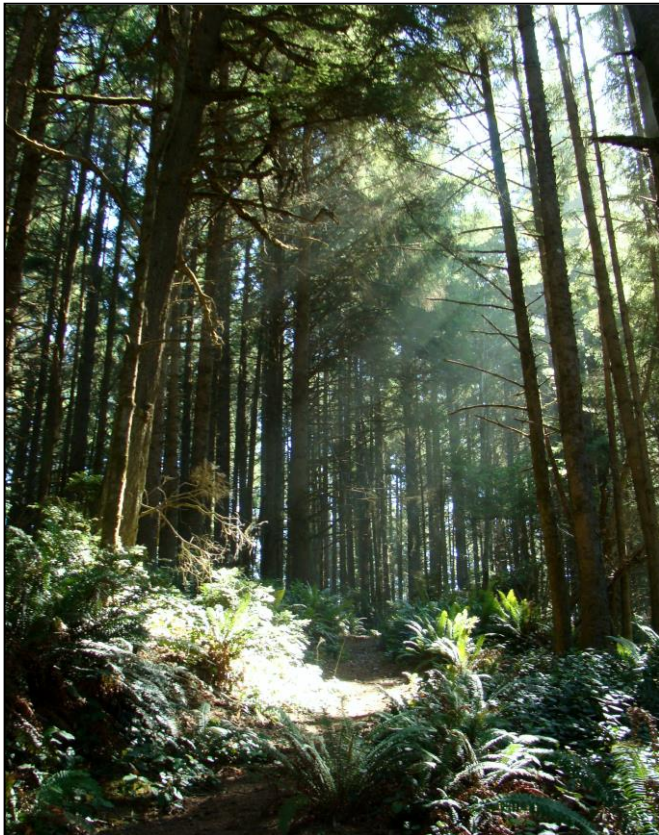


The City of Brookings is located along the Wild Rivers Coast, boasts some of the warmest temperatures on the coastline, and is known for its stunning natural beauty, and welcoming community.

Brookings is bordered by the vibrant blue Pacific Ocean to the west, the fir covered Coastal Range Mountains to the east, the meandering Chetco River to the south, and winding scenic vistas to the north. In spite of the rain, and the marine layer (aka "fog"), Brookings gets plenty of sunshine and typically averages 191 days of sunshine per year.

The community was originally established in 1913 by John E. Brookings. One of the first things John Brookings did when he relocated was to hire renowned architect, Bernard Maybeck, to lay out the street design for the core area of the City.

Brookings originally thrived on the lumber and commercial and sports fishing industries. Lily bulb farming was introduced in the 1920's, and the region still produces 95% of Easter lily bulbs grown in the world.



Today, Brookings serves as the commercial and service hub of the Wild Rivers Coast. The City is the largest in Curry County with a population of just over 6,800, and boasts a tight-knit community with a high quality of life. Although Brookings is small, the City has a charming downtown with several restaurants, quaint shops, and a cinema. The City also has a range of local events, festivals, and markets that foster a sense of community and belonging. The community's emphasis on safety, education, and healthcare contributes to its appeal as a place to live.

Outdoor recreational activities are plentiful, and include kayaking, canoeing, rafting, and fishing on the region's numerous rivers which exit into the Pacific Ocean. The region also offers hiking on an extensive network of trails, biking, windsurfing, golfing, jet-boating, and exploring the beaches of the Pacific Ocean. From Port Orford to Brookings, Highway 101, known as the Pacific Coast Scenic Highway, hugs some of the most stunning and rugged coastline in Oregon, lined with dramatic sea stacks and rock formations.

Other notable natural attractions include the Samuel H. Boardman State Scenic Corridor, with its stunning ocean views and several viewpoints worth exploring, Redwoods immediately south, and the Chetco River, known for its excellent salmon and steelhead fishing. Residents and visitors can also explore low tide at beautiful Harris Beach State Park, where large rocky areas become perfect for tide pooling.



THE CITY

The City of Brookings has a non-partisan Council-Manager form of government. Its members, a mayor and four councilors, are elected at large and serve in a volunteer capacity. The City Council also serves as the City's Urban Renewal Agency, and sits on the Budget Committee. The Mayor serves a two year term, and Councilors serve four-year staggered terms.

The City operates on a 2023/2024 budget of \$63.1 million with 49 full-time employees supplemented by seasonal parks and pool staff. The City's Management Team consists of the Public Safety Director, Police Lieutenant, Public Works Director, Deputy Public Works Director, and Finance Director. Each member of the Management Team has at least 12 years of longevity with the City, with a combined total of nearly 90 years of experience at the City. Services provided include police, 911, fire, water, sewer, streets, parks, planning, building safety, golf course, beach access, redevelopment, municipal court, tourism promotion and a general aviation airport. Brookings also serves as the only 24/7 law enforcement in the County and has a volunteer Fire Department which includes two full-time firefighters.



THE POSITION

Under the direction of the City Council, the City Manager serves as the chief administrative officer of the City and has control and general supervision over all City employees and all appointed City officers unless specifically excluded. The City Manager also serves as the Executive Director of the Urban Renewal Agency and may serve as the City Recorder.

The City Manager exercises the highest degree of professional courtesy in contacts with the public, City staff, and all elected and appointed officials. The City Manager is responsible for providing oversight of the City's public services; advising and making recommendations to the City Council on current and future fiscal policy, staffing, and program needs; ensuring conformance by City staff to adopted City policy; and providing oversight of the development and implementation of the City's approved budget and financial plan.

For a full job description, please view the attachment found [here](#).

OPPORTUNITIES & PRIORITIES

Community Relations

Brookings is a close-knit community and the City Manager is always in the public eye. Therefore, the position requires someone who maintains the highest standards of ethics and integrity and enjoys interacting with members of the community. Accessibility to the public and an open communication style are essential. It will be important to continue to welcome community volunteers, and to motivate citizens to become more involved with the City. The City Manager must reside within the Urban Growth Boundary and will be the primary contact for the local news media.

Council Relations

The City Council would like the City Manager to be an idea generator; someone who has an innovative vision for the City and is able to translate that vision to the elected councilors. The Council also expects loyalty and a mutual relationship of trust with the City Manager, and a commitment to fully carrying out the final decisions of the Council. It is critical that the Council and the City Manager work together in an open, collegial manner to provide leadership to the staff and citizens of the City.



Intergovernmental Relations

In addition to the usual complement of intergovernmental relationships, Brookings also works closely with the Harbor PUD, the Port District, Curry County, and representatives of the state legislative delegation. Because business development is a priority for the City, there are federal and state agency relationships that need to be maintained and cultivated. Other issues involving multi-jurisdictional issues include land use/UGB challenges and infrastructure development.

Innovations

The City Manager should be someone who understands how to effectively use the tools of urban renewal districts, annexation, growth management and infrastructure project management. There is a need for long-range strategic planning. Upcoming projects include development of the Lone Ranch property, Wastewater and Water Collections USDA improvements, and ongoing infrastructure improvement projects. Brookings is in need of an organized plan for business recruitment and development. A “seasoned professional” may be the kind of person who has the most experience with these issues in helping guide the future success of Brookings.



EDUCATION & EXPERIENCE

- A bachelor’s degree in public administration, public policy, business administration, planning or a related field is desired. A master’s degree in a related field is preferred.
- Ten years of progressively responsible public or business management experience affording knowledge of local and state laws.
- The ideal candidate will have a minimum of five years of experience as a City Manager in a similar or larger sized community. An applicant with experience as a department head in a municipal government setting may also be considered.
- Oregon local government experience is desired.
- An emphasis or internship in community development is a plus.

THE IDEAL CANDIDATE

Administrative Skills

The City Manager needs to be well organized, able to prioritize tasks and manage multiple projects simultaneously, and possess excellent communication skills. The selected City Manager will need to recognize that Brookings is a small but rapidly growing City, and there are times when delegation is appropriate, and times when it is appropriate to roll up your sleeves, get directly involved, and be willing to pitch in. The City is seeking a problem-solver who is able to analyze situations and make wise decisions. The City Manager must have high ethical standards, recognizing that as a City executive he or she is held to the highest standard. The ideal candidate will serve using a servant leadership philosophy. This person will be honest, show integrity, trustworthiness, accountability, and transparency.

Labor Relations/Personnel

The City Manager is expected to be a team player and a team builder with the rest of the City staff, and to serve as an advocate for staff interests to the City Council. This person needs to be able to communicate effectively and be a motivator, leading by example. When necessary, the City Manager needs to be able to clearly identify and resolve problems quickly and fairly, while also relying on the knowledge and experience of the Department Directors. With two labor unions in the City, the City Manager must have experience in contract negotiations.

Budget/Finance

The City Manager needs to have a solid understanding of public finance, particularly with awareness of Oregon's unique revenue limitations. The selected candidate will need to work collaboratively with the Finance Director in the preparation of the City budget. A working knowledge of financial forecasting and the ability to clearly communicate budget information to the public is essential.

Tourism

The incoming City Manager will need to understand how to maximize current tourism inflows, coastal urban culture, and creating opportunity for Brookings without jeopardizing the quality-of-life Brookings currently enjoys.

**COMPENSATION & BENEFITS**

- **\$150,000 - \$160,000 DOQ**
- **Medical, Dental, and Vision Insurance Plans with HSA**
- **Life Insurance**
- **Oregon PERS:** City pays employee and employer share.
- **Vacation:** Negotiable
- **Sick Pay:** 8 hours of sick pay per month.
- **Holidays:** New Year's Day, Martin Luther King Day, President's Day, Memorial Day, Independence Day, Labor Day, Veterans Day, Thanksgiving Day and the day after Thanksgiving, and Christmas Day.
- **Other Benefits:** Negotiable relocation/housing allowance, cell phone stipend, automobile stipend, contribution to retirement account.

To learn more about the
City of Brookings, please visit:

www.brookings.or.us

The City of Brookings is an Equal Opportunity Employer. All qualified candidates are strongly encouraged to apply by **April 21, 2024** (applications reviewed as submitted, open until filled). Applications, resumes, cover letters, and supplemental questions will only be accepted electronically. To **apply online**, go to www.prothman.com and click on "**Open Recruitments**", select "**City of Brookings, OR – City Manager**", and click "**Apply Online**", or click [here](#). Resumes, cover letters and supplemental questions can be uploaded once you have logged in. If you are a veteran and wish to request veterans' preference credit, please indicate that in your cover letter, and complete and submit the veterans' preference form posted on the Prothman website as instructed on the form.



www.prothman.com

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

EXAMPLE OF INVITE LETTER



Since 1889
OREGON

CITY MANAGER

\$150,000 - \$160,000

Plus Excellent Benefits

Apply by:

February 4, 2024

(Open Until Filled)

Apply at www.prothman.com

Dear Colleague,

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

Thank you for your consideration and help!

PROTHMAN



THE COMMUNITY



Located in the picturesque gateway to the Blue Mountain range, the City of Milton-Freewater, is home to a population of 7,421 and is

known as a vibrant and diverse community where the rustic charm of rural life meets a rich tapestry of cultural and recreational activities. The community boasts a varied landscape, offering residents and visitors an array of outdoor activities including both downhill and cross-country skiing opportunities, hundreds of miles of snowmobiling and ATV trails, kayaking, horseback riding, hiking, fishing, and hunting. The city is also located within the Rocks District; an internationally renowned and critically acclaimed wine AVA. This region is a magnet for tourists, drawing increasing numbers each year to explore over 100 wineries and tasting rooms in the valley. Overall, the city exudes a relaxed "country" vibe, where pick-up trucks towing horse trailers coexist with luxury cars on wine release weekends.

The community is known for its friendly and quiet residents who welcome newcomers with open arms. Milton-Freewater is proud of its agricultural roots, and has a robust economy primarily based on farming. The major crops include apples, wheat, wine grapes, and alfalfa hay, reflecting the diverse population of which approximately 43.5% are Hispanic citizens. The city's top employers span a range of sectors, from government and school districts to service, medical facilities, and agriculture-based industries. The city has an excellent school system that includes a state-of-the-art elementary school and is conveniently located within 20 miles of two community colleges and 10 miles from two major universities – Walla Walla University and Whitman College.

THE CITY

The City of Milton-Freewater was chartered in 1950, when voters from two abutting towns (Milton and Freewater) voted to merge the two cities. The City operates under a Manager/Council form of government, and has enjoyed a stable, high functioning, and ethical City Council for decades. The majority of the council members have been serving in their role for over 20 years. Milton-Freewater is a "full service" city with electric, sewer (both industrial as well as treated), water, solid waste, recycling, and a library.



The City currently employs 65 FTEs and operates on a budget of \$63.7 million, which includes \$10 million of staff garnered grant monies for various programs and services to the citizens.

The City offers over 60 acres of parks, a seasonal aquatic center, 18-hole year-round golf course, foot golf, splash pads, walking trails, frisbee golf course, skate park and many other recreational opportunities. The City is also responsible for a large city-owned landfill, a 24/7 police and 911 emergency dispatch center, a fire department, code enforcement, planning and economic development, public transportation, finance, municipal court, city shop, finance department, and a 600-acre farm located outside of the city where settling ponds are located for the City's treated sewer effluent. The City's Assistant City Manager/Recorder handles all public records requests, elections, city code updates, maintenance of the city's records and contracts, and is the right-hand person of the City Manager.

THE POSITION

Under the direction of the City Council, the City Manager is the Chief Executive Officer for the City of Milton-Freewater and is responsible for planning, directing, managing and reviewing the day-to-day operations of the City. This position is responsible for assuring all laws, policies and ordinances are faithfully executed, the preparation and submission of the annual City budget to the City Council, and for its administration upon its adoption by the City Council. The City Manager is expected to perform all assigned duties in accordance with the City's Charter, develop and maintain collaborative and respectful working relationships with team members and others, and to consistently provide quality service to the citizens of Milton-Freewater. The City Manager directly supervises the Assistant City Manager/City Recorder, Human Resource Officer, Finance Director, Library Director, Electric Superintendent, Public Works Superintendent, City Planner, Fire Chief, Police Chief, and Housing Code Officer.

Please visit www.prothman.com to review the full position profile and compensation package, and to learn more about Prothman.

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CITY MANAGER'S REPORT

PLEASE JOIN US FOR

WILLAMINA

TIMBERTOWN USA'S

CITY COUNTY DINNER

THURSDAY, MAY 16, 2024

Willamina School District Cafeteria
1100 NE Oaken Hills Drive, Willamina, OR

\$35.00 per person

SOCIAL HOUR | 6:00 PM

DINNER | 6:30 PM

PROGRAM | 7:00 PM

CHARCUTERIE BOARD APPETIZER.
CHICKEN, BAKED HAM, PASTA, VEGETABLE SIDES, SALADS &
ROLLS. BEER, WINE & ASSORTED BEVERAGES.
DESSERT BUFFET*

Guest Speakers:

- Carrie Zimbrick, Willamina School District
- David Hampton, Hampton Lumber

RSVP BY **MAY 8TH**

Contact Krystal Stevens at (503) 876-2242
stevensk@ci.willamina.or.us.

Make checks payable to: City of Willamina 411 NE C Street,
Willamina OR 97396

*Please let us know if you have any dietary restrictions.