



City Manager Recruitment Proposal

Prepared for:

City of Manzanita

December 2020

By:



JENSEN STRATEGIES

December 24, 2020

City of Manzanita
ATTN: John Kunkel
167 S. 5th St.
Manzanita, OR 97130

Dear Mr. Kunkel:

Thank you for the opportunity to submit our proposal for the recruitment of the City of Manzanita's next city manager. As former municipal administrators in Oregon, we understand the skills and talents necessary to successfully manage at the local government level. We draw upon our extensive experience and relationships within the Oregon city management community to attract and select not only the most qualified candidates, but those best positioned to succeed in the unique governmental environment of our state.

Jensen Strategies will work closely with you and the City Council to understand the needs of your city before launching the recruitment, and keep you regularly informed throughout the recruitment process. Our clients receive custom approaches, not just "a process." Our firm is, to the best of our knowledge, the only Oregon-based public manager recruiter. We are able to draw upon our extensive Northwest contacts to help find and evaluate qualified candidates. We are also very familiar with Oregon fair hiring procedures.

Our proposal assumes necessary measures will need to be taken to mitigate potential Coronavirus exposure. These include virtual meetings and social distancing.

We appreciate the opportunity to submit our proposal to assist the City of Manzanita with this recruitment. It will be our pleasure to partner with you and the City Council in this important endeavor. We certify our firm is able to perform all work as outlined in this scope of work. Please do not hesitate to contact me with any questions or requests for additional information.

Sincerely,

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

PROJECT SCOPE

Our objective is to help you select the best candidate to serve as the City of Manzanita'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 Manzanita (City), following a process designed to make the best use of your time and resources.

Phase 1: Start-up / Candidate Profile Development

- 1.1 Start-up Meeting:** We will begin the recruitment by meeting by phone or Zoom with the City to refine the project scope. The proposed process and timeline will be amended as necessary, respecting any scheduling considerations or special requests. In this initial phase, we will also collaborate with you to define the geographic and professional breadth of the recruitment, and identify the key stakeholders who will help inform the candidate profile development.

Deliverables: Conference call with City staff, final project scope and timeline, geographic and professional scope, and determination of key stakeholders.

- 1.2 Stakeholder Interviews:** Our team will conduct Zoom interviews with the Mayor, City Council and other key individuals as appropriate, 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 more qualitative information that can help us find the best candidates for your City's needs.

Deliverables: Up to 10 stakeholder interviews.

- 1.3 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 City.

Deliverables: Jensen Strategies' understanding of Manzanita.

- 1.4 Stakeholder Meetings and Survey:** We will facilitate one external stakeholder Zoom meeting open to the public. We will also conduct an internal stakeholder online survey or Zoom meeting for City staff. Our team will seek an open and dynamic exchange of ideas to capture the full range of attributes Manzanita would like to see in its next City Manager. City staff will be responsible for promoting the Zoom meeting(s) and/or staff survey.

Deliverables: One external Zoom stakeholder meeting open to the public and one internal Zoom meeting or online survey for City staff.

- 1.5 Initial Candidate Profile Draft:** Drawing upon the input gathered from our interviews and the stakeholder meeting(s) and/or survey, we will develop a draft candidate profile containing the knowledge, skills, abilities, education, and work experience desired for the position, as well as more intangible traits such as management approach and personality. Also, based on our research and information gathered, we will also prepare policy priorities and hiring procedures consistent with the requirements of ORS 192.660.

Deliverables: Candidate profile initial draft.

- 1.6 Draft Finalization:** We will discuss our draft profile with the current city manager and management staff, as desired, to validate and finalize the draft in advance of meeting with the City Council. These discussions will take place over conference calls and/or Zoom meetings.

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

- 1.7 City Council Workshop and Official Proposed Profile:** We will attend a work session with the City Council to present the draft profile and engage in discussion of any changes/alterations. Following the work session, we will make any profile changes desired by the Council, and will submit the final profile for formal Council approval.

Deliverables: Participation in one City Council work session. Preparation of official profile 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 the requirements of ORS 192.660, our team will develop a professional, comprehensive recruitment brochure designed to attract the highest 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 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, 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: Online position advertisements. Mailing of professionally printed materials. Direct contact of qualified managers.

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, a Jensen Strategies designed application form, and a minimum of four professional references. We will review applications against the City Manager Profile, remove all non-responsive applications, and determine which candidates best fit the City's needs.

Deliverables: Preparation of application form. Initial application screening.

- 3.2 Preliminary Phone Interviews:** We will conduct preliminary Zoom interviews with the candidates who best fit the candidate profile, as well as all veterans who meet the position's minimum qualifications (as required by Oregon law).

Deliverables: Preliminary phone interviews with up to 12 candidates.

- 3.3 Recommendation of Finalists:** We will attend an executive session of the City Council in-person during which we will present the results of our initial review process and recommendations of up to four finalists. For transparency purposes, we will also provide information on other candidates who we interviewed but did not recommend as finalists. During the session we will answer Council questions and assist in facilitating a discussion to help them reach consensus on the finalists they want to be interviewed. Subsequently, the Council will announce the finalists in a regular business meeting after we notify those candidates and receive permission for public disclosure of their candidacy.

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

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

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.

Deliverables: Reference check summaries for up to four finalists.

3.6 Finalist Receptions: Prior to the final interviews, two Zoom virtual 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, while the second reception will be open to members of the public. At both receptions, attendees will be provided an opportunity to provide online feedback concerning their impressions of the finalists, which will help inform the Council's final selection process. The City will be responsible for promoting both receptions.

Deliverables: Coordination and development for two virtual finalist receptions.

- 3.7 Finalist Interviews:** Finalists will be interviewed in-person by three panels in a social-distanced environment consisting of (1) the City Council, (2) a panel of local government administrators from other jurisdictions, and (3) a panel of key community members. Interviewers 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 of the other two panels and, if relevant, feedback from the two finalist receptions.

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

- 3.8 Council Deliberations and Selection:** The Council will convene an executive session and utilize this input as it conducts its final deliberations and selects a preferred candidate. At the session, we will provide summary material on all input received during the finalist interview process, 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 consensus on a selected candidate.

Phase 4: Contract Negotiations

- 4.1** As requested by the City, we will assist in negotiating a contract with the selected candidate.

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

ADJUSTMENTS TO 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 the specific needs of Manzanita.

SAMPLE RECRUITMENT SCHEDULE

Date	Actions
Week of January 4	Start-up meeting with City to finalize scope and timeline
Weeks of January 18 and January 25	Stakeholder interviews Virtual public input meeting Staff online survey or input meeting
Week of February 1	Initial candidate profile draft and finalization
Week of February 8	City Council work session and official profile / hiring process adoption
Week of February 15	Recruitment brochure development
February 19—March 19	Position advertisement
Week of February 22	Initial application screening
Week of March 1	Preliminary phone interviews
Week of March 8	Recommendation and selection of finalists
Week of March 15 and March 22	Background / reference checks on finalists
Week of April 5	Finalist virtual receptions, interviews, and selection

SIMILAR RECRUITMENTS

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CITY OF CARLTON, OREGON

City Manager - Jensen Strategies is currently conducting a national recruitment for the next City Manager of Carlton (OR). The recruitment has involved an extensive profile development process including City Council and community leader interviews, a staff survey, and a community input session. The position has already attracted a candidates from across the country and in Oregon. The evaluation and selection process will include preliminary Zoom interviews with candidates and a robust finalist process with input from community members and staff, as well as panel interviews with department managers, community leaders, local public administrators, and the City Council.

CITY OF NORTH BEND, OREGON

City Administrator - Jensen Strategies conducted a national recruitment for the next City Administrator of North Bend (OR). The recruitment involved an extensive profile development process including City Council and community leader interviews, a staff survey, and a community input session. The position attracted a broad range of candidates from across the country and in Oregon. The evaluation and selection process included preliminary Zoom interviews with candidates and a robust finalist process with input from community members and staff, as well as panel interviews with community leaders, local public administrators, and the City Council.

CITY OF CANNON BEACH, OREGON

City Manager - Jensen Strategies managed the City of Cannon Beach's City Manager recruitment in 2018. The recruitment involved an extensive profile development process including a well-attended community input session, staff engagement, and City Council interviews. The position attracted a broad range of candidates from across the country and in Oregon. The selection process was robust with opportunities during the finalist phase for engagement with community members, staff, public administrators, and the City Council. Ultimately, the City Council choose a successful candidate among a very competitive pool of candidates.

Community Development Director – Jensen Strategies managed the recruitment process, until the finalist phase, for the Cannon Beach Development Director position in 2018. The process included development of the position profile, brochure drafting and design, advertising, and initial screening of candidates through application review and preliminary phone interviews. After finalists were recommended and selected, background checks were conducted prior to finalist interviews by the City.

Emergency Manager – Jensen Strategies assisted the City of Cannon Beach in 2018 to develop and design a recruitment brochure for their Community Development Director position.

CITY OF SISTERS, OREGON

City Manager - Jensen Strategies led the national search for the City of Sisters' City Manager in 2017. The recruitment involved extensive profile development, including input from numerous staff members, community leaders, and City officials. The position advertisement attracted dozens of qualified applicants, both locally and across the United States, and the selection process was thorough and inclusive, incorporating multiple interview panels and interaction opportunities.

WASHINGTON COUNTY, OREGON

Chief Human Resource Officer - Jensen Strategies managed the recruitment process, up to the finalist phase, for the Washington County Chief Human Resource Officer position in 2020. The process included development of the position profile, brochure drafting and design, advertising strategy and implementation, professional network outreach, initial screening of candidates through application review and preliminary phone interviews, and facilitation of semi-finalist interviews. The County was responsible for the finalist review and evaluation.

Benefits and Leave Manager - Jensen Strategies managed the recruitment process, up to the semi-finalist phase, for the Washington County Benefits and Leave Manager position in 2020. The process included development of the position profile, brochure drafting and design, advertising strategy and implementation, professional network outreach, initial

screening of candidates through application review and preliminary phone interviews, and recommendation of semi-finalists for further consideration. The County was responsible for the semi-finalist/finalist review and evaluation.

Employee and Labor Relations Manager - Jensen Strategies is presently assisting Washington County in the recruitment of its first Employee and Labor Relations Manager. The process includes development of a customized advertising strategy, preparation of a recruitment brochure, proactive outreach to solicit qualified candidates, preliminary online video interviews with semi-finalists, and participation in finalist interviews.

CITY OF HOOD RIVER, OREGON

Building Official – Jensen Strategies assisted the City of Hood River in 2018 to develop the recruitment process for their Building Official. The services provided included development of a candidate profile, recruitment brochure, advertisement, and advertising campaign strategy. In addition, the firm also assisted in outreach through professional networks to recruit potential candidates.

REFERENCES

Jensen Strategies has the honor of being recommended by:

Christy Martinez, Acting City Manager

City of Carlton
191 E. Main Street
Carlton, OR 97111
503-852-7575
cmartinez@ci.carlton.or.us

Mayor Jessica Engelke

City of North Bend
835 California Avenue
North Bend, OR 97459
541-756-8500
jengelke@northbendcity.org

Bruce St. Denis, City Manager

City of Cannon Beach
163 E. Gower
Cannon Beach, OR 97110
503-436-8050
stdenis@ci.cannon-beach.or.us

Eva LaBonte, Asst. Director, Admin. Services

Washington County
155 N. First Avenue
Hillsboro, OR 97124
503-618-2346
Eva_LaBonte@co.washington.or.us

Mayor Chuck Ryan

City of Sisters
520 E. Cascade Ave
Sisters, OR 97759
503-549-6022
cryan@ci.sisters.or.us

Rachael Fuller, City Manager

City of Hood River
211 2nd St
Hood River, OR 97031
541-387-5252
r.fuller@cityofhoodriver.com

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 planning and make key policy and operational decisions.



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, and organizational and public policy development expert, he has led significant decision-making initiatives for numerous entities including cities, counties, and professional organizations. These projects have included 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 Master of Public Administration degree from the University of Washington.

Ellen Conley, Of Counsel

Ellen Conley is a senior associate with Jensen Strategies specializing in public finance, policy analysis, and executive management recruitment. She began working with the firm in 2014 and assists clients with high level financial and policy analysis to inform key local government decisions. She also advises on executive management recruitments.

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.



When Ellen isn't working, she enjoys the serenity of the outdoors around her rural Montana home. She spends her leisure time hiking, horseback riding, and rafting with her husband Doug and their two dogs.

Anthony Miranda, Project Associate

Anthony Miranda is a project associate at Jensen Strategies, providing research, facilitation, product development support for clients and firm initiatives. He is presently a Master's of Public Policy candidate at Portland State University's Hatfield School of Government.

Anthony comes to Portland from Hawaii, where he studied at the University of Hawaii (UH) at Manoa to earn his bachelor's degree in political science with a focus on American Government. In his time at the University of Hawaii, Anthony participated in Model United Nations and volunteered on multiple local political campaigns. Subsequently, Anthony served as Legislative Aide at the Hawaii State Legislature in Honolulu. In that capacity, Anthony researched and drafted memorandums on various policy issues as well as addressed constituent concerns for the district.



As a graduate student, Anthony is concentrating on local government policy with a focus on social equity and urban development. Along with his studies, he currently serves as an Associate Editor for the Hatfield Graduate Journal of Public Affairs and has represented the university at the Network of Schools of Public Policy, Affairs, and Administration (NASPAA) Public Policy competition.

In his free time, Anthony enjoys trail running, as well as playing, watching, or talking about soccer.

Sandy Ervin, Executive Assistant/Office Manager

Sandy Ervin is the Executive Assistant/Office Manager with Jensen Strategies, joining the team in 2020. 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.

Sandy has many years of experience as an Administrative Assistant, Library Aide, Crafting Expert, and small business owner. Her creativity, innovation, and design skills expand the capabilities of the Jensen Strategies' team. Sandy holds a Bachelor of Arts in History from the University of Florida, where her favorite subject was the History of Science.



Though originally a Florida native, she lived and worked in Houston for 15 years. Sandy has a passion for American Sign Language and attends Deaf Cultural events several times per year. She loves exploring world cultures through food, traveling to new and exciting places, and is discovering a new love for hiking now that she calls the Pacific Northwest 'home'. Recognized for her commitment to diversity and equity, Sandy is an indispensable force on the Jensen Strategies team.

FEES AND EXPENSES

Professional Fee: Jensen Strategies' fees includes all staff time, meetings and communication with the City, preparation of documents and advertisements, candidate profile development (full proposal), application screening, communications with candidates, interviews, reference checks, candidate travel coordination, preparation/facilitation/moderation of stakeholder meetings and interview panels, and other tasks related to the recruitment. Our professional fees for the approach offered is:

Professional Fees: \$24,000

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 \$1,200)

Background checks for finalists (typically less than \$1,000)

Document printing and binders (typically less than \$250)

Graphic art design (typically less than \$1,000)

Consultant travel expenses (mileage charged at current IRS mileage rate, lodging at \$150/night/person, travel time at \$40/hour)

Out of state candidate travel for finalists (if beyond a designated distance) – if desired by the City (depending on number and distance, can range from \$500 to \$3,000)

Estimated expenses for this recruitment are \$6,000 plus any out of state candidate travel expenses.

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

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. If the candidate selected by the City resigns or is terminated for cause within **one year** of the hire date, we will conduct replacement recruitments for no additional professional fee. In this event, the City would only be responsible for paying the expenses as outlined above associated with the additional recruitment. This guarantee also assumes that the selected candidate signs an employment agreement with the City prior to starting work.

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/carltoncitymanager**

Questions may be directed to:

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



*Photos courtesy of
Vinbound Marketing*

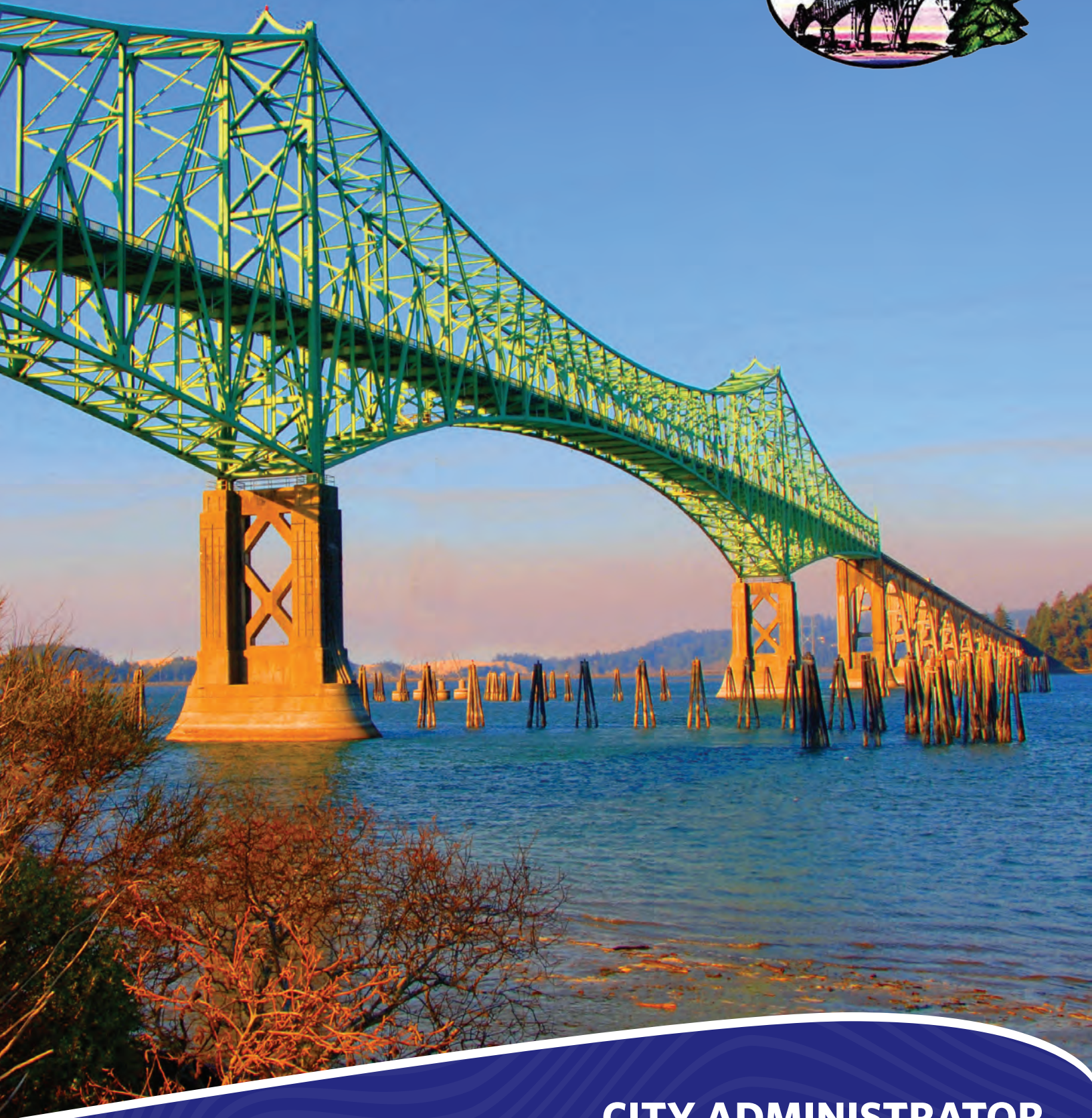
■ Community Engagement

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 ADMINISTRATOR
North Bend, Oregon

CITY ADMINISTRATOR

CITY OF NORTH BEND, OREGON

\$97,453 - \$123,318 plus excellent benefits



POPULATION

9,925

BUDGET

\$29.8 MILLION

FTE POSITIONS

72.6

CITY DEPARTMENTS

Administration

Finance

Fire

Library

Parks

Police

Pool

Public Works
(Building, Street,
Stormwater)

Wastewater

PLUS

Beautiful Natural
Environment

Outdoor Recreation

Moderate Climate

Small Town Environment

Active Tourism

Community Pride

Civic Involvement



THE COMMUNITY

The City of North Bend, Oregon (population 9,925) is located on the beautiful southern Oregon coast surrounded on three sides by Coos Bay, an S-shaped water inlet and estuary where the Coos Bay enters the Pacific Ocean, and the City of Coos Bay to the south.

Area attractions such as the Oregon Dunes Recreational Area, Horsfall Beach, Bandon Dunes Golf Course, historic McCullough Memorial Bridge, Mill Casino and hotel center (owned and operated by the Coquille Tribe), and Coos History Museum attract over 1.5 million visitors a year from around the world. In addition, the year-round accessible natural environment offers fun opportunities for hiking, biking, kayaking, fishing, sailing, rafting, camping, crabbing, and hunting. With temperatures offering very little variation throughout the seasons (averaging approximately 60° F), the climate is moderate.

North Bend has a small-town feel described by residents as relaxed and friendly. Community pride runs deep with robust participation at the high school football games, community meetings, and events. Residents acknowledge that the whole is greater than the sum of the parts because North Bend is a place where voices are heard and viewpoints are shared.





The city has a substantial residential area, a revitalized historic downtown district, and an active working waterfront. The attractive downtown area has decorative street lights, hanging flower baskets, banners, street trees, and benches. Residents and visitors enjoy shopping at the quaint locally owned small retail businesses for antiques, artisan gifts, and food. A downtown waterfront boardwalk offers views of both wildlife and water-based commerce activity.

Well-maintained city parks, an Olympic-sized indoor community pool, and the highly regarded North Bend School District add to the family friendly environment. Other community amenities include the Pony Village

Mall, Southwestern Oregon Community College, Bay Area Hospital, and the Southwest Oregon Regional Airport (only commercial airport on the Oregon Coast).

THE ORGANIZATION

The City of North Bend employs a council-administrator form of government with the City Administrator appointed by the City Council. The Mayor is elected at-large for a two-year term and six Councilors are elected at-large for four-year terms. The City of North Bend, a full-service city, includes Administration, Finance, Fire, Library, Parks, Police, Pool, Public Works (including Building, Street, and Stormwater), and Wastewater. The City employs 72.6 full-time employees and its 2020-21 budget is approximately \$29.8 million.

THE POSITION

Under the collective direction and supervision of the City Council, the City Administrator serves as the chief administrative officer of the city government and is responsible for implementing the policies enacted by the Council. The City Administrator 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 build a professional, high-functioning organization. An ability to effectively plan for and address long-term challenges is essential. A personal style that is approachable, respectful, open, with a good sense of humor, but prepared to make difficult decisions when necessary. Commitment to neutrality and fairness. Experience in Oregon land use law, Oregon municipal finance regulations, and Oregon public meeting/records laws.
- **Excellent budgeting and finance abilities** with experience in managing complex budgets. Well-versed in Oregon budget laws and requirements. Ability to balance and navigate the financial needs of multiple operations and programs in the context of limited property revenues, increasing benefit costs, and recent passage of fee-limiting ballot measures. Innovative and long-term financial planning abilities to help guide the current and future funding needs.
- Ability to be **transparent, accessible, inclusive, and collaborative in relationship with City Council**. Keep the Council fully informed of current and future issues facing the City. Maintain consistent, collaborative relationships with all Councilors, and engage in regular and open communication. Be actively aware of the City's operations and keep the Council updated on issues pertaining to their role as the governing body.
- **Commitment to active community engagement** as a City representative and an invested participant. Participates in local organizations, develops community relationships, and maintains visibility around town.
- **Effective personnel management** approach that promotes accountability, empowerment, mentoring, inclusiveness, and transparency. Publicly supportive of staff, willing to face criticism on their behalf, and prepared to insulate them from undue influence. Accessible, team-oriented, collaborative, and open-minded with staff while ensuring effective management of the City's operations.
- **Effective communication skills with diverse audiences** including the City Council, City management team and employees, local government officials, businesses,



community groups, and citizens. Commitment to accessible, transparent, timely, and open communication with all stakeholders. Ability to communicate clearly and concisely both verbally and in writing.

- Ability to lead **major economic and community development strategy planning**. Experience and understanding in economic development and revitalization including policy and operational tools available to cities. Work with City Council and other stakeholders to build strategies that embrace past program successes and outcomes while identifying new opportunities.
- Ability to **maintain and enhance collaborative and working relationships with state/local governments and public service providers** including, but not limited to, Coos County, City of Coos Bay, Coos Bay-North Bend Water Board, North Bend School District, Port of Coos Bay, Southwest Oregon Regional Airport, and Southwestern Oregon Community College. Keep effective working relationships with the tribal governments of the Coquille Tribe and the Confederated Tribes of Coos, Lower Umpqua & Siuslaw Indians.
- **Respects diverse perspectives**, open-minded, a listener, and approachable by all citizens. Employs an even-handed approach to differing views. **Ability to work collaboratively with a broad range of community interests** including businesses, homeowners, local tribes, and community organizations including the Bay Area Chamber of Commerce, Visitor and Convention Bureau, South Coast Development Center, and Southwestern Community College. Encourages citizen engagement in

policy development processes and upholds the principles of transparency, inclusion, and public participation.

- **Experience in infrastructure planning**, maintenance, and funding especially for streets.
- **Understanding of the Council-Manager form of government** and the proper roles of bodies and individuals within such governments. Help ensure the City Council, staff, and advisory bodies are all operating effectively with each other and within legally defined roles.
- A **genuine appreciation** for the unique qualities that make North Bend a friendly, family-oriented and relaxed community, including the small-town feel, the area's beautiful natural surroundings, mild climate, and a plethora of outdoor recreational opportunities.

POLICY PRIORITIES

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

- **Long-term Strategic Financial Planning**
In the context of increasing costs and reduced or constrained revenues, the City will need to assess, prioritize, and plan long-term to finance core services to meet future demand. The Administrator will be integral to facilitating a productive, inclusive, transparent, and tangible process to develop a long-term financial strategy for the City. Key elements of this financial planning are anticipated to include prioritization of existing resources and services, identifying innovative and sustainable funding, and developing a viable course of action.
- **Economic/Community Development**
Over the years, North Bend has taken selected economic and community development measures to enhance community livability and the local economy. It has been decades since some of these plans were developed and tangible outcomes have resulted. For example, with the establishment of an Urban Renewal District, monies were used to develop and implement a Downtown Waterfront District Master Plan in 1998 and, more recently, a Façade Improvement Program. It is now



RECRUITMENT PROCESS

Applications Due

July 20, 2020

Review of Applications

Week of July 20, 2020

Preliminary Phone Interviews

Week of July 27, 2020

Finalist Interviews and Selection

Week of September 7,
2020

*The City of North Bend
is an Equal Opportunity
Employer.*

To apply:

For additional details,
application materials,
and instructions on
how to apply, please
visit **[www.jensen-
strategies.com/
northbend
cityadministrator](http://www.jensen-strategies.com/northbendcityadministrator)**

Questions may be directed to:

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



*Photos courtesy of
Oregon's Adventure Coast*

time for the City to re-evaluate and strategize current approaches to economic development. The City Administrator will be expected to help facilitate a renewed dialogue in this area that leads to tangible plans. It will be important for the Administrator to understand and have experience in the principles and tools for community development.

• Street Maintenance Resources

Six years ago, a pavement condition assessment study of the City's 47 miles of streets identified \$10.9 million needed to bring all the asphalt streets up to "very good condition" and \$16.5 million if unpaved and concrete streets are included. No new or significant revenues have been identified since that time and the streets continue to have a backlog of maintenance needs. The City is continuing to look at options to address the street conditions and the City Administrator will be expected to provide a leadership role in developing new strategies to address this need.

EDUCATION/EXPERIENCE

A Bachelor's degree in Public Administration, Finance, or a related field, and at least five years of upper-level local government management experience is required. An advanced degree in Public Administration or a related field, and at least ten years of increasingly responsible experience, including management in small communities, union relations, and working with Indian tribes is preferred. Professional credentialing, such as through the International City/County Management Association (ICMA), is desirable.



CITY MANAGER

Cannon Beach ▪ Oregon





POPULATION: 1,710

BUDGET: \$17 MILLION

36.45 FTE

CITY DEPARTMENTS

- Executive
- Planning
- Police
- Finance
- IT
- Public Works

COMMUNITY PROGRAMS

- Haystack Rock Awareness Program
- Farmers Market

PLUS

- Stunning beaches
- Natural splendor
- Vibrant arts community
- Gourmet food and drink
- Community spirit
- Civic involvement



JENSEN STRATEGIES

CITY MANAGER

\$115,000 to \$130,000

plus housing allowance and excellent benefits

Where the mountains meet the sea, Cannon Beach is a charming village nestled next to the awe-inspiring Pacific Ocean and the towering conifers of Ecola State Park on the North Oregon Coast. Located an **hour west of the Portland metro area**, the village (population 1,710) is **one of Oregon's most popular tourist destinations** thanks to its unparalleled beaches, thriving arts community, boutique stores, quality restaurants and brewpubs, and boundless recreation opportunities. The city, home of the iconic Haystack Rock, was deservedly listed by *National Geographic* as one of the **100 Most Beautiful Places** and **21 Best Beaches in the World**.

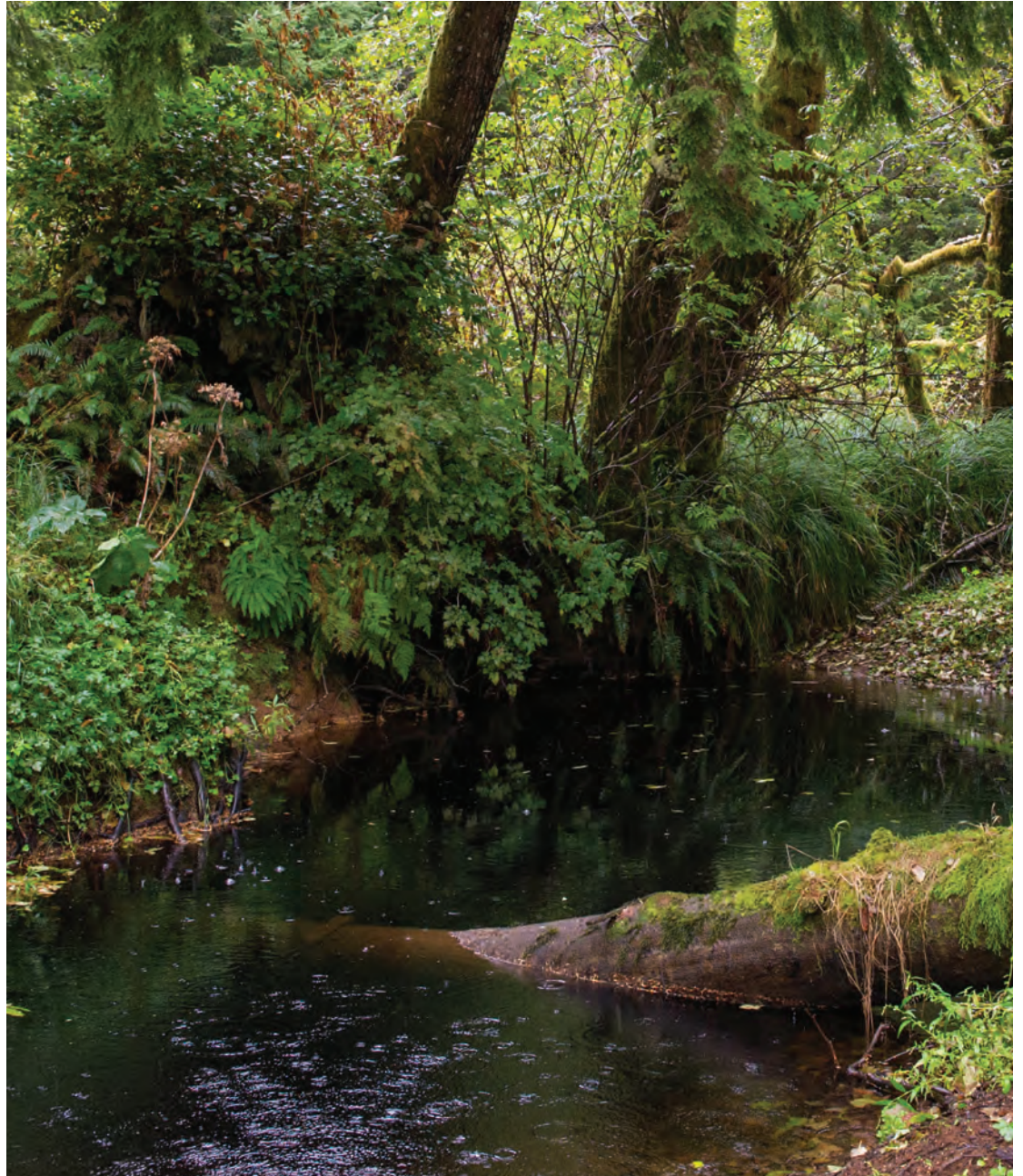
Cannon Beach is a close-knit village whose residents care deeply about their community. **Volunteerism and public involvement** are hallmarks of the town, with strong support for local non-profit organizations, an ethos of **environmental stewardship**, and robust participation in public policy development processes. Community spirit runs deep, and residents enjoy their **high quality of life** and status as one of the **safest cities in the state**. With its festive atmosphere, Cannon Beach is home to numerous prominent events including the Cannon Beach Sandcastle Contest, Savor Cannon Beach, the Stormy Weather Arts Festival, and Haystack Holidays.



overview

THE ORGANIZATION

The City of Cannon Beach employs a **council-manager form of government**. Four Councilors and the Mayor are elected at-large for four-year terms, with a limit of eight years continuous service per member. The City employs 36.45 full-time employees and its 2017-18 budget is approximately \$17 million. Departments include Executive, Planning, Police, Finance, IT, and Public Works, as well as community programs including the Farmers Market and the Haystack Rock Awareness Program. Fire service is provided by the Cannon Beach Rural Fire Protection District.



THE POSITION

Under the collective direction and supervision of the City Council, the City Manager serves as the **chief executive officer** of the City and is responsible for implementing the policies enacted by the Council. The City Manager assumes **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.

ideal candidate

THE IDEAL CANDIDATE

The ideal candidate possesses and has demonstrated the following attributes:

- **A genuine appreciation** for the unique qualities that make Cannon Beach a charming seaside village, including the breathtaking natural surroundings, ethos of environmental stewardship, vibrant arts community, numerous shops and restaurants, and thriving community atmosphere. **Choosing to live in the city** is one way to demonstrate the City Manager's recognition of the community's many virtues and a commitment to protecting and enhancing them in the future.
- Support for **meaningful citizen engagement** in policy development processes and commitment to the principles of **transparency, inclusion, and public participation**. Cannon Beach citizens are passionate about their community and are active in civic decision-making. The numerous City boards, commissions, and committees play a key role in advising the City Council on policy matters.
- Commitment to **active involvement in the community** through participating in local organizations, developing relationships, and being actively visible around town.
- Ability to **keep the Council fully informed** of current and future issues, adhering to a principle of 'no surprises.' A commitment to building positive, **collaborative relationships with all Councilors**, and engaging in frequent and open communication through email, phone, and in-person meetings is vital. The City Manager must keep the Council updated on **City operations**, provide accurate and complete **analysis of choices** before the Council, and assist the Council in **long-term policy planning**.

An ability to be **approachable** by all citizens, **respectful** of all perspectives and viewpoints, and **even-handed** in approaching differing views and interests is critical. The City Manager should be dedicated to updating and informing the community on City policy and operational issues, and maintaining a **collaborative approach** toward working with the business community, individual homeowners, and other community organizations, including the Chamber of Commerce, arts, and historical associations. An inclination toward **consensus-building**, and a willingness to enforce unpopular decisions when necessary will be important.



ideal candidate

- **Thorough understanding of the council-manager form of government** and the proper roles of bodies and individuals within such governments. The City Manager will be expected to help ensure the City Council, staff, and advisory bodies are operating effectively with each other and within their defined roles.
- Capacity to **effectively represent the City** with numerous intergovernmental groups including Clatsop County, Seaside School District, Cannon Beach Fire and Rescue, Sunset Empire Transportation District, State agencies, and other regional partners. The City Manager will need to **actively cooperate** with such groups while protecting the City's interests.
- Excellent communication skills. An ability to **write in a clear and articulate manner** and **speak effectively** with large and small groups will be essential. The City Manager should be committed to open communication with all parties, including City officials, staff, and citizens, and timely responsiveness to questions and input.
- Experience **developing public infrastructure**. The City Manager will help plan for the future of City-owned facilities and properties, such as the South Wind property.
- Solid **budgeting and finance abilities** and proficiency with Oregon budget laws and requirements. The City Manager must be able to **prioritize the financial needs** of operations and programs effectively, and be proficient in collecting and allocating transient room tax funds, which is a central component of the City's revenue base.
- **Interpersonal staff relations skills** and a commitment to creating a positive work environment and **cultivating excellence in employees**. The City Manager must employ skills related to coaching and staff development, including an ability to delegate tasks while holding employees accountable. A commitment to being publicly supportive of staff, and willing to face criticism on their behalf and insulate them from undue influence is important. The City Manager should be able to actively listen to staff and incorporate their input into decision-making. A management approach incorporating interdepartmental communication and coordination is necessary.
- **Strong management and leadership skills** and an ability to provide clear direction, effectively manage multiple departments and initiatives, develop and inspire staff, and build an outstanding organization. The City Manager should be able to effectively plan for and address long-term challenges, and should have an open, engaging personal style with a good sense of humor. A willingness to **make difficult decisions when necessary** and demonstrate a **commitment to neutrality and fairness** will be essential. The City Manager must be e-literate and supportive of the use of technology to make government efficient and accessible for citizens. Specific experience in Oregon land use law, Oregon municipal finance regulations, Oregon public meeting/records laws, and public works administration is needed.

EXPERIENCE AND EDUCATION

A bachelor's degree in public administration or a related field, and at least five years of upper-level local government management experience is required. An advanced degree in public administration or a related field, and at least eight years of city management experience, including in small, tourism-dependent communities with significant seasonal population changes, is preferred. Professional credentialing, such as through ICMA, is also preferred.

RECRUITMENT PROCESS

Review of Applications
Sept 9, 2017

**Preliminary Phone
Interviews**
Week of Sept 18, 2017

**Semi-Finalist
Interviews**
Week of Oct 9, 2017

**Finalist Interviews
and Selection**
Week of Nov 6, 2017



*The City of Cannon Beach
is an Equal Opportunity
Employer.*

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

**Questions may be
directed to:**

Jeff Aprati
Jensen Strategies, LLC
503-477-8847
jeff@jensen-strategies.com

*Photos courtesy of
Councilor George Vetter*



JENSEN STRATEGIES

POLICY PRIORITIES

▪ **Community Character Preservation**

Given the importance of ambiance, environment, and overall 'feel' to the community's success, the City has made preserving these characteristics a central priority. The City endeavors to protect its natural resources and support the needs of its residents while also facilitating tourism. The City Manager's understanding and adherence to the City's established Comprehensive Plan will be of high importance, rather than pursuit of growth or expansion.

▪ **Ecola Creek Forest Reserve**

The Ecola Creek Forest Reserve consists of approximately 1,040 acres of City-owned property in the Lower Ecola Creek watershed, including the springs that are the City's primary water source. The City Manager will help manage the Reserve with the goals of restoring the ecological integrity of the forest ecosystem and habitats, and preserving and enhancing municipal water quality. Passive recreation opportunities will also be provided in a manner compatible with these priorities.

▪ **South Wind Property**

The City owns a 58-acre parcel known as the South Wind property, which represents an important opportunity for locating future critical and essential public buildings outside the tsunami inundation zone. The City Manager will need to help ensure that any future physical or financial planning for this site is conducted in a thoughtful, holistic, and inclusive manner.

▪ **Strategic Plan Implementation**

Implementation of the five-year City of Cannon Beach Strategic Plan will be a primary focus of the City Manager. Components of the plan are as follows:

Affordable housing

Though the local economy, as well as City services, are dependent on employees who are invested in the community, only a small percentage of the City's workforce can afford to live in the city they serve. The City has made a long-term commitment to address the affordable housing shortage.

Emergency preparedness

Cannon Beach lies directly inshore from the Cascadia Subduction Zone and is impacted by periodic powerful Pacific storms. The City is dedicated to becoming a resilient and safety-focused community, and is actively exploring options for moving critical facilities and infrastructure out of the tsunami inundation zone.

Infrastructure

The City is committed to taking the steps necessary to sustain its extensive yet aging infrastructure network into the future. It is an ongoing challenge to deliver City services to residents, businesses, and the increasing number of tourists visiting the community each year. Current user rates do not cover the base cost of operating these services, let alone the maintenance and capital investments that will be needed in the long-term.

Relationship with community

The City Council and staff are focused on strengthening citizen confidence in city government, and on building and maintaining trust between the City and the community.

Effective government

The City has pledged to take active and ongoing steps to ensure it can continue to deliver excellent customer service for residents and visitors, manage risk, and demonstrate accountability.



(503) 477-5615

**1705 S Harbor Way,
Suite 350
Portland, OR
97201**

www.jensen-strategies.com

