

MONDAY, MAY 3, 2021, 6:00 PM

Discussion of draft city manager candidate profile/hiring process by Erik Jensen of Jensen Strategies, LLC.

Present: Mayor Scott Burge, Council President Megan Greisen, Councilor Joel Haugen, Councilor Josh Poling, Councilor Brandon Lesowske, Councilor Pete McHugh, Councilor Tyler Miller, Program Analyst Huell White, Legal Counsel Peter Watts, Legal Counsel Ashley Driscoll, and Erik Jensen with Jensen Strategies, LLC.

Remote: Carroll Sweet and Marisa Jacobs

Excused: Interim City Manager Alexandra Rains and City Recorder Susan Reeves.

Erik Jensen thanked Council again for the opportunity to do this recruitment for the City's next city manager. He explained they are really looking forward to finding someone who is the right fit for the City. He also thanked Council for interviewing with them, which is going to be a critical document as they move forward into the process. He explained what Council should have in front of them is three different documents. He highlighted some of the main themes that they got from the interviews. He explained one of the main themes is that things are going well, people are feeling like the City is heading in the right direction. He stated the City has challenges there is no question about that, overall, you are in a good place. He explained community engagement is another main theme they picked up on, that the Council and staff are looking to enhance the outreach, transparency and engagement of the community. He explained in terms of the attributes, the biggest thing that they got out of the interviews is, collaboration. He explained accessibility was another piece that came out of this. He stated in addition a vast majority wanted to see experience with cities. He explained the last attribute that he will highlight is that we are looking for somebody who has community development/economic development experience, finance, and also human resources. He went over the following draft city manager recruitment document.

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ADOPTION OF OFFICIAL POSITION DOCUMENTS SCAPPOOSE CITY MANAGER RECRUITMENT 2021

SCAPPOOSE CITY MANAGER RECRUITMENT 2021

Adoption of Official Position Documents

Official adoption of certain documents is required under Oregon law in order for a City Council to hold an executive session for the purpose of considering the employment of a new City Manager (per ORS 192.660(2)(a) and ORS 192.660(7)(d)). These documents include:

- Position Profile (containing Hiring Standards, Criteria, and Policy Directives)
- Hiring Procedures

The City of Scappoose's recruitment consultant, Jensen Strategies, LLC, gathered input through one-on-one interviews, a staff survey, and the City Council's public input session, which was used to prepare a draft position profile and hiring procedures for the City's 2021 City Manager Recruitment. These documents are attached hereto as Appendices A and B, respectively. The documents will be reviewed, considered, and if deemed appropriate, approved at a meeting of the Scappoose City Council that affords an opportunity for public comment.

APPENDIX A

**SCAPPOOSE CITY MANAGER RECRUITMENT
CITY MANAGER PROFILE**

Required Minimum Education / Experience

The City Manager position requires a bachelor's degree in public administration, planning, political science, or related field, and at least three years of upper-level local government management experience or any equivalent commensurate experience.

Preferred Education / Experience

The City prefers a candidate with an advanced degree in public administration or related field (e.g., planning, organizational development), and at least ten years of increasingly responsible public sector experience. Experience and/or training in economic development, public finance, union relations, and Oregon land use is desired.

Desired Skills / Attributes

Communication

The City Manager must possess strong communication skills to effectively engage multiple City audiences including the City Council, staff, local government officials, businesses, community groups, and citizens. The City Manager should be committed to being visible and engaged as part of the community. In addition, the Manager should consistently promote accessibility, transparency, openness, and timeliness, when communicating with individuals and/or groups. Further, the City Manager should have a personal communication style that encourages collaboration and fosters two-way dialogues. Communication, both verbally and written, should be offered with clarity, substance, and conciseness.

Leadership and Management

The City Manager should be an experienced manager and leader with an ability to provide clear direction, effectively manage multiple departments and initiatives, develop and inspire staff, and foster a professional, high-functioning, and responsive organizational environment. As a leader, an ability to help the organization creatively envision, plan for growth, and address long-term challenges is essential. Experience in human resource management, including working with unions, is helpful. The City Manager should value and practice teamwork, collaboration, transparency, inclusivity, and accountability with staff. In this context, the Manager is expected to be supportive and protective of staff as their primary representative with the City Council and community. The City Manager's management style should be highly organized, approachable, transparent, respectful of all viewpoints, patient, and friendly.

Appreciation for the Community

The City Manager role is as a high-profile local leader who demonstrates a genuine appreciation for the unique attributes that make Scappoose a “small town/big community.” A quiet and safeplace, Scappoose offers the values of small town living where people care for one another, engage in their community, and gather at local events. The City Manager should appreciate the impact of their work on the community as well as embracing the benefits of small-town living.

Public Infrastructure Experience

The City Manager is expected to have an understanding of public infrastructure planning, maintenance, construction, and funding. The City Manager will be expected to continue the current initiatives and financing work for the City’s infrastructure improvement and maintenance while planning for residential and commercial/industrial growth. In addition, an ability to work with regulatory agencies, inter-governmental partners, and large employers on key infrastructure projects is required.

Community Engagement

The citizens of Scappoose have great pride in their community and expect to be proactively informed and engaged in City activities and decisions that may impact them. As such, on an individual level, the City Manager will be engaged, visible, and active in the community. The City Manager must be respectful of all perspectives, open-minded, a listener, and approachable by all. Employing the skills to maintain a compassionate, even-handed approach to issues and build consensus in the community about City plans will be critical. The City Manager will also be expected to strengthen and expand the City’s ongoing communication and engagement with the community. This approach should support, facilitate, and encourage citizen engagement in city decision-making, and uphold the principles of transparency, inclusion, and public participation.

Budget and Finance

The City Manager should have strong public finance skills and experience. Familiarity with Oregon budget requirements is helpful. An ability to take a comprehensive financial approach - based on fostering sustainable funding and utilizing a broad spectrum of revenue approaches - is important. Also, the City Manager should be able to strategically integrate financial planning with the City’s long-term policies and plans.

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Council Relations

The City Council expects the City Manager to be responsive, transparent, accessible, inclusive, and work collaboratively with them as the City’s policy making body. It is expected that the Manager will be proactive in addressing policy or other issues important to the Council by

maintaining regular and open communication. The City Manager will maintain consistent, transparent, neutral, and collaborative relationships with all Council members. It is also the City Manager's responsibility to be actively aware of the City's operations and of legal obligations to keep the Council updated in a timely manner on any issues pertinent to their role as the governing body.

Economic and Community Development

The City Manager should have training and/or tangible experience in economic and community development planning to maintain and promote economic growth opportunities in the community. Experience managing urban renewal districts and applying principles of smart growth and sustainable economies is desired. Understanding of Oregon land use planning is helpful. The Manager should also have demonstrated abilities to develop and implement such long-term community plans with transparency and inclusivity.

Intergovernmental Relations

The City values maintaining strong working partnerships with other jurisdictions on major projects that can benefit Scappoose and its surrounding communities. The City Manager will be expected to foster and maintain collaborative working relationships with the state, peer local governments, and other public service providers.

Understanding of City Government Roles

The City Manager should have a 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 all operating 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:

Stormwater/Wastewater and Water Supply Infrastructure

In recent years, the City of Scappoose has been planning and upgrading its wastewater/stormwater and water supply infrastructure to maintain these systems and address growth. Presently, the wastewater treatment plant is undergoing a \$20 million multi-year upgrade. In addition, the City has been exploring future water source options to supplement the City's current supply from wells and dammed creeks. These infrastructure planning and implementation initiatives will require the next City Manager to be knowledgeable about such systems and be able to facilitate addressing associated funding needs and regulatory requirements.

Transportation

In 2019, the citizens of Scappoose passed a local fuel tax to help address paving and other transportation projects. As a result, the City has increased its planning and implementation of street and sidewalk improvements to maintain the current system and accommodate new growth. The City is also planning to build two miles of new roads, new trailhead parking, and other street improvements. The next City Manager will need to continue the City's focus on

improving multi-modal mobility, foster a connected transportation system, and effectively communicate the City's transportation improvements resulting from the fuel tax to the community.

Long-Term Growth Management

Scappoose has been experiencing continued population and economic growth in the last several years, including through the recent pandemic. The addition of 400 acres of new industrially zoned property, an urban renewal area, and a growing interest by large employers to locate in Scappoose, brings both opportunity and challenges to manage growth and enhance a great quality of life. While this growth is welcome, it will require strategic approaches to ensure the City can meet increasing infrastructure demands and continue toward fostering the City's goals of smart growth and a sustainable economy. Effective management, and coordination will be needed for multiple elements including infrastructure, land use planning, housing supply and affordability, economic development, public safety, and transportation. To meet this challenge, the next City Manager will need experience and skills in leading strategic and inclusive approaches that build a common vision and direction for Scappoose's future.

Community Engagement

The City of Scappoose wants to enhance its community engagement to increase transparency and opportunities for citizen input in decision-making. The City Manager will be expected to lead this initiative and be a liaison to the community, work to build consensus, and increase 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.

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APPENDIX B

SCAPPOOSE CITY MANAGER RECRUITMENT HIRING PROCEDURES

Phase 1: Position Advertisement

- 1.1 Recruitment Brochure Development:** The consultant 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 community with quality of life details. 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.
- 1.2 Position Advertisement:** The consultant will execute a comprehensive position advertisement process designed to attract a variety of qualified and well-suited candidates. The 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. The consultant will also leverage an extensive professional network to directly contact qualified managers and inform them of the opening.

Phase 2: Screening of Candidates

2.1 Initial Application Screening: Candidates will provide a resume, a cover letter, and an application form. The consultant will review applications against the City Manager Profile, remove all non-responsive applications, and determine which candidates best fit the City's needs.

2.2 Preliminary Interviews: The consultant will conduct preliminary interviews via Zoom with the candidates who best fit the candidate profile, as well as with any veterans who meet the position's minimum qualifications (as required by Oregon law).

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2.3 Recommendation of Finalists: The consultant, in a City Council executive session, will present the results of the initial review process and provide recommendations of up to four finalists. For transparency purposes, the consultant will provide information on other candidates interviewed but not recommended as finalists. The consultant will facilitate a discussion to assist the Council in reaching consensus on the finalists they want to be interviewed. Subsequently, the Council will announce the finalists in a regular business meeting after candidates are notified and permission is received for public disclosure of their candidacy.

2.4 Formal Council Designation of Finalists: In accordance with Oregon public meetings law, the City Council will formally designate the finalists at a regular business meeting open to the public.

2.5 Background Checks on Finalists: The consultant will engage a background check firm to perform comprehensive background checks on all finalists. Background checks will include:

- 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

- 2.6 Reference Checks on Finalists:** The consultant will take the necessary time to thoroughly discuss the candidates with references they provide, as well as other knowledgeable contacts, asking incisive questions to gain a comprehensive understanding of their abilities as managers and potential fit for the City.

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- 2.7 Finalist Receptions:** Prior to the final interviews, two virtual receptions will be held by Zoom, or similar platform, 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 have an opportunity to provide online feedback concerning their impressions of the finalists to help inform the final selection process.

- 2.8 Finalist Interviews:** Finalists will be interviewed in-person by three panels consisting of (1) the City Council, (2) local government managers from other jurisdictions, and (3) a panel of community members. Interviewers will receive an informational packet containing interview questions and comprehensive information on each finalist. After panel interviews have been completed, the Council, in an executive session, will be presented with feedback from the other three panels, the staff and community receptions, and results of background and reference checks. The consultant will facilitate the Council in reaching consensus on its preferred candidate.

- 2.9 Formal Council Designation of Preferred Candidate:** In accordance with Oregon public meetings law, the City Council will formally designate its preferred candidate at a regular business meeting open to the public.

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Recruitment Schedule

Date	Actions
May 17	Council official adoption of candidate profile / hiring process
Week of May 24	Recruitment brochure development
June 1 - 29	Position advertisement
Week of June 28	Initial application screening
Weeks of July 5 & 12	Schedule and conduct semi-finalist phone interviews
July 19	City Council Executive Session re recommendation and selection of finalists
Weeks of July 26 thru Week of Aug 16	Background / reference checks on finalists
Week of Aug 23	Finalist virtual receptions, interviews, and selection

end of handout from Jensen Strategies, LLC

Councilor President Greisen feels the required information isn't cut and dry.

Mayor Burge stated the standards appear to be higher than what Council feels comfortable with. He explained he is comfortable with the required minimum education, because he thinks that is where you get your training.

Councilor President Greisen stated, just to clarify, you will move people through the process if they meet the criteria in paragraph 1 ~ Required Minimum Education / Experience.

Erik Jensen replied, that is correct.

Councilor President Greisen stated as far as paragraph 2 ~ Preferred Education / Experience, they will just receive extra points.

Erik Jensen replied, that is correct.

Councilor McHugh stated he has the same concerns as Council President Greisen. He stated he likes it in there, but the word "prefers", he would like to see replaced.

Councilor Lesowske stated he thinks the listing provided under Desired Skills/Attributes is very thorough and he appreciates that he and his team took the time to gather this information because he thinks it is critical for Council to have their vision of the next city manager represented in the recruitment process. He thinks this is a very thorough job and he appreciates Erik's time.

Erik Jensen stated there is a difference, but the question is whether or not it is required. Obviously someone in the community is going to have a better understanding, a firsthand understanding of what's here; however, there are candidates who have the ability to make that transition and understand what it takes to move into a new community culturally and to learn about that culture and embrace it.

Councilor Miller asked Erik in previous recruitments for city manager in other jurisdictions, do you know how many candidates usually come within that city's jurisdiction or city limits?

Erik Jensen replied, very few. He explained most of the time we are getting candidates from outside.

Councilor McHugh stated he feels whomever the candidate is, for them to be really engaged in the community, accessible, visible and active in the community, they have to live somewhere nearby. He stated if that person lives an hour away, they cannot be fully engaged in this community.

Erik Jensen explained they have had this very same issue come up in the last three recruitments that they have done and what they did was put language in, which they can do here, that says that the city manager will be expected to live in close proximity to the city.

Councilor McHugh replied that would satisfy him.

Mayor Burge stated he agrees, the closer to the community, the better.

Legal Counsel Peter Watts replied he thinks one of the issues is there isn't a lot of housing inventory that is on the market right now. He stated if we were in a normal housing market like a few years ago, it would probably be easier to meet that obligation, but there is not a whole lot of housing choices out there right now.

Councilor Poling agrees with looking at having the city manager be in close proximity, but he understands there are not a lot of homes available in Scappoose.

Erik Jensen read a section of the Carlton recruitment brochure ~ A desire and a willingness to live in or in very close proximity to the city. He explained they could put the very same line in the City of Scappoose brochure.

Councilor Miller stated if we can get somebody that wants to live closer to the City, to him that is a plus. He stated when we go through the requirements, he feels like we might be narrowing ourselves on the candidate pool quite a bit and are we willing to give up other qualifications. He

thinks that we're all in agreement that that is something that we would really like to see, but he thinks what we need to consider is, do we want to make that a requirement.

Mayor Burge stated he thinks this would be a negotiation point.

Councilor Haugen asked, is Council in agreeance to use the language that Carlton used?

Council President Greisen explained she is not sure that all of the Council agrees what close proximity is in terms of a number or location considering larger areas that are around Scappoose. She is just very worried about Council understanding what that means when we are adding that language in there. She stated if you have a desire to move somewhere are we going to fire them after six months if they don't follow through? She stated it seems very hard to regulate.

Erik Jensen stated so far, they haven't had an issue with the candidates that have been selected in other cities, in terms of where they live.

Mayor Burge replied he likes the vagueness of the language from Carlton.

Councilor McHugh replied he also likes the language, because we want somebody that wants to be here.

Legal Counsel Ashely Driscoll asked, does Council want the candidate to live in close proximity or very close proximity?

Mayor Burge replied close proximity is fine.

Erik Jensen stated we can easily take "very" out and just add "in close proximity".

Erik Jensen went over the policy priorities. He stated he is assuming with the changes that have been discussed on the position profile that Council is good with them.

The general consensus of the Council is yes.

Erik Jensen went over Appendix B, the proposed hiring process in addition to the timeline. He explained under background checks there was an omission; it should include civil litigation as they also check for that.

Council President Greisen asked if this is open just to Oregon residents or local surrounding States or nationwide or is this something Erik decides, or the Council is supposed to come up with?

Erik Jensen replied they look to Council for guidance on that. He stated typically they will do a national search. He explained they advertise through ICMA and also through a number of places in the Northwest, as well as some of the State Associations in California, Washington, Idaho and sometimes Montana.

Mayor Burge stated this will be before Council at the next Council meeting for formal adoption.

Erik Jensen explained he will make the changes that were discussed this evening and send it back to the City for the Council packet for adoption.

Council thanked Erik Jensen.

Adjournment

Mayor Burge adjourned the work session at 7:00 p.m.



Mayor Scott Burge



Minutes type by City Recorder Susan M. Reeves