

February 22, 2021

Leslie Vaaler, Mayor
City of Yachats
PO Box 345
Yachats, OR 97498

Re: Lee Elliott Interim City Manager Application

Mayor Vaaler:

Please accept this cover letter as my official application for the City of Yachats Interim City Manager position. Being familiar with the true Gem of the Oregon Coast, I became extremely excited to discover the city was advertising this position in a community I have visited multiple times and have always enjoyed. While working as an assistant city manager and interim city manager in Oregon, I developed a true love of the amazing Oregon coastal communities.

For the last seven years, I have consulted, and provided interim executive level management services for municipal governments as city manager or as a department head. Interim work has provided me with a wealth of experience in an amazing variety of situations to assist city government with CEO leadership in transition. My strengths as an executive leader, are being positive and visionary with pragmatic results throughout my career.

After researching all facets of the current situation in Yachats and reviewing the desired qualities of the Interim City Manager, I believe my experiences fit well with the organization and community. I have broad executive level experience as a city manager, assistant city manager, finance director, human resources director, public works director, planning director and economic development director. For smaller city governments, a diverse background CEO tends to assist the organizations and I believe is one quality which has greatly assisted me in helping communities like Chickasha.

Recently, I completed an interim city administrator position in a rapidly growing community 30-miles west of San Antonio. I was appointed the interim city administrator to assist the community in finishing up an economic development agreement for a \$200 million multi-use residential-commercial development, assist in completing a water line extension project for a \$7 million commercial development, to complete a wastewater collection line and lift station project, and to help complete a \$12 million wastewater treatment upgrade project.

While serving as city manager in Mount Vernon, TX, we were able to use our historical culture assets to invigorate tourism as a primary engine in our local economy. We were one of the first three communities to receive the first Lady's Tourism Award of Excellence. We were able to repair over 60% of our water and sewer lines through negotiating low interest loans and receiving grants. We were able to reduce our water loss from approximately 20% to approximately 8%. With creative approaches, we were able to reduce our tax rate 12% while

experiencing a declining taxable valuation without reducing services.

In Newberg, while serving as the assistant city manager (ACM), a position generated to manage public works (HR and Emergency Operations); I was brought in to rebuild personnel relations in the department. While taking on the ACM position, the public works department was unionizing. After being the ACM for approximately 11 months, we had stabilized employee moral within public works. As the interim city manager for 11 months, we were able to improve moral and efficiencies within the whole organization while experiencing a large general fund shortfall and fiscal stress. While working to redevelop our downtown, we partnered with our local university to create connectivity to the campus and assist in bringing energy downtown.

In what I believe shows leadership and creativity as a city manager, while serving as the interim city manager in Newberg, OR, to help generate some financial sustainability, and implement the council's core goals for the budget, I didn't propose to fund my position as ACM in which my ½ my salary impacted the General Fund which was suffering a shortfall. By not funding my salary as the ACM, we were able to keep all police officers, firemen and not have to reduce our library hours.

I look forward to meeting with you, the mayor and councilors about how I can assist Yachats with continuing in a positive direction during the interim government. If more information is needed, please do not hesitate in contacting me at XXX-XXX-XXXX.

Respectfully submitted,

Lee Elliott