

YACHATS CITY MANAGER RECRUITMENT 2023

Adoption of Official Position Documents

Official adoption of certain documents is required under Oregon law 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 Yachats recruitment consultant, Jensen Strategies, LLC, gathered input through one-on-one interviews, online staff and community surveys, and an offered public input session, which was used to prepare a draft position profile and hiring procedures for the City's 2023 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 Yachats City Council that affords an opportunity for public comment.

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APPENDIX A YACHATS 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 government management experience. The City Council will consider equivalent combinations of education and experience.

Preferred Education / Experience

The City prefers a candidate with an advanced degree in public administration or related field (e.g., Master of Public Administration), and five or more years of increasingly responsible public sector experience. Previous service as a City Manager, current membership with the International City County Managers Association (ICMA), as well as experience related to municipal public works and coastal destination communities is highly desired.

Desired Skills / Attributes

Leadership & Management

The City Manager should be an honest, committed, well-rounded, leader and manager for a growing and active coastal City. The City Manager should promote stability in the organization by providing clear direction to support multiple municipal services. This includes an active role in coordinating necessary financing, planning, and staff to move multiple high visibility and priority initiatives forward and build consensus around a shared organizational vision. A depth of management experience is necessary to foster a high functioning City team, effectively coordinate limited staff, develop an atmosphere of staff trust and accountability, support professional development and succession planning, and to promote staff retention. A leadership style that espouses strong ethics, regular communication, listening, collaboration, humility, follow through, and problem solving is important. The City desires a person who's demeanor is approachable, inclusive, respectful, and empathetic.

Council & Citizen Commission Relations

The City Council expects the City Manager to proactively develop a City environment that is professional, neutral, ethical, transparent, timely, and productive to support their work as the City's policy making body. The City Manager should have experience effectively coordinating City resources to implement Council direction, support the work of the City's four active citizen committees, and facilitate a cohesive organizational operating environment. Knowledge and

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experience overseeing the City's legal obligations and regulatory compliance including record keeping, fostering informed decision-making, and supporting clear and consistent communication with Council and other key stakeholders is essential. The City Manager should possess strong facilitation skills and public meeting experience to support Council's ability to address challenging policy decisions. This includes provision of helpful background information, support of smooth and efficient meetings, establishment of team building or goal setting frameworks, and promotion of collaboration and consensus building are essential. The City Manager should have Interpersonal skills to support appropriate and resilient working relationships. An emphasis on collaboration, responsiveness, and accountability is important.

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 help ensure the City Council, staff, and advisory bodies, including four well established citizen commissions, are all operating efficiently and effectively with each other, in alignment with Council goals, and within their legally defined roles.

Community Engagement

The City Manager is expected to maintain and enhance the City's efforts to inform and engage the Yachats community in City activities and decisions that may impact them. The City Manager should be a visible leader that recognizes and bolsters Yachats' culture of strong civic engagement, practices transparency and professionalism and employs an even-handed approach to differing views and interests. It is important the next City Manager possess skills and experience to facilitate meaningful community dialogue and consensus building as well as the ability to explain complex civic and regulatory matters. The City Manager should clearly communicate project prioritization, delivery, and service outcomes to community stakeholders and groups. The City Manager should practice and value the principles of appreciation, listening, transparency, inclusion, and collaboration when working with the community.

Public Finance

The City Manager should have a strong foundation in public finance skills to lead the City budget process and provide a high level of professionalism in the City's financial operations. This includes skills and knowledge to effectively plan for current and future needs and ensure adherence to reporting and other regulatory requirements. Expertise in coordinating a diverse municipal finance team including contracted staff, a citizen finance committee, and a citizen budget committee is essential. The Manager will have proficiency in daily municipal best-practices and strategic fiscal management that align with City goals. They should be familiar with diverse revenue approaches, including grants, to support the Cities priorities. The next City Manager should develop and apply a prudent approach to prioritizing projects given limited public funds. They will effectively communicate these decisions to all stake holders. Experience with Oregon budget law and requirements especially with substantial transient lodging taxes is helpful.

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Human Resources

The City Manager should possess strong staff management skills and human resources experience and budgetary skills to provide and sustain an effective City workforce. The Manager should have the ability to conduct workforce planning, support appropriate hiring and employment practices for permanent, temporary, and contracted staff, provide targeted staff evaluations. Skills to facilitate effective employee onboarding, promote cross training and professional development, and encourage retention are necessary. The City Manager will use management approaches that provide effective oversight, create clear roles, acknowledge successes, and delegate important City responsibilities as appropriate. Experience working with unions is beneficial.

Communication

It is imperative the City Manager have exemplary communication skills to provide internal and external coordination. An ability to effectively engage and/or collaborate with diverse City audiences and stakeholders including, but not limited to, City Council, staff, citizen commissions and committees, local government officials, community members and groups, nonprofits, and businesses is essential. The City Manager should demonstrate humility, honesty, diplomacy, inclusion, and emotional competency when communicating with all individuals or groups. Further, the City Manager is expected to have skills facilitating and encouraging respectful two-way discussions of complex policy issues involving many passionate stakeholders. Communication, both verbally and written, should be clear, substantive, and with conciseness.

Public Works

As the acting Public Works Director, the City Manager should have demonstrated experience related to management of public works operations, maintenance, and projects regarding water, sewer, and streets infrastructure in coordination with tenured staff. Skills to facilitate large, complex capital projects focusing on current and future water supply and wastewater capacity needs including planning, maintenance, and financing is important. Knowledge of street asset maintenance and enhancement as well as the ability to support negotiations related to right of way issues is helpful. Experience developing traffic management approaches to support livability while facilitating a high volume of visitors and through traffic is beneficial. The City Manager should have the capability to coordinate and collaborate with intergovernmental and community partners to ensure completion of important infrastructure projects.

Intergovernmental Relations

It is essential that the City Manager work effectively with other local or regional jurisdictions to coordinate the provision of high-quality County provided or outsourced public services, including public safety, fire protection, education, and building inspection services. The City Manager should have skills to enhance and expand strong working relationships, operate effectively, and pursue mutually beneficial cooperative opportunities with other local governments including County, State, regulatory agencies, Tribal governments, and other key organizations.

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Housing Policy

The City Manager should have skills to support effective planning and policy-making related to housing development, codes, and overall management in coordination with the Planning Commission and the City Planner. Knowledge of current housing legislation and policy approaches related to housing supply, affordability, workforce housing options, vacation rentals or second homes, and/or accessory dwelling units is desirable. Experience managing housing policy in a tourism impacted environment is beneficial. Knowledge or experience with collaborative approaches to reduce the impacts and provide resources to address rural homelessness as well as awareness of current legislation is also valuable.

Community Development

The City Manager should have knowledge and experience to support necessary financing, planning, communication, and implementation of projects related to parks, community spaces, business support, and tourism. Strong municipal project management and communication skills to effectively balance a multitude of City and community priorities and promote livability in the context of a growing community with limited available and buildable lands is essential. Knowledge of City planning, Oregon land use law and urban renewal management is helpful.

Emergency Planning

The City Manager should have relevant experience coordinating with multiple agencies and community organizations to prepare for potential disaster, emergency, and public safety needs. It is important that the City Manager can support existing City preparedness efforts such as the Resiliency Project and proactively address emergency preparedness through infrastructure improvements, inter-agency planning, and community training.

Appreciation for Yachats

The City Manager role is a high-profile local leader who should embrace and take pride in Yachats' natural beauty, small-town feel, spirit of volunteerism, and is willing to become an active member of the community.

Policy Directives

Water Supply & Distribution

The City of Yachats has a variety of important intergovernmental negotiations and long-term infrastructure projects in various stages of development to ensure an adequate ongoing supply and access to water resources for future demand and emergency use. To address supply concerns, the City is working to enhance its relationship with the South Lincoln Water District and negotiate an agreement to provide regular water service. Further planning is required to ensure sustainable municipal and emergency water supplies for a growing population and a changing climate. There are also a number of major and minor water and sewer infrastructure projects underway, including but not limited to: seismic infrastructure improvements for one of

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the City's water tanks, installation of a submersible pump plug and other sewer infrastructure maintenance, a water plant clarifier rehabilitation, water storage evaluation and the purchasing of a property as a possible water storage and/or a location for municipal trucks for emergency preparedness. An ability to strategically finance these important projects, including water rate evaluation, is important. Additionally, the City Manager should support long term staff succession planning for the Public Works Department to retain key knowledge and services.

Workforce Planning

The City of Yachats has experienced critical staffing shortages and turnover during the last years resulting in reliance on temporary positions, and inconsistency in City services. To ensure ongoing delivery of expected services and projects and to support continuing community growth, the next City Manager will be expected to evaluate current roles and responsibilities of the City's workforce, develop operational effectiveness strategies and address the overall staffing needs while justify these positions to the Budget Committee. It will be essential for the City Manager to work effectively with the City's union and implementation of policies/procedures to promote staff retention.

Parks & Community Spaces

The Yachats community takes pride in the quality and variety of parks and community spaces available. Notably, the citizen led Parks and Commons as well as Trails Committees play substantial roles in the planning and maintenance of City owned parks. There are a plethora of high visibility park and community space enhancement projects that have been delayed due to the need for additional financing, planning, or staff capacity to implement. These projects include but are not limited to:

- The Oceanview Road Boardwalk project: This project is dependent on the transfer of road ownership from the County. Once completed the City plans to construct a boardwalk along the Yachats River estuary. Further public input, consensus building, planning, and financing will be necessary to appropriately implement this highly desired project.
- The Commons is a 100-year-old multi-use, beloved, and historic community space facing a growing amount of deferred general maintenance and upgrade needs to improve features such as building accessibility, security, and ability to serve as an emergency center when necessary. In coordination with the Parks & Commons commission and the recently hired facility manager. The next City Manager will be responsible for supporting the completion of an engineering assessment. They will then play a key role identifying priorities, building consensus and managing expectations, and planning and financing a variety of building improvements.
- The Yachats Library is undergoing a major renovation and expansion that will double the building's size. The project has received substantial grant and donation support in addition to substantial City contributions, however additional financing work may be needed to complete the renovation.
- The Little Log Church & Museum is another historic community space that is operated by the City. The building was closed to the public due to extensive exterior deterioration and weather-proofed to prevent further damage while closed and there are now

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concerns about continuing damage. As such, the next City Manager will be responsible for reviewing existing engineering information and obtaining new as needed, evaluating options, and facilitating discussion to determine and implement an agreed upon remediation approach.

APPENDIX B

YACHATS 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 diverse pool 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 a Jensen Strategies recruitment questionnaire. The consultant will review the application (resume, cover letter, and supplemental question submission) 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).

- 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
 - Civil litigation
- 2.6 Reference Checks on Finalists:** Upon selection as a finalist, candidates are asked to provide a minimum of four professional references. 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.
- 2.7 Finalist Receptions:** Prior to the final interviews, two receptions will be held to provide opportunities to interact with the finalists, ask them questions, and form general impressions of the candidates. The first reception will be open to the City staff, and the second reception will be open to members of the public. At both receptions, attendees will 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.

City Manager Recruitment Schedule

Week of	Actions
Week of July 17 th	Council official adoption - July 19 th Recruitment brochure finalization
Week of July 24 th	Position advertisement- Position open (7/24 – 8/27)
Week of August 28 th	Initial application screening
Weeks of September 4 th & September 11 th	Preliminary Zoom interviews
Week of September 18 th	Recommendation and selection of finalists Executive Session- Tuesday, September 19 th
Weeks of September 25 th & October 2 nd	Background/reference checks on finalists
Week of October 9 th	Monday, October 9 th - Staff and Community Receptions Tuesday, October 10 th - Panel Interviews Wednesday, October 11 th - Executive Session: Council Interviews Thursday, October 12 th - Executive Session: Deliberation Regular Session: Announcement of Selection