

**CITY OF NEWBERG**  
**CITY MANAGER RECRUITMENT SUBCOMMITTEE AGENDA**  
**OCTOBER 23, 2013**  
**11:30 A.M.**  
**CITY HALL – 2<sup>nd</sup> FLOOR CONFERENCE ROOM (414 E. FIRST ST.)**

**MEMBERS:**

**COUNCIL:**

Bart Rierson  
Mike Corey  
Lesley Woodruff  
Bob Andrews

**STAFF:**

Lee Elliott, City Manager Pro Tem  
Dawn Wilson, Human Resources Manager  
Norma Alley, City Recorder

**I. MAYOR CALL MEETING TO ORDER**

**II. ROLL CALL**

**III. APPOINTMENT OF CHAIR**

**IV. RECRUITMENT**

**V. DISCUSSION ON TIME TABLE**

**VI. OTHER DISCUSSION**

**VII. SCHEDULING OF NEXT MEETING**

**VIII. ADJOURNMENT**

*ACCOMMODATION OF PHYSICAL IMPAIRMENTS: In order to accommodate persons with physical impairments, please notify the City Recorder's Office of any special physical or language accommodations you may need as far in advance of the meeting as possible and no later than 48 business hours prior to the meeting. To request these arrangements, please contact the City Recorder at (503) 537-1283. For TTY services please dial 711.*

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## Norma Alley

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**From:** Sean Baenziger [sean@cb-asso.com]  
**Sent:** Wednesday, August 21, 2013 11:04 AM  
**To:** Norma Alley  
**Cc:** Norma Alley; Colin Baenziger  
**Subject:** City Manager Recruiting- Colin Baenziger and Associates  
**Attachments:** Newberg, OR Aug 2013.pdf

Ms. Alley,

Thank you very much for taking the time to speak to me earlier. Attached is the introduction letter we discussed. If I can be of any further assistance, please do not hesitate to contact me,

Sean

Sean Baenziger  
Vice President  
Colin Baenziger and Associates  
[561-351-9350](tel:561-351-9350)

August 21, 2013

The Honorable Mayor Bob Andrews, and Councilors Denise Bacon, Mike Corey, Ryan Howard,  
Stephen McKinney, Bart Rieron, and Lesley Woodruff.  
C/O Norma Alley, City Recorder  
Newberg City Hall  
414 East First Street  
Newberg, OR 97132

Dear Ms. Alley:

We at Colin Baenziger & Associates (CB&A) recently learned you will soon be looking for a new City Manager. As a well-established local government executive recruiting firm, we would be very interested in assisting you. While selecting the right person is never easy, we have developed a relatively straightforward, but virtually foolproof process.

CB&A is a nationally recognized local government recruiting firm. We only take a few assignments at a time so we can dedicate ourselves to getting to know you and your community firsthand. That takes time and effort, but we believe it is the only way to ensure the candidates we recommend are well qualified and a good fit for your community. Further, our staff is exceptional. All of our key people are former governmental managers. Finally, we deliver on time and on budget, perform the best background investigations and offer the best warranty in the business. As a result, our reputation is exemplary and five of our local government clients have passed resolutions thanking us for outstanding efforts in recruiting their managers.

Our search processes typically last roughly 90 days, and we pride ourselves on having never missed a major project milestone in any search in the entire history of our firm. Further details regarding our process can be made available if we are privileged enough to be able to submit a proposal for your consideration.

Some of our recent City Manager searches include Normandy Park, WA, Ankeny, IA, Portland, ME, Roanoke, VA, Monroe, NC, Scottsdale, AZ, Sunrise, FL, and Tacoma, WA. In addition, we have also recruited County Managers for Clackamas County, OR, Polk County, IA, Clay County, FL, and Union County, NC. Finally, we have recruited a Finance Director for Oregon City, OR. Our current searches include City Managers for Medina, WA, Elmira, NY, Miramar, FL, Bellevue, WA, Bal Harbour Village, FL, Ashland, KY, Connell, WA and Marco Island, FL, and another Assistant City Manager for Corpus Christi, TX.

We would welcome and appreciate the opportunity to work with you. Please feel free to contact me at my office at 561-707-3537. You may also wish to visit our website at [www.cb-asso.com](http://www.cb-asso.com) for additional information.

Sincerely,



Colin Baenziger, Principal and CEO

*...Serving our clients with a personal touch*

## Experience references for Colin Baenziger & Associates Recruiting firm

### Clackamas County Employee Services – JJ Peters (woman)

503.655.8459

- Used for hire of County Administrator
- Super nice
- Ended up with a great hire
- They've used two different firms previously and for an outside consultant it can be difficult for them to understand communication/procedures
- Physically came to meet one or two times and to give credit he tried to understand
- Struggles came with the last part and a lot of administrative pieces were not coordinated
- The board of commissioners felt like the job posting went out before final approval. To give Colin credit, he did send for feedback but did not offer a deadline and posted when no feedback received
- If used again would require the need to be specific & clear in communications like "if don't here feedback by certain date then will post"
- Felt they were the largest organization he may have worked with (2K employees) and he may be better suited for smaller organization/jurisdiction
- He's a great guy but there were a lot of hiccups/challenges regarding HR and the need to communicate a lot more
- She mentioned Oregon City used him, I said they were also on my list to received feedback, she warned that the city manager at Oregon City was really good friends with Colin which may affect their recommendation and she found that out when she was researching

### Suggestions of other consulting firms they've used previously:

- Greg Protham – there were hiccups here too but higher professionalism
- Bob Murray & Associates (California)
- (Noted that Colin Baenziger included in the top three firms)

### Other groups they researched by did not end up going with:

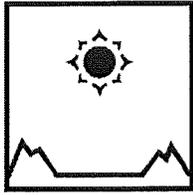
- CPS Executive Search (out of California but located in Portland)
- Ralph Anderson & Associates (California based)
- Waldren & Company
- Portland Generator Group (experience with public sector like Tri-met but not directly with a municipal government – didn't want to be first)
- (Noted that one of the Portland groups did not even bother to get back to them; maybe weren't willing to work with them)

### Oregon City HR – Jim Loeffler, HR Director

(503)657-0891

- Used to hire finance director
- Colin was a city manager at one point so familiar with public
- Easy to work with
- Available, accessible, prompt (even though located in Florida and Colorado most of the time they were working with him)
- The background he offered was very thorough/complete
- There was a hiccup regarding posting which was a result of miscommunication/confusion between the CM & Colin – the CM wanted recruitment to be posted through ICMA and others but ICMA was dropped in initial post, eventually posted there later
- Other than that, everything went smoothly

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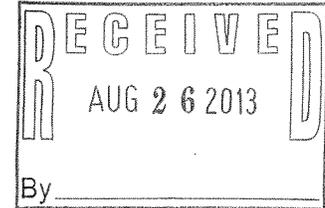


# Mid-Willamette Valley Council of Governments

100 HIGH STREET S.E., Suite 200 • SALEM, OREGON 97301 • www.mwvcog.org  
PHONE 503-588-6177 • FAX 503-588-6094 • email: mwvcog@mwvcog.org  
*An equal opportunity lender, provider, and employer*

*Getting things done together!*

August 26, 2013



Mayor Bob Andrews  
City of Newberg  
P.O. Box 970  
Newberg, Oregon 97132

Dear Mayor Andrews:

The Mid-Willamette Valley Council of Governments (hereinafter referred to as “COG”) would be pleased to discuss with you further the possibility of coordinating the recruitment process for a new City Manager for the City of Newberg.

The scope of services for the recruitment process may, at the discretion of the Council, include any or all of the following activities:

- Develop a recruitment timeline
- Draft and place the position advertisement
- Meet with the City Council to draft a position profile
- Receive applications and send acknowledgement letters
- Screen applications down to those which most closely fit the position profile
- **Respond to inquiries from candidates during the recruitment process**
- Perform background checks on finalist(s) chosen by the Council
- Work with the Council in determining the interview process and the development of interview questions
- Facilitate the interview process, as required
- **Send out regret letters to unsuccessful candidates at appropriate times during the recruitment process.**

Based on the services outlined above, the total cost of this project is \$7,000 including background checks on a maximum of five (5) finalists for the position. **Additional background check would be billed to the City at \$400 per check.** The City of Newberg would pay one-half of the project cost upon acceptance of the proposal and the remainder upon project completion. The City will be directly responsible for actual advertising costs and any finalist travel expenses (e.g., lodging, meals, and mileage) incurred during the recruitment process. Should the City significantly broaden the scope of services, the COG reserves the right to renegotiate the cost of the project.

Please feel free to call if you have any questions or would like to discuss this proposal further.

Sincerely,

MID-WILLAMETTE VALLEY COUNCIL OF GOVERNMENTS

A handwritten signature in cursive script, reading "Nancy J. Boyer", with a long horizontal flourish extending to the right.

Nancy J. Boyer  
Executive Director

## Norma Alley

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**From:** Norma Alley  
**Sent:** Tuesday, October 22, 2013 12:07 PM  
**To:** Norma Alley  
**Subject:** FW: City Manager Recruitment Services engagement letter7 22 13  
**Attachments:** City Manager Recruitment Services engagement letter7 22 13.pdf

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**From:** Mike McCauley [mailto:mmccauley@orcities.org]  
**Sent:** Wednesday, October 02, 2013 9:45 AM  
**To:** Bob Andrews  
**Cc:** Susan Muir  
**Subject:** City Manager Recruitment Services engagement letter7 22 13

Good Morning Mayor Andrews,

Attached is the basic form letter that we are doing for city manager recruitment services that describes our services and each party's responsibilities. Given Newberg's population, we would negotiate a fee that would be around \$8,500. Please let me know if you have any questions or would like further information. Thank you.

Mike

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September 13, 2013

*DRAFT ENGAGEMENT LETTER*

RE: Letter of Engagement for City Manager Recruitment Services

Dear \_\_\_\_\_:

Thank you for selecting the League of Oregon Cities (League) to assist the City of \_\_\_\_\_(City) in the recruitment of a City Manager / City Administrator. The purpose of this letter is to set out the scope, terms, and conditions of the League's services. If the contents of this letter are agreeable, please have someone with the proper authority sign and return one copy of this letter along with payment to:

League of Oregon Cities  
PO Box 928  
Salem, OR 97308  
Attn: City Administrator Recruitment Services

**Scope of Services**

1. Except as noted below, the League will provide the following services for a base fee of \$ \_\_\_\_\_ plus reimbursable expenses.
2. The League has assigned \_\_\_\_\_ to assist you in this recruitment. \_\_\_\_\_ is your main point of contact and can be reached at: \_\_\_\_\_
3. \_\_\_\_\_ will be contacting you shortly to collect some information and set up an initial meeting with the City Council to review the city's hiring policies and to develop a candidate profile. The candidate profile contains the City Council's expectations of the skills, training, and experiences desired of a successful candidate. The development of a profile and discussion of the City's needs, issues, and approach to recruitment is a critical component of the recruitment process because all subsequent work is based on these discussions.

This meeting must be open to public attendance. In order to preserve the City Council's ability to conduct part of the recruitment process in executive session, the public must be allowed an opportunity to comment before the City Council adopts the candidate profile.

\_\_\_\_\_ will work with your city attorney to make any necessary updates to the city's hiring policies, which may need to be adopted prior to the adoption of the candidate profile.

4. As part of the development of the candidate profile, \_\_\_\_\_ will prepare a recruitment timeline. A typical timeline generally provides a thirty-day window from publication of the job announcement to the application closing date. After the closing date, there is a minimum two to three week period of application review and preparation of a report for the City Council. If background checks are to be performed prior to interviews, they require at least a three-week lead time. The remainder of the timeframe is flexible and depends on the City Council's needs and desires.

5. Following development and approval of the candidate provide and recruitment timeline, \_\_\_\_\_ League will prepare an advertisement and place the advertisement in Local Focus, the League website, and the Association of Washington Cities website at no additional charge. At the city's request and expense, \_\_\_\_\_ will facilitate posting the advertisement in other publications and locations.

6. Following posting of the advertisement, the League will screen applications and send an acknowledgement letter to all applicants. The League will also respond to inquiries from applicants. Following the closing date, the League will identify a group of applicants that appear to most closely meet the candidate profile. At the City's option, we will either forward all applications with the report or only those identified as most closely meeting the candidate profile.

7. Following delivery of the report, \_\_\_\_\_ will meet with the City Council to review the report and discuss the next steps in the recruitment process. Based on the City Council's direction, the League will assist with any or all of the following as part of the base fee:

- a. Design an interview process
- b. Prepare interview questions
- c. Assist in arrangements for technical-interview panel members
- d. Call candidates to set up interviews
- e. Participate in the interview
- f. Provide examples of city manager contracts
- g. Assist in negotiating a contract with the successful candidate
- h. Notification by mail to the unsuccessful candidates
- i. Additional contacts as requested to assist in the process or its conclusion

8. The base fee includes a background check for up to four candidates of the City Council's choosing. The background check is limited to reference checks, a credit check, degree verification and previous employment verification. Those services may be performed for additional candidates at the cost of \$400 per candidate.

**City Obligations:**

As a condition of the Leagues performance, the City agrees:

- To provide the League with copies of its current personnel policies, manuals, and ordinances.
- To advise the League of any agreements or judgments that would relate to any obligations that the City might have with respect to its personnel practices relating to hiring or promotion.
- To have its legal counsel prepare or review any proposed changes to the city's hiring policies
- To have its legal counsel prepare or review any employment contract with the successful candidate.
- To have its legal counsel review and advise them regarding the ability to meet in executive session at the appropriate times during the recruitment process.
- It will not release information regarding candidates until they are finalists, and the candidates have agreed to participate in the final selection process.
- No member of the City Council, or any officer, agent, or employee of the City will contact references, current or past employers, or others regarding any candidate/applicant for the position.
- No member of the City Council, or any officer, agent, or employee of the City will conduct any web based searches for information regarding candidates/applicants.
- To confine its review of applicants/candidates to the materials provided by League and the information obtained through interview processes.
- To have its legal counsel advise on any and all employment law related matters including use of credit history information under the Fair Credit Reporting Act.

**Additional Terms and Conditions:**

The League services are intended to assist cities in the recruitment of a City Manager/ City Administrator. These services are not the same as those provided by an executive search firm. The League's recruitment services are designed to be alternative to an executive search firm. Unlike an executive search firm, the League does not actively recruit individuals to apply, guarantee placement of a qualified candidate for a certain period of time, or undertake activities that fall outside the scope of services provided for in this letter.

The base fee does not include travel and related expenses for candidates participating in interviews or the costs of the interview process, such as meals and facilities. Such expenses are solely the responsibility of the City.

Neither the League or the City, nor the officers, employees, or agents of either the League or the City are agents of the other. Each party shall be separately and exclusively responsible for acts, errors and omissions of its own officers, employees, and agents except to the extent provided under the following indemnity provision:

Subject to the Oregon Constitution and the Laws of the State of Oregon, the City agrees to hold harmless, indemnify, and defend the League, and its officers and employee from and against all claims, suits, actions, losses, damages, liabilities,

costs, and expenses of any nature resulting from, arising out of, or related to the acts or omissions of the City or its officers, employees, subcontractors, or agents relating to the recruitment. Subject to the Oregon Constitution and the Laws of the State of Oregon, the League agrees to hold harmless, indemnify, and defend the City and its officers and employees from and against all claims, suits, actions, losses, damages, liabilities, costs and expenses of any nature resulting from, arising out of, or related to the acts or omissions of the League or its officers, employees, subcontractors, or agents relating to the recruitment.

The League is not in a position to provide recruitment services in the event a current member of the City Council (including the Mayor) applies for the position. Should a member of the City Council become an applicant, the League will withdraw from the engagement to provide recruitment services. The League will retain half of the base fee as compensation for the work performed prior to withdrawal.

The League will not administer, evaluate, or assist with a recruitment where the city desires to use psychological employment profile tests

The League and the City each have the right to cancel this engagement and terminate the work at any time within reasonable notice to allow for an orderly disengagement. Based on the amount of work performed and the timing of the disengagement, the League will refund a pro-rata portion of the base fee, provided however no refund will be given if the reason for the League's disengagement or termination is due to the City's failure to meet its obligations as set out in this letter.

If the City is unable to select and enter into an employment agreement with a qualified candidate, the League as part of its base fee will assist with a second recruitment under the same terms and conditions. Provided, however, that the City will pay \$400 for each background check performed during the second attempt.

League of Oregon Cities

By: \_\_\_\_\_  
Michael J. McCauley  
Executive Director

The above proposal is hereby accepted by the City of \_\_\_\_\_.

By: \_\_\_\_\_  
Title: \_\_\_\_\_

Date: \_\_\_\_\_

## Norma Alley

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**From:** Norma Alley  
**Sent:** Wednesday, October 16, 2013 9:10 AM  
**To:** Norma Alley  
**Subject:** FW: Feedback for recruitment

-----Original Message-----

From: Mike Corey  
Sent: Tuesday, October 15, 2013 1:37 PM  
To: Bob Andrews  
Subject: Feedback for recruitment

I would like to give preference to local (Or, Wa, I'd) candidates first but open it up if they don't qualify. Definitely use head hunters and I prefer COG since they have a good history. We need to consider finances a top priority. Good question for candidates is why are you applying.

We should have candidates for the long term who will work as team lead, manage and communicate well, have budget knowledge and are fiscally conservative. They should be willing to accept change and not just maintain what we have. It would be great to have knowledge of Newberg city and government operations.

It would be nice to have a citizen, dept head, Lee Elliot, the council and mayor deciding and interviewing.

Mike Corey

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## CM RECRUITMENT NOTES: 2013

*Oct. 11. 2013....*

Section of “head hunter”

Local v. out-of-state...

“Why are you applying?” ...

What is the Fit we are looking for – what we really want...

- “I” vs. “we” ...
- A visionary that is practical...
- Manager vs. Facilitator...
- Change vs. maintenance...
- Dynamic vs. maintenance/homesteader
- Working manager...
- Ignition...
- Culture of Newberg...
- Manager of (1) people & (2) program/project...
- 

Three silos/constituencies: Council, Staff, the public...

Route announcement to/thru RangeRider (Roger Jordan)...

Confidentiality at (1) the start or (2) at the end...

Vetting:

- Council...
- Other CM’s...
- Dept. Heads...
- Citizens...
- RangeRider(s)

RangeRider, Roger Jordan, can work with both COG & LOC



# **A Guide to RECRUITING A CITY/COUNTY ADMINISTRATOR**

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**REVISED JANUARY 2012**



Prepared by the League of Oregon  
Cities in cooperation with the Oregon  
City/County Management  
Association

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# Introduction

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As a city councilor or a county commissioner, one of the most important responsibilities you may have during your tenure is to select a new manager or administrator. Your city/county administrator or manager (referred to as "administrator" in this guide) is the most pivotal employee in your city or county organization. He or she functions as the critical link between the council/commission and staff. The administrator assures that council/commission policy becomes reality in day-to-day services and that those services are delivered effectively.

The optimal relationship between the administrator and the council/commission, employees and the community is different for each city or county. Because hiring an administrator is such an important decision, you'll want to be very deliberate. For the sake of your community, it is critical that a thorough, well-defined process be used to select the best candidate possible.

Fortunately, most cities and counties don't have to replace administrators very often. On the other hand, since cities and counties generally don't have a lot of experience in the recruitment process, they can be uncertain about how best to proceed. This guide is a product of the League's City/County Administrator Recruitment Service (CARS), a program with a proven track record assisting cities and counties in recruiting quality administrators. CARS can help your council/commission review recruitment technique alternatives, understand each of the required steps, devise a recruitment plan that meets your community's needs, recruit an administrator and execute an employment agreement. The options below will be discussed in greater detail, and tools will be provided to help the governing body carry out specific steps.

# Recruitment Techniques

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There are three basic alternatives available to a city or county that is seeking an administrator:

1. Hire a private recruiting firm to do all or some of the following:
  - a. Search for appropriate candidates
  - b. Screen the candidates based upon city/county requirements
  - c. Set up interview schedules and assist the council/commission with interviews and selection;
2. Utilize the services of the League of Oregon Cities to perform all or part of the tasks outlined in number 1 above; or
3. Perform all the steps in-house.

# Pros and Cons of the Three Techniques

TECHNIQUE	PROS	CONS
<b>1</b> Private Executive Recruiting Firm	Full service, relieves staff and council/commission from recruiting/screening chores. Level of service depends on community's specifications	Often expensive, depending on level of services purchased
	Actively solicits candidates	
	May be able to dedicate more time to the project than the city/county is able to	
	Knows current availability of managers, often throughout the United States, who are seeking a new community	
	Have experience, can verify success record	
	Acquainted with many managers on regional or national basis	
<b>2</b> League of Oregon Cities	Full service, relieves staff and council/commission from recruiting/screening chores. Level of service depends on community's specifications	Does not normally solicit candidates directly
	Knows local communities, their needs and the idiosyncrasies of Oregon	Less familiar with managers outside of Oregon
	Less expensive than private firms	
	Knows most Oregon managers better than a private firm because of regular working relationships	
	Good contacts with other Leagues and cities for background checks	
	Have experience, can verify success record	
<b>3</b> Self-Administered Recruitment Process	Least expensive	Unfamiliar with process which may result in serious or costly mistakes
	Provides council/commission with greatest involvement in process	Of these alternatives, requires most time from council/commission members
	Works best when city/county has professional human resources staff	Council/commission doesn't normally solicit or know of potential candidates
		Outside resources required for background checks unless a full service human resources program is available
		Recruitment can interfere with normal city/county business and require extensive staff time
		If using city/county staff, it may place them in an awkward position as they would be reviewing their potential supervisors in an unsupervised portion of the process

# The League's City/County Administrator Recruitment Service (CARS)

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To help council/commission members conduct a successful and positive recruitment, this booklet presents guidelines for recruiting and selecting a local government manager. While no two jurisdictions require precisely the same qualifications and responsibilities from their administrator, the principles outlined here provide the basis for determining priorities.

The League can provide a full range of services to cities and counties for the recruitment and selection of an administrator. Over the years, the League has assisted many cities in various steps of the recruitment process. The League charges a fee to conduct a recruitment.

# Interim Management

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Often the first questions elected officials must face when a vacancy occurs are:

1. What should we do to ensure that the affairs of the local government are properly administered until a new manager is selected and on board?
2. Who should be in charge?

First and foremost, local government officials must avoid acting impulsively and succumbing to the temptation to hurriedly appoint an administrator as a quick fix. Local government officials need an interim period to carefully consider the criteria they are seeking in a new administrator and to recruit and select the best possible successor who meets these criteria. To ensure a smooth transition and to allow the city/county the time necessary to consider the right skills and qualifications needed, an interim administrator can help buy valuable time. Here are several steps for a council/commission to consider:

- **Appoint an interim administrator.** It is important to clarify who will be responsible for directing the local government while the new administrator is being recruited. The interim administrator could be a current staff member in whom the council/commission has confidence or could be an individual available elsewhere for interim positions. The League hosts an interim registry where people interested in serving as an interim administrator may post their information. This is a voluntary listing and the League does not screen the postings and is not thereby making any recommendations regarding the qualifications of the persons offering their services.
- **Ensure the organization understands that the interim administrator has the same authorities and responsibilities as the regular manager.** Regardless of who is appointed, it should be clear to all local government officials and staff that the interim administrator is in charge. It should also be clear that this person does not have an inside track to the new position. If the interim administrator is ultimately selected, it is because that person proves to be the best of the applicants. Some cities choose to appoint interims who agree not to be a candidate for the permanent job.
- **Defer key actions when possible.** Obviously, the local government must continue to operate during the recruitment period. The council/commission and interim management team should do whatever is necessary to make sure that important projects and the delivery of services continues to move ahead. However, they should defer major actions where possible until the new administrator is appointed. After all, to ensure effective administrative leadership in the future, it is desirable that the new administrator be involved in as many policy decisions as possible. Just filling a vacant department head position, for example, is an opportunity for the new administrator to begin building an administrative team. In fact, such an opportunity can be used successfully to pique the interest of potential candidates during the recruitment process.
- **Act in a timely fashion.** The recruitment process should be conducted pursuant to a realistic timeline that provides sufficient opportunity to develop a profile, attract and screen candidates and come to a timely conclusion.

# Steps in the Selection Process

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The following explains the steps in a selection process. In addition, rough estimates of the time that each step may take are indicated. After reading this section, it is useful for the council/commission, working with League staff, to use Appendix A to develop a recruiting plan, complete with estimated time frames, for your community.

## **Step 1. Define Position and Develop Profile**

Time Required: up to two weeks

- The council/commission meets to review recruiting steps and adopt a schedule.
- Review any charter provisions or ordinances creating the manager/administrator position and the job description to ensure they continue to accurately reflect the city/county's expectations and job requirements.
- The council/commission should prepare a profile of the skills, training and qualities of the "ideal" candidate. This is discussed more in Appendix B. This step is critical to subsequent steps in the recruiting and screening process.

## **Step 2. Prepare Advertisement and Review Salary Range**

Time Required: can be completed within time identified for Step 1

- A review of the present salary range is useful in order to ensure the city/county remains competitive.
- Draft a complete job announcement. A closing date should be specified and should be set a minimum of four weeks after publication of the first announcement.
- Remember, many national publications require four to six weeks' notice for publication.
- At a minimum the advertisement should include these items:
  - Name of the local government;
  - Title of the vacant position;
  - Population of the local government;
  - Amounts of the operating and capital budgets;
  - Number of full-time employees;
  - Type of services provided;
  - Statement of starting salary or that salary is open and commensurate with background and experience. A local government with a formal salary policy should openly declare it on the announcement;
  - Filing deadline, including any special items of information desired such as salary history, writing sample and work-related references;
  - Brief description of key areas of interest, and required and desirable experiences and qualifications;
  - Where and to whom to send resumes;
  - Web site address of the local government; and
  - Contact person who can answer questions about the recruitment.

### Step 3. Decide Where to Advertise

Time Required: four to six weeks

- The most common publications in which Oregon cities advertise are the League's *Local Focus* magazine and the *ICMA Newsletter*. These two publications will generally reach the vast majority of interested applicants.
- The Oregon and Washington Leagues' Web sites are another effective resource for posting advertisements.
- Some jurisdictions choose to include major regional newspapers (Portland, Seattle, San Francisco, Los Angeles, etc.), although they are more costly.
- Placing the ad on the Internet can also be effective.
- Many cities publish the announcement on the city's Web site as well.

### Step 4. Send Acknowledgment Letters

- A letter thanking each candidate for his or her interest should be sent as soon as an application is received. This is a good opportunity to tell the candidate a little more about the city/county and the geographic area. Many cities insert a brochure describing the community.
- Details of the selection process should also be provided to avoid numerous phone calls and personal inquiries later.
- A sample letter is provided as Appendix C.

### Step 5. Screen the Applicants

Time Required: two weeks

- Screening can begin following the closing date. Whether the full council/commission (or a subcommittee), a private firm or the League conducts the screening, the primary document used in the screening should be the profile developed earlier in the process by the council. The process selects a maximum of 15-20 candidates which most closely fit the profile developed.
- Occasionally, a city prefers to further narrow applicants by asking for submissions of a writing sample or response to essay questions relative to the position. The council/commission can use the response to evaluate applicant opinions, breadth of experience and expertise. The written response is useful to evaluate timeliness, thoroughness, use of the English language, etc. If the city/county chooses to add this step, the written exercises should be sent to those who make the first cut after screening and responses should be limited five pages or less. From these responses, a smaller number are selected for background checks or interviews.  
**Note: If this option is taken, generally allow three to four weeks additional time.**
- Confidentiality is an important consideration in any recruitment. The elected body should determine, at the outset, the extent to which the recruitment process will be public. The confidentiality of resumes should be maintained and should be consistent with applicable state law and the advice of the local governments.
- Regret letters explaining that the candidate is no longer being considered should be mailed throughout the process at each step along the way.

## **Step 6. Background Checks**

Time Required: three to four weeks depending on the number of candidates and who performs the checks

- Background checks are conducted with work-related contacts. Although some jurisdictions seek written references, phone calls are quicker and often more candid. Reference checking is a tedious, expensive and time-consuming process if done well. However, time and money spent during this step will save in the long run by avoiding travel costs for interviewing unqualified finalists. A minimum of three weeks is normally necessary to complete background checks. The city/commission may wish to contract for additional information from a reliable source on items such as degree verification, credit history and criminal history.
- Note: It is perfectly acceptable to conduct background and reference checks for only the finalist(s) the city/county is actually considering appointing. Many applicants do not want to alarm their communities with a possible resignation unless the appointing community is seriously considering a job offer.

## **Step 7. Interviews**

Time required: three weeks; allow two weeks' notice to fit interviews into applicants' schedules.

- Prior to the interviews, the council/commission may wish to send the applicant additional information about the city, such as the budget, comprehensive plan, charter, etc. Occasionally applicants will request information about housing costs, spousal employment opportunities, schools, etc. The local chamber of commerce can provide helpful information to respond to these requests.
- Some councils/commissions choose to conduct telephone interviews to narrow the list of finalists prior to the in-person interviews. If the council/commission adds this step, only appropriate questions may be asked. Prior to interviewing applicants, the council/commission needs to decide whether to pay travel expenses, whether to pay for spouse's expenses, and whether or not to arrange tours, etc. It is common for a city/county to pay transportation costs, meals and lodging for interviewees. Many cities and counties arrange tours of the community and facilities for candidates prior to the interview.
- The entire council should interview the finalists. Consensus is important in selecting an administrator. Consensus is not likely to be achieved if only one or two people conduct the interviews and inform the rest of the council/commission of the selected candidate.
- Interviews should be scheduled as close together as possible—preferably the same day—in order to assure equal treatment of all candidates. Job-related questions should be prepared in advance and asked of all candidates. The administrator profile is useful in deciding which questions to ask and in evaluating responses. See Appendices D through F for interviewing techniques, sample questions and an interview rating form.
- If the council/commission is not able to select a new administrator following the first set of interviews, a second interview with the top finalists may be necessary. At this stage, the city/county may want to pay expenses for the candidates' spouses to accompany them.

## **Step 8. Negotiations and Selection**

- When the city/county selects its preferred candidate, there are still several decisions to be made. Additional details also need to be discussed and finalized, including salary, moving expenses, fringe benefits, etc. The council/commission should also be prepared to discuss an employment contract with the new administrator.
- Other finalists should not be rejected until the city has reached a final agreement with the successful candidate. Negotiations between the city and its top candidate occasionally break down, requiring the city to turn to another choice. Occasionally, there will only be one finalist who meets the city/county's needs. If that person refuses the job, the city must either turn to the next qualified candidate or begin the recruitment process again. Remember, this is an extremely important selection. A decision based on expediency may turn sour later. The council/commission should not shy away from re-advertising if they are not satisfied with applicants the first time around.
- The city/county may want to have their city attorney prepare a draft contract for council review prior to beginning negotiations.
- Most administrators will require a minimum of 30 days to give notice to current employers and relocate to a new community. Notice of 30 days is considered professional and should be honored.
- As soon as the new administrator has advised his/her former community that he/she has accepted a new position with your community, it is appropriate to issue a press release or public announcement. A sample announcement can be found in Appendix H.

## **Step 9. The New Administrator Arrives**

- It is desirable to have an initial work session with the new administrator to discuss and clarify initial expectations on both sides and to review goals and objectives. Even though some of these issues may have been raised during the interview process, communication from the outset can help ensure a smooth working relationship.
- Any information and introductions that the council/commission can provide to the new administrator will be most welcome and helpful in making the transition to the city/county smooth.

# **Conclusion**

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Hiring an administrator is making an investment in your community. Approach the task methodically, one step at a time. The time you spend now is likely to be reflected in the quality of administrator you eventually hire. Like anything else, you can reduce the risk of making a poor decision by doing a thorough job. Some councils/commissions have found that the process of recruiting a new administrator provides a unique opportunity to review and revise council/commission goals. It can even make the council/commission a stronger, closer team than before.



# Appendices

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## APPENDIX A Selection Process Checklist (for council/commission use)

Steps	Estimated Time Required	Assigned To	Targeted Completion Date
1. Define position and develop profile			
2. Prepare advertisement and review salary range			
3. Decide where to advertise			
4. Prepare and send acknowledgment letters			
5. Screen applicants			
6. Conduct background and reference checks (if conducted before interviews)			
7. Select candidates and conduct preliminary phone interviews (if desired)			
8. Select candidates for interview			
9. Determine level of reimbursement for candidate (travel, lodging, meals, spouse expenses)			
10. Select top candidate(s)			
11. Negotiate with top candidate(s)			
12. Make hiring decision			
13. Issue press release/announcement regarding selection of new administrator			
14. Advise any candidates still in the selection process that a new administrator has been selected and has accepted			
15. Welcome the new administrator			



## APPENDIX B-1

# Format for Administrator Profile

### Suggested Areas for Skills and Experience

This form shows one possible format that the council/commission can follow to develop an “administrator profile.” In addition to assisting the council/commission (and any recruiting service the council/commission may hire) in the selection process, the profile can be an important community document. It allows the city/county to see the qualifications the council/commission will seek in the next administrator. Some cities/counties obtain public comment on what kind of administrator citizens desire.

A blank copy of the profile form is found in Appendix B.2 for use by the council/commission to use when developing an administrator profile.

### Profile Information

#### Education

Many cities prefer a bachelor’s degree or a master’s degree in public administration, business administration or a related field. Some may allow a candidate to substitute experience for some required education.

#### Experience

Most cities/counties will seek someone with management experience, either as a local government manager, assistant city manager or department head. Any special experience desired, such as operating an electric utility, is important to note in the profile. The required number of years of experience should be included in the announcement. In addition, most cities and counties will require skill and/or proven experience in the following areas:

- Administrative and management ability needed to help determine whether the applicant can manage the size and complexity of the particular city or county that seeks an administrator.
- Governmental budget and finance including debt management, enterprise accounting and other special funding mechanisms depending on the local government’s needs.
- Labor relations and personnel experience that will allow the administrator to effectively bargain labor contracts and manage diverse groups of employees. Level of experience and training will depend on the city/county’s organizational structure and complexity.
- Community relations experience that will allow the administrator to effectively speak publicly and communicate with the media and citizens in a variety of methods.
- Council/commission relations experience that will allow the administrator to work effectively with the entire council/ commission as well as individual members.
- Intergovernmental relations that will allow the administrator to effectively work with state officials, other councils/commissions and intergovernmental organizations, such as councils of governments and special districts, to the extent the city/county desires.

- Innovations and major achievements should be highlighted in any area in which the council/commission seeks new information, creative solutions, etc. Common areas for innovations include responses to environmental regulations, financing services in times of decreasing revenue and effectively delivering services to diverse populations.

**APPENDIX B-2**  
**Format for Administrator Profile**  
**(for council/commission use)**

Describe the background, skills and qualities you believe your city/county needs in an administrator based on the suggested skills listed in appendix B-1 and other attributes that are necessary for your community.

<b>Skill/Experience</b>	<b>Notes/Comments</b>	<b>Importance (High, Medium, Low)</b>
Education		
Experience		
Administrative and management ability		
Governmental budget and finance		
Labor relations and personnel experience		
Community relations experience		
Council/commission relations experience		
Intergovernmental relations		
Innovations and major achievements		
Other important skills and experience		

## APPENDIX B-3

# Sample City/County Administrator Profile

### *CITY OF INDEPENDENCE, OREGON DRAFT ADMINISTRATOR PROFILE*

#### **General Roles and Responsibilities**

The position of city manager is established in the city charter. The city manager is hired by and serves at the pleasure of the mayor and 6-member city council. The manager assists the mayor and council in the development of city policies and carries out policies established by ordinances and resolutions approved by the council. The city manager is the chief executive officer of the city and exercises supervision over its general affairs, and all department heads and employees, except the Municipal Judge. While the city charter does not have a residency requirement for the city manager, the council is looking for someone who will become actively involved in the community, and residency will be valued.

#### **Background Requirements**

**Education.** The city manager is required to have a Bachelor's degree from an accredited college or university in public/business administration or related field. A Master's degree is a plus. Any satisfactory combination of practical experience (beyond that required for initial qualification) and education will be considered if the candidate is able to demonstrate he or she can satisfactorily perform the job functions.

**Experience.** The position requires at least five years' progressively responsible experience in local government. Progressive management responsibilities would ideally include positions such as city manager/administrator, assistant manager, finance director, community development director, other department head or equivalent. Telecommunications experience would be a plus. CEO level municipal experience is preferred.

#### **Skills and Performance Standards**

**Administrative/Management Abilities.** The city manager must be able to establish and maintain positive and cooperative working relationships with citizens, city officials and employees. He/she must be a team leader who can hire the right people and develop a team that works effectively together. He/she must be someone who can take policy direction from the council and lead staff to make things happen. The manager will be able to effectively manage and organize projects, and provide effective delegation and supervision to make sure budgets and timelines are met. The manager must know municipal government organization, powers, functions and relationships. Excellent written and verbal communication skills are essential. The manager will need to have the ability to talk with small and large groups on issues of importance to the city.

The city manager must have experience in and be able to manage and oversee all city operations, including: budgeting and finance; planning and land use; city utilities; public safety; emergency management; public works; personnel; and all other city departments and services. The manager also acts as the city's business agent in the sale of real property and other matters relating to city contracts, permits, franchise agreements and leases. He/she must understand public purchasing and contracting requirements, as the manager acts as the city's purchasing agent and signs all requisitions on city accounts. In order to perform the duties expected of the manager, the successful candidate

must be computer literate and be proficient in the use of standard word processing, spreadsheet and online communication programs such as email. Knowledge of Oregon land use laws and procedures is necessary in order to be successful in this position.

***Budget/Finance.*** The successful candidate will have a working knowledge of Oregon's budget laws and will be able to deal creatively with declining revenues and limited resources. Independence is a full service city and, as such, has city utilities including a jointly owned telecommunications fiber network. The manager must have the skills and knowledge to oversee the finances of these utilities to assure the citizens can count on receiving these services for years to come. This will include knowledge of water and sewer rate structures, debt tools for enterprise funds and systems development charges. Additionally, the city manager needs to understand the components of successful economic and business development, particularly working in concert with the other local stakeholders. A successful track record in grantsmanship is a huge plus for this position.

***Personnel/Human Resources.*** The city manager exercises control and general supervision over all city employees. He/she must know and apply the principles of personnel management, assigning and supervising the work of others, including department heads. The candidate must understand and be able to work within federal and state employment laws and must have knowledge in the area of collective bargaining. The city manager acts as the chief negotiator for the city's labor contracts. He or she must be able to work productively with both classified and management employees.

***Community Relations.*** The city council is looking for someone who can work on the city's behalf as a partner with the business community. A manager who can encourage community involvement and foster volunteerism in the community is important. The city manager should have a demonstrated track record of community involvement and active participation in their community. The city manager needs to be receptive to hearing input and complaints from, and be open and attentive to citizens; and committed to following through on solutions. The manager is expected to exercise the highest degree of tact, patience and professional courtesy in contacts with the public, personnel employed by the city and all elective and appointed officials to maintain the highest possible standards of public service. The manager must have strong communication skills, including public speaking to large and small audiences. In order to successfully promote the city, the manager must have the desire and ability to work closely with and participate in community groups and organizations. The manager will be the city's representative on a variety of local boards such as the Minnet Board (fiber network) the chamber of commerce, and others as the opportunity arises. The manager will exhibit leadership, promote the city and serve as a model for other city employees.

***Council Relations.*** The mayor and city council expect to have open, honest and direct communication with the city manager. The manager is expected to provide ongoing regular communication to the council on the needs and affairs of the city, including information about city department activities. The manager will need to provide the council with complete information on policy options for matters requiring a decision, in order to allow the council to make informed decisions. An open door policy is expected for citizens, councilors, department heads and employees to have easy access to the city manager. The council is looking for someone who can work effectively with the council to facilitate and implement annual goal setting and strategic planning. A good understanding of local government processes and procedures, board policy development and equal access to information by all councilors will be necessary for a candidate to be successful in this position.

***Economic Development.*** The manager will be an innovative partner, working with the council to build on Independence's current efforts and successes in economic development. An understanding of urban renewal districts and tax increment financing is vital. An awareness and knowledge of the principles, methods and practices of development, including downtown development/ redevelopment and industrial development are essential.

***Intergovernmental Relations.*** It is important that the city manager is able to network in the region and at the state level to maintain and further develop good working relationships with a wide variety of other local governments and state agencies, including intergovernmental work within the Willamette Valley. The manager will be responsible for keeping the council informed about intergovernmental relations and issues involving the city. The council is looking for someone who is interested in and will keep the council informed on statewide issues affecting cities.

***Innovation and Major Achievements/Miscellaneous.*** The city manager needs to be able to work with the council to implement the recently identified 10-year vision for the city of Independence. The manager must have the ability to foster productive, trusting relationships with city department heads and staff in order to promote teamwork. Membership and participation in professional organizations will be encouraged. The council is looking for someone who is creative, and who can work with the council to identify areas for improvement and help implement best practices.

Independence is a diverse community with a large Hispanic population; a manager who can involve multi-cultural groups in the city is desired. Bilingual language skills are also a plus.

The successful candidate will be confident but not hard headed, full of energy and vigor, and be a good sales person in order to protect and highlight quality of life issues in the city. Independence is looking for a people person who can gain community support and encourage citizen involvement for the numerous projects going on in Independence.

## **About the City**

Independence is a long established and culturally diverse community, centrally located between the Pacific Ocean and the Cascade Mountains. The city has a large National Historic District; a varied industrial base; a residential airpark and state-owned airport; an urban renewal district; and is the co-owner of a fiber-to-the-home operation. Independence is an optimistic “can do” community that takes active responsibility for its future.

The city of Independence has approximately 39 full-time and 18 part-time employees who serve the 8,240 population of the city. Each department has specific duties to meet the needs of the community. Independence provides a variety of services including: streets; water; wastewater; police; parks (including a city-owned, event-oriented amphitheater); museum; library; urban renewal; fiber network; planning; and economic development.



## APPENDIX C

# Sample Applicant Acknowledgment Letter



(City/County letterhead)

(Date)

Dear \_\_\_\_\_:

Thank you for your application for the position of City Manager for the city of \_\_\_\_\_, Oregon. Here are some details about our selection process and an outline of our general time frame.

Applications will be reviewed based on a profile developed by the city council. Approximately 15 -20 applicants will be presented to the council for further consideration. The council will screen those applications and by mid-June identify a smaller group on which to perform background checks. We expect that the background checks will be completed by late June. Shortly thereafter, a few individuals will be scheduled for interviews. The council hopes to make their final selection by late July.

We will try to keep you advised of the status of your application as decisions in the selection process are made. Enclosed is some information about our community that you might find interesting and helpful.

Thank you for your interest in the great city of \_\_\_\_\_!

Sincerely,

Mayor  
City of \_\_\_\_\_, Oregon



## APPENDIX D

# Interview Guidelines

Prior planning and organization are the keys to ensuring a successful interview. The interview process should be well-organized and the setting comfortable. All members of the council/commission should participate, but one discussion leader should be designated. Only appropriate interview questions should be asked.

During both formal and informal meetings between the council/commission and the finalist, discussions and questions should focus on the criterion for the position that were established at the outset of the recruiting process. The council/commission may choose to supplement the usual discussion between council members and finalists by inviting staff, community leaders or technical experts to participate. For example, finalists may meet with department heads or other staff to review departmental operations in more detail or to receive a tour of the local government.

The interview panel should plan on at least one hour for each candidate. It is difficult to pursue a range of questions in less time, and it is in your best interest to maximize the interview time with the candidate who may have traveled some distance for the meeting. Individual meetings will probably take less time.

A final guideline, regardless of which interview technique is used, is that the council/commission should continue to avoid impulsive action and should take whatever time is necessary to arrive at a comfortable and well-reasoned decision. However, the interview process and related follow-up activities should move forward as promptly as possible so as not to lose momentum or cause desirable applicants to have second thoughts.



## APPENDIX E-1

# Suggested Interviewing Techniques

The following are some *do's* and *don'ts* when interviewing candidates. Remember, the law does not prohibit employers from obtaining all the information about a candidate they deem important, as long as the questions are job-related and do not elicit information which could be used for discriminatory purposes.

## Do ...

---

Create a comfortable atmosphere. Remember, you are trying to impress the candidate as well as the candidate attempting to impress you.

---

Let the applicant do most of the talking.

---

Question objectively. Questions should be job-related and consistent from one applicant to the next.

---

Ask questions that require more than a yes or no answer. Use general or open-ended questions.

---

Avoid unduly sympathetic or unsympathetic words, gestures or facial expressions which would make the candidate think you agree or disagree with his/her answers.

---

Avoid posing a problem or situational question combined with possible solutions. Let the candidate generate his/her own solution.

---

Develop questions based on earlier statements made by the candidate or information provided by the applicant in his/her resume, application or other source.

---

Ask questions designed to encourage the candidate to reveal his/her knowledge and opinions.

---

Avoid "trick" questions.

---

Avoid displaying your personal opinions or viewpoints through the questions you ask.

---

Listen attentively to every question asked and every answer given. Maintain eye contact with the candidate while he/she is speaking to show that you are listening.

## Don't ...

---

Let early biases form. Finish the interview job before forming a final opinion of the candidate.

---

Ask unnecessarily long questions or do most of the talking. Remember, you want to learn about the candidate, not share your own views.

---

Let the candidate digress beyond the point of answering the question satisfactorily or showing that he/she is unable to answer the question.

---

Ask stress-producing questions which are not relevant or job-related. Delicate questions of this type should be pre-planned and should not be used to humiliate the candidate. Remember, if you like the candidate, you want to ask questions that would encourage him/her to accept the job.

**Areas that cannot be inquired into with candidates any part of the recruitment and hiring process are:**

- Marital status
- Age
- Family composition/issues – such as children/daycare
- Sexual orientation
- Disability or illness or medical conditions or absences due to illness
  - You may inquire if the person can perform specific duties, but you can't inquire of disability or at this stage probe beyond applicant's answers regarding ability to perform a duty.
- Financial such as home ownership, debts (a credit check in compliance with under applicable laws has been conducted)
- Political affiliation
- Religion
- Race/national origin/ethnic

## APPENDIX E-2

# Sample Interview Questions

The following lists some suggested interview questions. Of course, the questions you choose to ask should be custom-fit to your entity's particular needs and circumstances. Typically, 15 to 20 well-planned questions will create sufficient responses for an hour-long interview.

1. How would you characterize your style of management?
2. What style of management do you use when in an emergency/stressful situation?
3. How do you relate to employees, department heads, advisory committees, the council/commission, and the general public? How would they describe your ability to relate to them?
4. What do you perceive to be the administrator's role in dealing with the council/commission?
5. What do you do when an individual councilor/commissioner asks you to perform a task that is not approved by the entire council/commission?
6. How do you view the role of the council/commission in dealing with the administrator and the administration?
7. Based on your education, experience and background, what do you consider to be your strengths in dealing with local government problems? What are your weaknesses?
8. Recognizing the limits of span of control in an organization, how and when do you delegate responsibility and authority?
9. In your opinion, what role should the administrator play in the community?
10. What benefits, if any, would an administrator or the city/county gain if the administrator became an active member of a service organization within the community?
11. To what extent do you believe contact with citizens and citizen groups is important? How do you typically handle this responsibility?
12. What is your approach in dealing with the news media?
13. What experience have you had in labor negotiations?
14. Describe any experiences you have had in actively negotiating a contract or any other issue at the bargaining table.
15. How have you dealt with mediation, fact finding or arbitration? Have you ever managed a strike?
16. What approach have you used in dealing with personnel problems?

17. What personnel skills have you used in disciplining, demoting or firing an employee?
18. What experience have you had in training or motivating employees?
19. What steps have you taken to adhere to state and federal laws relating to diversity in the work place, non-discrimination and equal opportunity?
20. Describe your experience, if any, in dealing with charges of discrimination or grievances filed against you or the city/county you served.
21. What involvement have you had in developing personnel rules, regulations and procedures?
22. What is your municipal finance experience?
23. What role have you played in the preparation of a budget?
24. What style of budget do you prefer?
25. In budgets that you have prepared, how do you communicate the effectiveness of service delivery?
26. If you were designated as the budget officer, how did you present the budget to the city council/county commission?
27. Have you ever gone to a vote of the people for a funding measure?
28. What was your role in the campaign?
29. What was your rate of success? What would you consider to be the keys to success?
30. Have you ever been involved in a vote on a new tax base?
31. What is your experience with debt management?
32. What is your experience with enterprise funds?
33. What experience have you had in administering various grant programs?
34. What success have you had in attaining grants for various projects in a city?
35. Specifically, what programs have you administered with either state or federal grants?
36. Describe any experiences you may have had in developing and recommending policies to the council/commission relating to growth (e.g., annexation, expansion of utilities, subdivision standards, etc.).

37. In the field of intergovernmental relations, what experience have you had in dealing with:
- a. Councils of government
  - b. Neighbor counties
  - c. Neighbor cities
  - d. State agencies
  - e. Federal agencies
  - f. State Legislature
  - g. Congress
38. What legislative committees have you appeared before?
39. In what way have you been an active participant in the activities of the International City/County Management Association (ICMA) and other professional organizations?
40. What is the extent of your experience in the field of public works, and did it cover the following:
- a. Street maintenance and construction
  - b. Operation, maintenance and construction of utilities
  - c. Supervision of construction projects
  - d. Seeking funding
41. What advantage would there be for a city/county to form a local improvement district (LID)?
42. If you have been involved with the formation of an LID, what cities were involved?
43. What was being constructed or improved?
44. How would you put together a general obligation bond measure?
45. What experience have you had in land use planning and zoning requirements?
46. Why did you apply for this position?
47. What conditions would you set up for accepting the appointment if it were offered?
48. What will your first steps be upon assuming responsibility in this position?
49. What would you hope to accomplish in the first year?



# APPENDIX F

## Sample Oral Interview Rating Form

Applicant: \_\_\_\_\_

Date: \_\_\_\_\_

Category	Not Recommended	Somewhat Qualified	Qualified	Well Qualified	Superior
	1	2	3	4	5
Applicability of experience to the city/county's challenges					
Involvement in all phases of local government operations					
Depth of experience					
Degree of responsibility in previous positions					
Level of education - college or advanced degree					
Specialized training					
Keeps updated on new technology, management techniques and advancements					
Ability to transmit ideas clearly					
Ability to organize ideas, summarize and express them with confidence					
Non-verbal communication skills (e.g., physical, eye contact)					
Ability to work with others					
Ability to make decisions					
Openness to alternative approaches					
Individual type of leadership fits with the city/county					
Fits your idea of individual for the position					
Manner in which applicant presents him/herself					

Category	Not Recommended	Somewhat Qualified	Qualified	Well Qualified	Superior
	1	2	3	4	5
Personality traits in relation to personality of city/county					
Approach to the news media					
Possible blend in the organization					
Understanding of mechanics of budget					
Grasp of financial administration					
Formation of Local Improvement Districts					
Ability to work with scarce resources					
Experience with personnel problems					
Ability to delegate responsibilities					
Training and employee motivation					
Overall knowledge of community growth problems					
Experience in downtown/urban development					
Dealing with community development and/or urban renewal					
Knowledge of street maintenance and construction practices					
Knowledge of operation, maintenance and construction of utility services					
Knowledge of public works administration					
Knowledge of application and administration process					
Track record in obtaining grants					
Experience in working with other governmental agencies					

COMMENTS: (Special observations/notes during interview)

## Appendix G

# Sample Press Release



(City/County letterhead)

(Date)

Contact Information:

The city/county of \_\_\_\_\_ announces that Jane Doe of \_\_\_\_\_, Oregon has been selected as the new administrator for (city/county). Ms. Doe was selected from among seven applicants interviewed by the city/county following a regional recruitment effort.

Ms. Doe brings to the city/county ten years of top level administrative experience in the states of Oregon, Washington and Montana. She was instrumental in seeing her last city through the construction of a power plant and a mill closure.

Mayor/Commissioner Mary Jones states, "We are really looking forward to Jane's arrival. We have many projects for her to complete and we believe she will take our city/county to the next level."

Ms. Doe replaces Ralph Smith, who retired at the end of last year. Ms. Doe will begin her duties July 1, 2012.



League of Oregon Cities | P.O. Box 928 | Salem, Oregon 97308 | (503) 588-6550 or 1-800-452-0338

**CITY OF NEWBERG**  
**Position Description**

**TITLE:** City Manager **SALARY RANGE:** \$110,000 – \$130,000  
**(Dan was at \$123,624)**

**DEPARTMENT:** Administration **LOCATION:** City Hall  
**DIVISION:** City Manager **DATE:** February, 2011

**CHARTER LEVEL:**

- **Position:** The Charter designates the city manager position.
- **Personnel:** City personnel are supervised on a day-to-day basis and reviewed by the city manager. The city manager works under the guidance of the City Council and is subject to its direction.
- **Budget:** The city manager is responsible for preparing and administering the budget for the City of Newberg.

**GENERAL PURPOSE:**

Performs high-level administrative, technical, and professional work in directing and supervising the administration of city government. The city manager demonstrates knowledge of all laws, ordinances, resolutions, and orders to ensure that they are performed in good faith. The city manager may serve as department head of one or more departments.

The city manager is an appointive officer of the city as provided for in Chapter VIII, Section 34 of the Charter. This excerpt follows:

**Section 34. City Manager.**

- (a) The office of city manager is established as the administrative head of the city government. The city manager is responsible to the mayor and councilors for the proper administration of all city business. The city manager will assist the mayor and councilors in the development of city policies, and carry out policies established by ordinances, resolutions, and orders.
- (b) A majority of the council must appoint and may remove the manager. The appointment must be made without regard to political considerations and solely on the basis of education and experience in competencies and practices of local government management.
- (c) The manager need not reside in the city or the state at the time of appointment.
- (d) The manager may be appointed for a definite or an indefinite term, and may be removed at any time by a majority of the council. The council must fill the office by appointment as soon as practicable after the vacancy occurs.
- (e) The manager must:
- (1) Attend all council meetings unless excused by the mayor or council;
  - (2) Make reports and recommendations to the council about the needs of the city;
  - (3) Administer and enforce all city ordinances, resolutions, orders, franchises, leases, contracts, permits, and other city decisions;
  - (4) Appoint, supervise and remove city employees;
  - (5) Organize city departments and administrative structure;
  - (6) Prepare and administer the annual city budget;
  - (7) Administer city utilities and property;
  - (8) Encourage and support regional and intergovernmental cooperation;
  - (9) Promote cooperation among the council, staff and citizens in developing city policies, and building a sense of community;
  - (10) Perform other duties as directed by the council;

(11) Delegate duties, but remain responsible for acts of all subordinates.

(f) The manager has no authority over the council, city attorney, or the judicial functions of the municipal judge.

(g) The manager, the city attorney, and other employees designated by the council may sit at council meetings but have no vote. The manager may take part in all council discussions.

(h) When the manager is temporarily disabled from acting as manager or when the office of manager becomes vacant, the council must appoint a manager pro tem. The manager pro tem has the authority and duties of manager, except that a pro tem manager may appoint or remove employees only with council approval.

(i) No council member may directly or indirectly attempt to coerce the manager or a candidate for the office of manager in the appointment or removal of any city employee, or in administrative decisions regarding city property or contracts. Violation of this prohibition is grounds for removal from office by a majority of the council after a public hearing. In council meetings, councilors may discuss or suggest anything with the manager relating to city business.

### **SUPERVISION RECEIVED:**

The city manager works under the broad policy guidance of the City Council, and is subject to its direction.

### **SUPERVISION EXERCISED:**

The city manager shall exercise supervision over all municipal employees either directly or through subordinate supervisors, exclusive of city attorney, legal department staff, and municipal judge.

### **REQUIRED KNOWLEDGE, SKILLS, AND ABILITIES:**

- Extensive knowledge of modern policies and practices of public administration; working knowledge of municipal finance, human resources, public works, public safety, and community development.
- Knowledge of state laws and local ordinances, resolutions, and orders; oversees that they are faithfully performed.
- Skill in preparing and administering municipal budgets; skill in planning, directing, and administering municipal programs.
- Ability to prepare and analyze comprehensive reports; ability to carry-out assigned projects to their completion; ability to effectively communicate verbally and in writing; ability to establish and maintain effective working relationships with employees, city officials, and the public; ability to efficiently and effectively administer a municipal government.
- Demonstrate effective personal traits such as initiative, creativity, judgment, fairness, and impartiality; demonstrates respect for individuals and for city property and utilities.
- Ability to foster a work environment that supports and encourages the investigation and implementation of innovative applications.

### **PERSONAL TRAITS:**

- Demonstrates initiative.
- Demonstrates sound judgment.
- Demonstrates fairness and impartiality.
- Demonstrates creativity.

### **MINIMUM QUALIFICATIONS FOR EDUCATION, EXPERIENCE, AND CERTIFICATION:**

A Baccalaureate degree is required in public administration, political science, business management, or a closely related field, and a Master's degree in public administration is preferred, from an accredited college or

university; five (5) years of experience as a municipal administrator; acquire and maintain appropriate, recognized professional certification; and a valid state driver's license.

### **TYPICAL EXAMPLES OF WORK:**

The city manager may perform a combination of some or all of the following duties that are a representative sample of the level of work appropriate to this position. However, these examples do not include all duties that an employee may be expected to perform, as directed by the City Council. The following examples do not constitute an employment agreement between the employer and the employee and is subject to change by the employer as the needs of employer and requirements of the job change consistent with contract of employment.

1. Management:
  - a. Responsible for the management and supervision of all city departments, agencies, and offices to achieve goals within available resources by appropriately delegating duties.
  - b. Oversees the administration of workloads and staff assignments by studying, standardizing, and determining work roles, responsibilities, and procedures to improve efficiency and effectiveness of operations; preparing work schedules to expedite workflow.
  - c. Appoints and removes all department heads and employees of the city.
  - d. Assures the training, motivation, and evaluation of city staff and directs changes as needed.
2. Planning Goals:
  - a. Provides leadership and direction in the development of short and long-range plans with the city staff and the City Council.
  - b. Oversees the administration of plans, reviews progress, and directs changes as needed, based on new developments in technology, legislation, practices, and regulations.
  - c. Investigates, integrates, and implements technology where administratively and fiscally feasible.
  - d. Gathers, interprets, and prepares data for studies, reports, and policy recommendations.
  - e. Coordinates department activities with other departments and agencies as needed.
3. Communications:
  - a. Provides written and oral professional advice to the City Council and department heads in a timely, clear, thorough, and concise manner.
  - b. Communicates official plans, policies, and procedures to staff, the media, and to the general public.
  - c. Presents information to councils, boards, commissions, civic groups, and to the general public.
  - d. Issues clearly written and concise oral instructions to assign duties and examine work for exactness, neatness, and conformance to policies and procedures.
  - e. Maintains harmony among city staff and works to resolve grievances, in a consistent manner, including giving and accepting direction and instructions in a positive way.
4. Fiscal Agent/Budget Officer:
  - a. Assures that assigned areas of responsibility are performed within budget and demonstrates effective and efficient use of budgeted funds, personnel, materials, facilities, and time pursuant to ORS Chapters 291-297.
  - b. As budget officer, performs cost control activities and monitors revenues and expenditures in all departments, to assure sound fiscal control and to encourage innovative practices.
  - c. As budget officer, prepares annual budget requests and ensures that the budget addresses the City Council's goals and objectives.
5. Community Relations:
  - a. Advises and assists city staff in performing duties to adjust errors and to address complaints.
  - b. Projects a positive public image and is courteous to the public at all times.
  - c. Maintain effective relations with media representatives.
  - d. Promotes cooperation among the City Council, staff, and citizens in developing policies and to build a sense of community.
6. Intergovernmental Relations:

- a. Maintains effective communication with local, regional, state, and federal government agencies.
- b. Actively pursues financial resources (grants) from other agencies.
- c. Contributes to good government through participation in local, regional, and state committees and organizations.
- d. Effectively represents city programs and projects with legislators and state agencies in coordination with the City Council and mayor.
- e. Keeps the City Council informed of current plans and activities of administration and new developments in technology, legislation, governmental practices and regulations.

**WORK CONDITIONS:**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individual's with disabilities to perform the essential functions.

- 1. Must be bondable.
- 2. Ability to deal with distraught or difficult individuals.
- 3. Ability to attend monthly staff meetings and activities outside of normal working hours.
- 4. Ability and willingness to travel as needed and perform the duties and responsibilities.

**REQUIRED TOOLS AND EQUIPMENT USED:**

Skilled in operating personal computer, including word processing, database, and spreadsheet management, motor vehicle; ten-key calculator; phone; copy, scanner, and fax machine.

**PHYSICAL DEMANDS:**

While performing the duties of this job, the employee is frequently required to talk or hear; sit; use hands to handle, feel or operate objects, tools, or controls; and reach with hands and arms; stand or walk for considerable distances or time. Must occasionally lift and move up to 25 pounds. Specific vision abilities include close vision, distance vision, peripheral vision, depth perception, and the ability to adjust focus.

**SELECTION GUIDELINES:**

The selection process includes a formal application; rating of education, experience, and certification; oral interview; and reference and background checks.

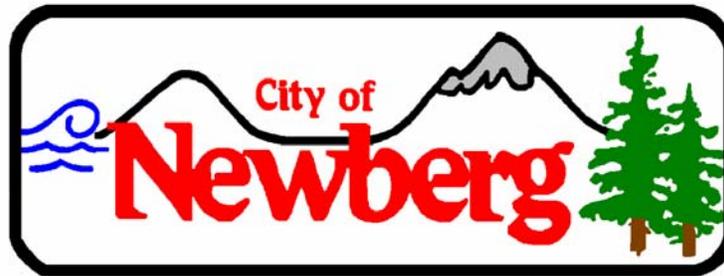
Approval by Resolution No. 2011-2934 on February 22, 2011

By: \_\_\_\_\_  
Mayor

Signature attests that a motion was duly passed accepting position description.

Effective Date: February 23, 2011, per Resolution No. 2011-2934

# 2007 RECRUITMENT PROFILE

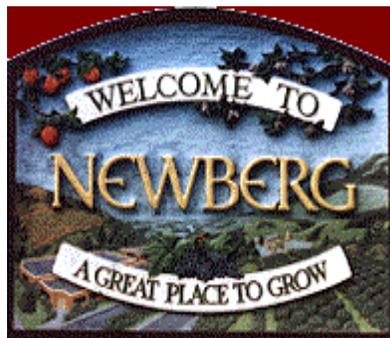


## CITY OF NEWBERG, OREGON INVITES YOUR INTEREST IN THE POSITION OF CITY MANGER

### The Community

The City of Newberg (population 20,570) is located in the beautiful Chehalem Valley (Valley of the Flowers) on the Willamette River, about 25 miles southwest of Portland. It is situated on Highway 99W, which is the major route between Portland and the Central Oregon Coast. Conveniently located near the many assets of the Portland metropolitan area, the community also retains a distinct physical separation from the metro region, buffered by a greenbelt of rural forests, rolling hills and agricultural lands.

Good schools, quality city services and active community involvement are among the attributes that help the City live up to its motto, “**Newberg, a Great Place to Grow.**” The city enjoys a highly diverse economic base. Many of the City’s “home-grown” businesses have become leaders within their respective industries, such as dental equipment and electronics. George Fox University, a four-year liberal arts institution, Providence Newberg Medical Center and also a branch of Portland Community College are located in the City.



Newberg is the second largest city in Yamhill County, which is famous for its wineries and vineyards. The area’s wineries are among the finest in the state and have achieved world attention for their pinot noir varieties. Parks, boating, biking, hiking, hunting, fishing, golfing, athletic events, winery tours and tasting, historic walking tours, the Hoover-Minthorn House, theater and concerts, art galleries and special events bring tourists to the Newberg area. The community supports several major events each year including the Newberg Old Fashioned Festival in late July, as well as the boat races on Memorial Day weekend.

A one-hour drive east will take one to the Cascade Mountains for skiing, camping, fishing and hiking. A one-hour drive west will take one to the breath-taking views of the Pacific coastline, with its many beautiful beaches.

The Newberg-Dundee area offers a wide variety of housing opportunities for its residents. The median price of single family home in 2006 was \$255,000.

Newberg is a growing community that has still managed to maintain a relaxed pace that complements the friendly people who live here. It is a community where its citizens are rightfully proud of their Newberg heritage and its future.

## **The Organization**

Incorporated in 1889, the City of Newberg is a Charter City and has a Council-Manager form of government. The City has a Mayor elected every four years and six Council Members who are elected to four year terms.

The City has approximately 185 staff members with two unions (Police & Fire) and a FY 2007-08 budget of \$72.8 million, including \$11.3 million allocated to the General Fund. The City's Departments include City Manager's Office, Finance, City Attorney, Municipal Court, Police and Communications, Fire along with EMS (Ambulance Service), Library, IT, and Planning and Building, and Public Works. The Council also appoints the Municipal Judge and a full-time City Attorney. Park and recreation services are provided by the Chehalem Park and Recreation District.

The City seeks to serve as a catalyst to create a "friendly small city" next to the larger metropolitan area, be responsive to the physical and social needs of the community, support Newberg as an independent community that provides a broad range of services using all available public and private resources, and rely on innovative leadership and planning to achieve the vision of the future.

The City Council, the Mayor and staff are committed to quality leadership for the benefit of the residents of Newberg and will:

- be professional in their attitude and proficient in their tasks.
- encourage a spirit of cooperation in dealing with the mutual problems and challenges facing the community.
- expect and demonstrate courtesy and respect in all interactions.
- commit to total quality in all services provided.
- be accountable and effective stewards of the public trust and resources.
- display innovation and initiative in responding to the needs of the community.
- participate in and promote the exchange of ideas through open communications.
- recognize that all individuals living and working in the community are essential resources for achieving the City's mission and goals..

## **Challenges and Issues**



The City of Newberg continues to experience traffic through the center of town on Highway 99W due to the growth of the Portland metropolitan area and increased traffic to and from the Oregon Coast. The construction of a Newberg-Dundee bypass remains a priority for the long-term economic health of the area despite numerous challenges to its completion. The Oregon Department of Transportation (ODOT) recently terminated its relationship for a public-private partnership for this project and has stated that it has decided to "put the present plan on ice, take a break and begin considering more affordable, less ambitious options." In addition, implementation of the Transportation System

Plan (TSP) and funding for the maintenance of existing local roads is an important issue in the community.

The Comprehensive Plan projects that Newberg will grow to a population of 38,352 by 2025 and 54,097 by 2040. Planning for this future growth and the infrastructure needed to accommodate this projected growth will be essential to maintain and enhance Newberg’s high quality of life. A priority for the new City Manager will be to follow through with state agencies on comprehensive planning updates, including the Urban Reserve Area (URA) and Urban Growth Boundary (UGB).

The City Council considers collaboration and the development of strong networks with various community-based jurisdictions and other governmental entities very important in ensuring the future success of the region. These include the School District, Parks and Recreation District, neighboring cities, the County, the Chamber of Commerce, Providence Newberg Medical Center and George Fox University.

The City Manager needs to plan for financial stability on a long-term basis. As with all governmental agencies, the City faces the challenge of growing demands and limited resources. The City Council desires financial planning to ensure stability for the community and the City’s workforce.



Other priorities include moving forward on the Riverfront Plan (for the waterfront area on the Willamette River), downtown revitalization, economic development, workforce development; and affordable housing.

### **The Position**

The City Council seeks an experienced manager with exceptional interpersonal, communication and administrative skills to serve as the new City Manager of Newberg. He/she should be innovative and have a quality orientation – someone who isn’t satisfied with the status quo, but strives to make government more effective and efficient. The new City Manager should be creative, entrepreneurial and visionary.

An impeccably honest individual with a strong sense of personal and professional integrity is sought. The ideal candidate will be committed to engaging citizens, neighborhoods and the business community in the decisions that affect them. He/she will have the ability to educate the public on local governmental issues, build consensus and pull the community together. The individual should have a record of community service and a commitment to become actively involved in this community. He/she should be a visible leader, good listener and someone who the community can trust. A dedication to responsive public service is also required.

The new City Manager will have the ability to develop and maintain effective partnerships with other governmental entities and recognizes that regional cooperation and collaboration is essential to the overall welfare of the City.

The ideal candidate will be politically astute, yet apolitical and will foster a successful working relationship with the City Council. It is essential that the Manager keep the City Council well informed on issues and activities concerning the City and is someone who believes in sharing information rather than in holding information. The City Manager will be innovative and proactive and will provide well-researched recommendations and alternatives to the Council so that they may make informed decisions. He/she will be adept at assisting the Council in translating their vision and goals into action plans.

The selected Manager will lead an experienced and talented management team. He/she should be accessible, supportive, personable and have a sense of humor. The ideal candidate will be able to empower staff by providing clear direction, establishing high standards of accountability and letting managers manage his/her department. The Manager should provide opportunities for professional development and recognize accomplishments. The individual should have an understanding of labor law and have a positive reputation for working in a collaborative manner with all groups of employees. In addition, the person must possess excellent problem-solving skills, be able to develop solutions and make good decisions.

The successful candidate will be an experienced manager with strong budget and financial management skills, including capital project funding mechanisms in the public sector and ability to work within budgetary constraints. Knowledge of land use planning, experience developing and meeting the infrastructure needs of a growing community, and experience in economic development are also seen as very valuable. A Bachelor's degree in public/business administration, political science or closely related field is required; a Master's degree is preferred. Experience as a Department Head, Assistant City Manager, or City Manager or equivalent experience in the private sector is desired.

### **The Compensation**



The City of Newberg has established a starting salary range from \$110,000 to \$130,000, dependent on experience and qualifications. An attractive benefit package is also provided, including medical, dental and vision insurance, life insurance, long-term disability, long-term care insurance and AD&D coverage with the City paying 90% of the premium for the employee and dependents. In addition, the City pays the full retirement contribution to Oregon PERS. Residency within the city limits of Newberg will be required for the City Manager.

### **To Apply**

If you are interested in this outstanding opportunity please submit your resume and references to:

Ms. Nancy Boyer  
Mid-Willamette Valley Council of Governments  
105 High Street SE  
Salem, Oregon 97301  
(503) 588-6177  
(503) 588-6094 fax  
or e-mail:  
[nboyer@mwvcog.org](mailto:nboyer@mwvcog.org)

**Filing Deadline: January 22, 2008**

Following the closing date, resumes will be screened according to the qualifications outlined above. Those deemed qualified will be provided to the City Council for review and selection of finalists. Interviews at the City of Newberg will be offered to those candidates named as finalists, with reference checks conducted after receiving candidates' permission. The City Council reserves the right to extend the application deadline if necessary. If you have any questions, please do not hesitate to call Nancy Boyer at (503) 588-6177.

**For additional information, visit the City's website at [www.ci.newberg.or.us](http://www.ci.newberg.or.us)**

**The City of Newberg is an Equal Opportunity Employer**