

**NEWBERG CITY MANAGER PRO TEM
RECRUITMENT SUBCOMMITTEE MINUTES
SEPTEMBER 2nd, 2015 12 NOON
CITY HALL (414 E. FIRST STREET)**

CALL MEETING TO ORDER

Chair McKinney called the meeting to order at 12:04 p.m.

ROLL CALL

Members Present:	Chair Stephen McKinney	Lesley Woodruff	Mike Corey
	Truman Stone	Nancy McDonald	Terry Mahr

Ex-officio members Denise Bacon, Bob Andrews

Staff Present: Sue Ryan, City Recorder

DISCUSSION OF APPOINTMENT FROM WITHIN FOR CITY MANAGER PRO TEM AND PERMANENT CITY MANAGER:

Chair McKinney said he and Councilor Woodruff had spoken with CMPT Terry Mahr about choosing someone from within the organization. He said Jon Nelson had withdrawn his name from consideration.

Councilor Woodruff thought the committee as a group should consider someone from within the organization as an option. There was a discussion on how such a move might save some money, specific department heads that they might approach for consideration, and the pros and cons including some unanticipated consequences to the action. There were some very qualified candidates from within the organization.

Councilor Bacon expressed the concern that if a department head were pulled that it might strain relations with the department's work as there were many projects going on. Councilor Corey agreed and said there might be some internal turmoil over competition for the position. He did not want there to be any additional turmoil created or the perception of the good ol' boy network putting someone in place. Mayor Andrews said there were three or four viable candidates that really were not interested because of the workload they already carried. He thought it was important they explore the question. IHR McDonald agreed that department heads were already being stretched thin and it would be difficult for them to take on more. She said there might be people wondering why that person was chosen and when that person had to return to their department there might be difficulty seguing back in.

Chair McKinney said it was their responsibility to oversee the process and make quality choices. He reviewed the questions to be asked during the phone interviews. He was concerned about Question #7 taking too long in order to get through the process in half hour. Councilor Woodruff suggested Question #7 was more to let the candidates know what they would be getting themselves into and if they could devote their time and energy to the projects.

PHONE INTERVIEWS:

Steve Rhodes: CMPT Terry Mahr explained there would be 30 minutes to answer nine questions. Everyone introduced themselves.

Question # 1 – Mr. Rhodes thought the role of the CMPT was to help Council hire the permanent City Manager and to keep things running and help with the continuity of the organization. The role was just like the regular manager just that they were there for a short time.

Question # 2 – Mr. Rhodes would decide what issues needed to be dealt with immediately versus long term depending upon what the Council would identify were the issues needing to be done. Beyond that there were things that required timing and momentum and items that would carry impact financially if decisions were not made on time. The organizational and operational issues were often ones that could be put off until a new City Manager was hired. It would be a decision making process along with the Council in order to keep things moving.

Question # 3 – Mr. Rhodes said when he went to Clackamas County he was hired as interim County Administrator and for his first six months he was the interim manager and then they asked him to stay as the permanent administrator. The County Commission wanted a reorganization to be done before they hired a new manager, which was often left for a new manager to do. They had been working on an organizational assessment that was three-quarters finished and needed to be completed. He also gave examples from his time setting up the City of Damascus and how he laid the plan for hiring the staff based on what needed to be done right away and those that could wait for a new manager.

Question # 4 – Mr Rhodes said his management style was collaborative and thought the City Manager was to be the facilitator, coach, and supporter to help people accomplish what they needed to accomplish. That included providing support to the City Council to do their job.

Question # 5 – Mr. Rhodes said the City Manager was the go-between the Council and staff to help staff understand the needs of the Council, especially in their approach to projects. The City Manager had to find ways to connect what the Council was saying and what staff was saying to move forward and make sure all of the objectives were met. The City Manager also helped staff understand the Council's need to respond to feedback from the community.

Question # 6 – Mr. Rhodes saw interacting with citizens, businesses, and organizations as a very open approach. He would want to meet with the organizations that worked closely with the City, such as the Chamber, School District, and College. He was accustomed to being an active member of the Chamber and businesses community. His role would be to continue those relationships and gain input from all of the different points of view.

Question # 7 – Mr. Rhodes confirmed he was willing to devote the time and energy necessary to accomplish the projects that the City was currently working on.

Chair McKinney asked CMPT Mahr to email Mr. Rhodes the list of projects so he could see what they were talking about. He asked if Mr. Rhodes was willing to come to the position full time. Mr. Rhodes said yes, he was. It was more than a full time position to help the City move things along.

Question # 8 – Mr. Rhodes was willing to commit to the City for whatever time it took and that in his experience it would be around 60 hours or more a week to accomplish the job. The only thing that limited the time frame for him was working six months within a calendar year as he was a PERS retiree from Oregon.

Question # 9 – Mr. Rhodes was calculating it at approximately \$75 an hour or a \$12,000 a month wage and he was not asking for anything additional. His only concern was finding a rental for the 9 month period rather than a 12 month lease.

Chair McKinney opened it up to the rest of the committee to ask questions. Mayor Andrews asked about the role of the City Manager in coordinating the communication between department heads and Council. Mr. Rhodes thought communication between staff members and Council was entirely appropriate and should happen, but that department heads should notify him when it occurred.

IHRD McDonald asked about when Mr. Rhodes pulled his retirement. She confirmed the period of time that Mr. Rhodes could work as an Oregon PERS retirement employee. CMPT Mahr explained the process for making a decision. Mr. Rhodes said it would not be a problem for him to come in person for an interview. Councilor Corey asked about his approach with department heads. Mr. Rhodes said his approach was to help them do their job not tell them how to do their job.

CA Stone suggested it was a good time for Mr. Rhodes to ask questions. Mr. Rhodes did not have any questions at this time but there were a few issues that he had talked with CMPT Mahr about including the start date and the length of time. He assumed the goal setting scheduled for October 3 had a consultant to help with the process.

Chair McKinney asked for a quick synopsis. Councilor Woodruff and Councilor Corey were in favor of the candidate and his approach to helping with the transition, open communication, and keeping the City running. There was discussion on paying hourly versus salary and the PERS limitation for the candidate.

Dale Shaddox:

Question # 1- Mr. Shaddox said the role of the CMPT was to understand the Council's priorities, follow current issues, and keep the City running. It was important for him to understand what the high priority items were including any deadlines, to be a leader and motivator, and be supportive.

Question # 2 – Mr. Shaddox would decide what issues needed to be dealt with immediately versus long term issues. He said he would check in on what the hot buttons and red flags were when he first came in, identify what needed to be done, evaluate risk for each item, keep up to date on sensitive items, look at the budget, set a Council work session to agree on what the priorities were within the first few days and report it to the Council. He said the goal was to clear the deck as much as possible of issues prior to the new permanent City Manager coming on board so that when he/she began they could focus on where the city was and needed to go.

Question # 3 – Mr. Shaddox worked in seven cities during the last 10 years. He gave an example of a City where in the first week the City received a DEQ order to cease and desist the operation of the Wastewater Treatment Plant. He was successful in resolving the issue and getting the plant back into compliance. Another example was in a town where the Airport Director was put on leave facing termination, and he was able to resolve that issue. Typically he walked in and found some level of claims being filed against the City related to hostile work environments or forced resignations. He had negotiated both new and renewing union agreements. At one job he had construction bids for a new Water Treatment Plant project, which was found to be under budget and there was a 30 day requirement for awarding the contract. During that 30 days, they held numerous hearings and found the money needed for the project and adjusted water rates and was able to award the contract on the 30th day. In one City he came in when it was time to start the annual budget process and discovered that 23 new positions had been added without any new revenue to pay for the costs of new staff. He submitted a balanced budget before he left that City.

Question # 4 – Mr. Shaddox said his management style and approach was to communicate, communicate, communicate. He was an ultra-communicator when it came to the Council, staff, and the public including media relations. Everyday he would send communication to the Council to describe what he had done that day. He had an open door policy and was willing to talk with anyone at any time including the public, Council, and staff. He was a collaborative guy with an extensive breadth and depth of experience. He always made sure to compliment the public and staff for the good work they did. Everyone would be treated equally so they would always get the same information.

Question # 5 – Mr. Shaddox negotiated the line between Council and staff by using his 40 years of experience in city government. He described the old style of not allowing communication between staff and Council but that was not his style. He would not put any roadblocks to communication. He would want staff to let him know they were communicating with Council but he would not block it.

Question # 6 – Mr. Shaddox said he would interact with citizens, businesses, and organizations by getting to know as many people as possible and start to build relationships. Whenever there was an opportunity he liked going to neighborhoods to discuss issues and meetings outside of the City organization.

Question # 7 – Mr. Shaddox would handle the current projects by committing the time necessary. He had personally dealt with every one of the items on the list and it went back to his answer to #1 that as CMPT he would need to devote the time needed to address the City's needs. He talked about his experience with ODOT as a member of their Citizen Advisory Committee and how he had a good working relationship with ODOT. He had conducted vision plans in cities in California and Oregon. He also had experience with designing park master plans. He was comfortable with all of those items.

Question # 8 – Mr. Shaddox was willing to commit as long as the City needed him up to three years if needed. He was used to working long hours between 40-60 hours per week and attending meetings and community events. His habit was to return to Eagle Point every other weekend to take care of business at home. Many CMPTs went for hourly rates, but he had always worked on a salary basis and the City would get all of him for however many hours the City needed.

Question # 9 – Mr. Shaddox said he would require whatever his salary was to be within budget so they didn't overspend. He would want to be put on as an exempt employee of the City, and he did not need insurance because he had his own coverage. He was not vested in Oregon PERS but would like to be enrolled in Oregon PERS, and he would need housing.

He preferred to use his own car to conduct City business with no charge for mileage within town, but would like reimbursement for outside of the City limits.

IHRD McDonald asked about his work experience with the short time periods on his resume. Mr. Shaddox said in California he put in 30 years and was ready to retire. His goal was to become a voyageur City Manager in some context possibly even in foreign countries, but he moved to Oregon and decided to pursue being a City Manager Pro Tem as a retiree career. He could work as long as was needed and help with the recruitment of the permanent City Manager.

CMPT Mahr explained the process for making a decision. Mr. Shaddox said he was available immediately.

DISCUSSION OF CANDIDATES FOR POSSIBLE RECOMMENDATION TO COUNCIL AT SEPTEMBER 8th MEETING:

There was discussion about the salary, housing for the CMPT candidates, and PERS.

Mayor Andrews didn't like Mr. Shaddox's answer to #3 that he did not like the troubleshooting approach versus managing the organization. He said his experience was all in smaller cities with much smaller staff and was often doing what the department heads in Newberg did. There was a discussion on the cost for PERS and housing with Mr. Shaddox. There was discussion on his experience being more suited to a smaller city with problems needing solving. There was appreciation for the open communication style expressed by both candidates. Mr. Rhodes said he would keep things moving and act like a City Manager.

CMPT Mahr said Mr. Rhodes would need time to relocate and had an appointment that would take him away for a few days. He thought Mr. Rhodes could start in October. Councilor Corey pointed out the new salary scale and the normal compensation for such a position. There was discussion on compensation and what they would be able to offer and what candidates would take. There was further discussion regarding housing options. Chair McKinney said there was consensus to move forward with Mr. Rhodes.

CONTINUE DISCUSSION OF APPOINTMENT FROM WITHIN AND PROCESS:

Chair McKinney said while there were pros and cons to appointing someone from within, the cons outweighed the pros as it was more important for the department heads to continue doing their jobs. There was consensus that the Committee did not want to appoint someone from within the organization.

Chair McKinney said Councilor Tony Rourke wanted to be considered for the City Manager Pro Tem, however he would have to resign as a City Councilor. Councilor Rourke was looking for a job and the Committee thought he should be encouraged to apply for the permanent City Manager. Chair McKinney said it appeared there was consensus to proceed with Steve Rhodes as a Pro Tem.

IHRD McDonald said before they would let Mr. Rhodes name out of the room as the candidate, they needed to address the issue firsthand with the department heads. CMPT Mahr would talk to Public Works Director Jay Harris, Finance Director Matt Zook, and Community Development Director Doug Rux personally and then e-mail the department heads to update them on what had happened.

Chair McKinney asked for any final comments or questions from the subcommittee regarding pursuing Mr. Rhodes as a Pro Tem. There was discussion on how to proceed. The recommendation would be taken to the Council on September 8 and if approved, the Mayor, City Manager, and City Attorney would negotiate a contract. The Committee was comfortable with paying \$12,000 per month for compensation. The Committee would like Mr. Rhodes to be present at the September 8 meeting. It was preferred, but not required, that the CMPT would live within City limits.

MOTION: Woodruff/Corey moved to recommend the appointment of Steve Rhodes as City Manager Pro Tem to the City Council. Motion carried (3 Yes/0 No).

Mayor Andrews asked if they would be able to take on the role of recruiting for the new permanent City Manager. Councilor Woodruff asked that Councilor Essin be considered as a member of the committee.

Councilor Corey asked about the timeline for recruitment of the new City Manager. There was discussion on how to proceed and using either the League of Oregon Cities or a head hunter firm for the recruitment.

Mayor Andrews said it was important to get input from stakeholders in the community during this process.

ADJOURNMENT: The meeting was adjourned at 2:30 p.m.