

MEETING NOTICE FOR THE CITY OF HUBBARD

TUESDAY

JANUARY 11, 2022

.....
CITY COUNCIL: ROSTOCIL, AUDRITSH, PRINSLOW, THOMAS, YONALLY
.....

The Hubbard City Council will meet for a regular City Council meeting. Council and Staff will meet at the Hubbard City Hall. Members of the public may attend/view the OPEN session via telephone, electronic device, and YouTube. **Should you wish to speak at the meeting, you may sign up by completing the form on the City's webpage or calling City Hall 48 hours prior to the meeting.** (Comments may be limited at the Mayor's discretion.)
<https://www.cityofhubbard.org/bc/webform/sign-if-you-want-speak-meeting>

Join Zoom Meeting

<https://us02web.zoom.us/j/84290642811?pwd=S3JCZWVhU01cXErUkFPLzNiVmdKQT09>

Meeting ID: 842 9064 2811

Passcode: 469743

One tap mobile

+13462487799,,84290642811#,,,,*469743# US (Houston)

+14086380968,,84290642811#,,,,*469743# US (San Jose)

Dial by your location

+1 346 248 7799 US (Houston)

+1 408 638 0968 US (San Jose)

+1 669 900 6833 US (San Jose)

+1 253 215 8782 US (Tacoma)

+1 301 715 8592 US (Washington DC)

+1 312 626 6799 US (Chicago)

+1 646 876 9923 US (New York)

Meeting ID: 842 9064 2811

Passcode: 469743

Find your local number: <https://us02web.zoom.us/j/84290642811?pwd=S3JCZWVhU01cXErUkFPLzNiVmdKQT09>

*****ACCESSIBILITY NOTICE*****

Please contact the Director of Administration/City Recorder prior to the scheduled meeting if you need assistance accessing this electronic meeting at the following: vnogle@cityofhubbard.org; Phone No. 503.981.9633; or Hubbard City Hall, 3720 2nd St., Hubbard OR 97032. TTY users please call Oregon Telecommunications Relay Service at 1-800-735-2900.

Agendas are posted at City Hall and on the City's website at www.cityofhubbard.org. You may schedule Agenda items by contacting the Director of Administration/City Recorder Vickie Nogle at 503-981-9633. (TTY / Voice 1-800-735-2900)

SEE ATTACHED AGENDA

Posted 1/5/2022, 4:00 p.m.

Vickie L. Nogle, MMC

Director of Administration/City Recorder

HUBBARD CITY COUNCIL MEETING AGENDA
CITY HALL: (503)981-9633

JANUARY 11, 2022 – 7:00 PM

**LOCATION: City Council and Staff will meet at the
HUBBARD CITY HALL (3720 2ND STREET)**

The City Hall / Police Department Building is currently open to the public.

**(MEMBERS OF THE PUBLIC MAY ATTEND, CALL OR LOG IN WITH AN ELECTRONIC
DEVICE -Refer to Cover Sheet for details)**

MEETING Notice: Members of the public may attend in person or attend/view via telephone, electronic device, YouTube. **Should you wish to speak at the meeting, you may sign up by completing the form on the City's webpage or calling City Hall 48 hours prior to the meeting.** (Comments may be limited at the Mayor's discretion.)

<https://www.cityofhubbard.org/bc/webform/sign-if-you-want-speak-meeting>

1) CALL TO ORDER.

A) Flag Salute.

2) CONTINUED DISCUSSION REGARDING RECRUITMENT OF CITY MANAGER – City Attorney Emily Matasar, Beery Elsner and Hammond.

3) APPOINT PLANNING COMMISSION MEMBER – 2 positions available.

(Terms are January 1, 2022 – December 31, 2024)

A) Fil Kartal

4) MAYOR'S AND/OR COUNCIL'S PRESENTATIONS.

5) STAFF REPORTS.

A) **Police Department**—Sergeant Chris Anderson.

B) **Hubbard Fire District** – Fire Chief Joseph Budge.

C) **Administrative Department**—Director of Admin/Recorder Vickie Nogle.

D) **Public Works Department**—Public Works Superintendent Mike Krebs.

6) CONSENT AGENDA.

(Matters listed within the Consent Agenda have been distributed to each member of the Hubbard City Council for reading and study, are considered to be routine, and will be enacted by one motion of the Council with no separate discussion. If separate discussion is desired, that item may be removed from the Consent Agenda at the beginning of the meeting and placed on the Regular Agenda by request.)

A) Approval of the December 2021 Check Register Report.

B) Approval to move Aaron Caballero (Utility Worker I) from C to D of the Hubbard Salary Schedule, effective January 1, 2022. (Refer to Public Works Administrative Manager report).

C) Approval to move Steve Holliman (Police Officer) from C to D of the Hubbard Salary Schedule, effective January 16, 2022. (Refer to Police Chief's report).

D) Accept Amendment #1 to the Intergovernmental Agreement between Marion County and the City of Hubbard for Community Prosperity Initiative (CPI), and authorize the Mayor to sign. (Refer to the Director of Administration/City Recorder report).

7) **APPEARANCE OF INTERESTED CITIZENS.**

(Should you wish to speak at the meeting, you may sign up by completing the form on the City's webpage or calling City Hall 48 hours prior to the meeting. Comments may be limited at the Mayor's discretion.)

<https://www.cityofhubbard.org/bc/webform/sign-if-you-want-speak-meeting>)

8) **OTHER CITY BUSINESS.**

9) **ADJOURNMENT.** (Next regular scheduled City Council Meeting February 15, 2022, at 7:00 p.m.)

*******ACCESSIBILITY NOTICE*******

Please contact the Director of Administration/City Recorder, Hubbard City Hall, 3720 2nd St., Hubbard OR 97032 (Phone No. 503-981-9633) prior to the scheduled meeting time if you need assistance accessing this electronic meeting. TCC users please call Oregon Telecommunications Relay Service at 1-800-735-2900.

From: Emily Matasar <emily@gov-law.com>
Sent: Wednesday, December 15, 2021 3:27 PM
To: Vickie Nogle <vlnogle@cityofhubbard.org>
Subject: RE: recruitment

Hi Vickie,

I attach two proposals from two different local companies, [Jensen Strategies](#) and [LGPI](#), for another of our clients, the City of Scappoose, which is a little over twice as populous as Hubbard. Two other firms I know of are [Waldron HR](#) and [Prothman](#). I think you could reach out to the companies to explain what the City wants and roughly the not-to-exceed amount it would pay and see what they come up with in terms of a proposal. You could also discuss with them what parts city staff can take on yourselves to save money, if that's a possibility (I know you're in a tough position because staff is already so overwhelmed, which is one reason you need a City Administrator, but Council wants to keep the cost of the recruitment process low).

Anyway, let me know if there's anything else you need from me on this.

Thanks,
Emily

Emily Matasar (she/her)
Attorney
t (503) 226-7191 | f (503) 226-2348
Beery Elsner & Hammond LLP



City Manager Recruitment Proposal

Prepared for:

City of Scappoose

April 2021

By:



JENSEN STRATEGIES

April 2, 2021

ATTN: Ashley Driscoll
City Attorney
City of Scappoose
33568 E. Columbia Ave.
Scappoose, OR 97056

Dear Ms. Driscoll:

Thank you for the opportunity to submit our proposal for the recruitment of the City of Scappoose's next City Manager. As former municipal administrators in Oregon, we understand the skills and talents necessary to successfully manage at the local government level. We draw upon our extensive experience and relationships within the Oregon city management community to attract and select not only the most qualified candidates, but those best positioned to succeed in the unique governmental environment of our state.

Our firm, established in 2012, is the only Oregon-based private recruiter specializing in public manager searches. We are able to draw upon our extensive Northwest contacts to help find and evaluate qualified candidates. We are also very familiar with Oregon fair hiring procedures. We are pleased to include Isaac Dixon of Vista HR as part of our team for this recruitment.

Jensen Strategies will work closely with you and the City Council to understand the needs of your city before launching the recruitment, and keep you regularly informed throughout the process. Our clients receive custom approaches, not just "a process."

Our proposal assumes measures will need to be taken to mitigate potential Coronavirus exposure as long as that is required or necessary. These measures include virtual meetings and social distanced in-person events.

We appreciate the opportunity to submit our proposal to assist the City of Scappoose with this recruitment. It will be our pleasure to partner with the City of Scappoose in this important endeavor. We certify our firm is able to perform all work as outlined in this scope of work. Please do not hesitate to contact me with any questions or requests for additional information.

Sincerely,

Erik Jensen
Principal
Jensen Strategies, LLC
1750 S Harbor Way, Suite 350
Portland, OR 97201
(503) 477-8312
erik@jensen-strategies.com

PROJECT SCOPE

Our objective is to help you select the best candidate to serve as the City of Scappoose's next City Manager. Our recruitments are structured to attract a wide range of qualified applicants, who we vet using our administrative experience and our knowledge of your city's needs to present you with the best possible candidates for the position. We commit to working in close partnership with the City of Scappoose (City), following a process designed to make the best use of your time and resources.

Phase 1: Start-up / Candidate Profile Development

- 1.1 Start-up Meeting:** We will begin the recruitment by meeting by phone or Zoom with the City to refine the project scope. The proposed process and timeline will be amended as necessary, respecting any scheduling considerations or special requests. In this initial phase, we will also collaborate with you to define the geographic and professional breadth of the recruitment, and identify the key stakeholders who will help inform the candidate profile development.

Deliverables: Zoom or in-person meeting with designated City staff, final project scope and timeline, geographic and professional scope, and determination of key stakeholders.

- 1.2 Stakeholder Interviews:** Our team will conduct Zoom interviews with the Mayor, City Council, City executive management, City Attorney, and City Recorder to gather background information on major issues facing the City and initial perspectives on what the City is looking for in its next city manager. In our experience, the individual interviews provide more qualitative information that can help us find the best candidates for your City's needs.

Deliverables: Up to 14 stakeholder interviews.

- 1.3 Background Research:** We will familiarize ourselves with any key documents (plans, financial information, etc.) as well as the culture and values of both the organization and the City.

Deliverables: Jensen Strategies' understanding of Scappoose.

- 1.4 Stakeholder Meetings and Survey:** We will facilitate one external stakeholder Zoom meeting open to the public. We will also conduct an internal stakeholder online survey and/or Zoom meeting for City staff. Our team will seek an open and dynamic exchange of ideas to capture the full range of attributes Scappoose would like to see in its next City Manager. City staff will be responsible for promoting the Zoom meeting(s) and/or staff survey.

Deliverables: One external Zoom stakeholder meeting open to the public and one internal Zoom meeting or online survey for City staff.

- 1.5 Initial Candidate Profile Draft:** Drawing upon the input gathered from our interviews and the stakeholder meeting(s) and/or survey, we will develop a draft candidate profile containing the knowledge, skills, abilities, education, and work experience desired for the position, as well as more intangible traits such as management approach and personality. Also, based on our research and information gathered, we will also prepare policy priorities and hiring procedures consistent with the requirements of ORS 192.660.

Deliverables: Candidate profile initial draft.

- 1.6 Draft Finalization:** We will discuss our draft profile with the current city manager and management staff, as desired, to validate and finalize the draft in advance of meeting with the City Council. These discussions will take place over conference calls and/or Zoom meetings.

Deliverables: Conference calls and/or Zoom meetings as necessary to finalize the candidate profile draft. Final draft of candidate profile.

- 1.7 City Council Workshop and Official Proposed Profile:** We will attend a work session with the City Council to present the draft profile and engage in discussion of any changes/alterations. Following the work session, we will make any profile changes desired by the Council, and will submit the final profile for formal Council approval.

Deliverables: Participation in one City Council work session. Preparation of official candidate profile for Council adoption.

Phase 2: Position Advertisement

- 2.1 Recruitment Brochure Development:** Upon City Council formal adoption of the hiring process and candidate profile, consistent with the requirements of ORS 192.660, our team will develop a professional, comprehensive recruitment brochure designed to attract the highest quality applicants. Organization-specific information will be incorporated into the brochure, including an overview of department functions/services, staff size, budgetary information, and current challenges and policy priorities. Community information will be added, including a description of the environment with quality of life details, economic highlights such as important industries and major employers, and a listing of public agencies with overlapping jurisdiction. The brochure will conclude with position compensation information, including salary and benefits package, as well as information on how to apply for the position and the recruitment timeline.

Deliverables: Development of one recruitment brochure in PDF format.

- 2.2 Position Advertisement:** We will execute a comprehensive position advertisement process designed to attract a variety of qualified and well-suited candidates. Our approach will be multifaceted, and will include advertising the position on high-profile managerial and specialization-specific websites, within professional publications and periodicals, and in other forums as appropriate. We will also directly contact qualified managers within our extensive professional network to inform them of the opening.

Deliverables: Online position advertisements. Mailing of professionally printed materials. Direct contact of qualified managers.

Phase 3: Candidate Screening

We will carefully vet all submitted applications, conduct in-depth interview processes, and provide the City with all the information necessary to make the best choice for finalists and the successful candidate. We will also maintain written contact with candidates to keep them updated on the recruitment process.

- 3.1 Initial Application Screening:** Candidates will provide a resume, a cover letter, an application form, and a minimum of four professional references. We will review applications against the City Manager Profile, remove all non-responsive applications, and determine which candidates best fit the City's needs.

Deliverables: Preparation of application form. Initial application screening.

- 3.2 Preliminary Phone Interviews:** We will conduct preliminary Zoom interviews with the candidates who best fit the candidate profile, as well as all veterans who meet the position's minimum qualifications (as required by Oregon law).

Deliverables: Preliminary phone interviews with up to 12 candidates.

- 3.3 Recommendation of Finalists:** We will attend an executive session of the City Council in-person during which we will present the results of our initial review process and recommendations of up to four finalists. For transparency purposes, we will also provide information on other candidates who we interviewed but did not recommend as finalists. During the session we will answer Council questions and assist in facilitating a discussion to help them reach consensus on the finalists they want to be interviewed. Subsequently, the Council will announce the finalists in a regular business meeting after we notify those candidates and receive permission for public disclosure of their candidacy.

Deliverables: Recommendation of four finalist candidates with supporting information on all candidates interviewed by Zoom. Attendance, presentation, and facilitation at a City Council executive session. Council consensus on up to four finalists.

3.4 Background Checks on Finalists: We will work with our partner, Legal Locator Service (www.legallocatorservice.com), to perform comprehensive background checks on all finalists. Background checks will include at a minimum:

- County criminal searches
- State criminal searches
- Federal criminal searches
- National criminal database searches
- Sex offender searches
- Motor vehicle searches
- Education/degree verification
- Employment verification
- Credit checks

Deliverables: Identification of any concerning issues found during background checks of up to four candidates.

3.5 Reference Checks on Finalists: We will take the necessary time to vet the candidates with the references they provide, as well as other knowledgeable contacts we may be aware of, asking incisive questions to gain a comprehensive understanding of their abilities as managers and potential fit for the City.

Deliverables: Reference check summaries for up to four finalists.

3.6 Finalist Receptions: Prior to the final interviews, two receptions (Zoom or in-person depending on the status of the pandemic) will be held to provide opportunities to interact with the finalists, ask them questions, and form general impressions of the candidates. The first reception will be open to the City staff, while the second reception will be open to members of the public. At both receptions, attendees will be provided an opportunity to provide online feedback concerning their impressions of the finalists, which will help inform the Council's final selection process. The City will be responsible for promoting both receptions.

Deliverables: Coordination, development, and implementation of two virtual or in-person finalist receptions. Feedback form for participants.

- 3.7 Finalist Interviews:** Finalists will be interviewed in-person by three panels in a social-distanced environment consisting of (1) the City Council, (2) a panel of local government administrators from other jurisdictions, and (3) a panel of key community members. Interviewers will receive an informational packet containing interview guidelines, questions, and comprehensive information on each finalist. After panel interviews have been completed, we will summarize the findings and recommendations of the other two panels and, if relevant, feedback from the two finalist receptions.

Deliverables: Coordinating, orienting, and providing briefing materials for the finalist panels. Moderate panel interviews. Summarize the feedback and observations from panel interviews and receptions if relevant.

- 3.8 Council Deliberations and Selection:** The Council will convene an executive session and utilize this input as it conducts its final deliberations and selects a preferred candidate. At the session, we will provide summary material on all input received during the finalist interview process, references, and background checks. We will facilitate the Council's discussion in identifying their selected candidate.

Deliverables: Attendance, presentation, and facilitation at City Council executive session to reach consensus on a selected candidate.

Phase 4: Contract Negotiations

- 4.1** As requested by the City, we will assist in the contracts negotiations with the selected candidate.

Deliverables: Assistance provided to the City in contract negotiations, not to exceed six hours.

ADJUSTMENTS TO RECRUITMENT PROCESS

Jensen Strategies is dedicated to providing a recruitment process that meets the City's expectations and produces an outcome that generates wide support. We commit to working closely with the City and are more than willing to adjust our process as needed to meet the specific needs of Scappoose.

SAMPLE RECRUITMENT SCHEDULE

This schedule is only illustrative of the time needed to complete the recruitment. We will work with the client to establish a final schedule.

Date	Actions
Week of April 5	Start-up meeting with City to finalize scope and timeline
Weeks of April 12 and April 19	Stakeholder interviews Virtual public input meeting Staff online survey or input meeting
Week of April 26	Initial candidate profile draft and finalization
Week of May 3	City Council work session re draft candidate profile / hiring process
Week of May 10	Council official adoption of candidate profile / hiring process
Week of May 17	Recruitment brochure development
May 24 — June 21	Position advertisement
Week of June 21	Initial application screening
Week of June 28	Preliminary phone interviews
Week of July 12	Recommendation and selection of finalists
Weeks of July 19 and Aug 16	Background / reference checks on finalists
Week of Aug 23	Finalist virtual receptions, interviews, and selection

SIMILAR RECRUITMENTS

CITY OF SHERIDAN, OREGON

City Manager - Jensen Strategies is presently conducting a national recruitment process for the next City Manager of Sheridan (OR). The recruitment has involved an extensive profile development process including City Council and executive management interviews, a staff survey, and a community input session via Zoom. A City Council adopted candidate profile will guide the criteria applied at every stage. The evaluation and selection process will include preliminary Zoom interviews with semi-finalist candidates and a robust finalist process that will include input from community members and staff, as well as panel interviews with community leaders, local public administrators, and the City Council.

CITY OF CARLTON, OREGON

City Manager - Jensen Strategies recently conducted a national recruitment for the next City Manager of Carlton (OR). The recruitment involved an extensive profile development process including City Council and department manager interviews, a staff survey, and a community input session. The position attracted candidates from across the country and in Oregon. The evaluation and selection process included preliminary Zoom interviews with semi-finalist candidates and a robust finalist process with input from community members and staff, as well as panel interviews with department managers, community leaders, local public administrators, and the City Council.

CITY OF NORTH BEND, OREGON

City Administrator - Jensen Strategies conducted a national recruitment for the next City Administrator of North Bend (OR). The recruitment involved an extensive profile development process including City Council and community leader interviews, a staff survey, and a community input session. The position attracted a broad range of candidates from across the country and in Oregon. The evaluation and selection process included preliminary Zoom interviews with candidates and a robust finalist process with input from community members and staff, as well as panel interviews with community leaders, local public administrators, and the City Council.

CITY OF CANNON BEACH, OREGON

City Manager - Jensen Strategies managed the City of Cannon Beach's City Manager recruitment in 2018. The recruitment involved an extensive profile development process including a well-attended community input session, staff engagement, and City Council interviews. The position attracted a broad range of candidates from across the country and in Oregon. The selection process was robust with opportunities during the finalist phase for engagement with community members, staff, public administrators, and the City Council. Ultimately, the City Council choose a successful candidate among a very competitive pool of candidates.

Community Development Director – Jensen Strategies managed the recruitment process, until the finalist phase, for the Cannon Beach Development Director position in 2018. The process included development of the position profile, brochure drafting and design, advertising, and initial screening of candidates through application review and preliminary phone interviews. After finalists were recommended and selected, background checks were conducted prior to finalist interviews by the City.

Emergency Manager – Jensen Strategies assisted the City of Cannon Beach in 2018 to develop and design a recruitment brochure for their Community Development Director position.

CITY OF SISTERS, OREGON

City Manager - Jensen Strategies led the national search for the City of Sisters' City Manager in 2017. The recruitment involved extensive profile development, including input from numerous staff members, community leaders, and City officials. The position advertisement attracted dozens of qualified applicants, both locally and across the United States, and the selection process was thorough and inclusive, incorporating multiple interview panels and interaction opportunities.

WASHINGTON COUNTY, OREGON

Chief Human Resource Officer - Jensen Strategies managed the recruitment process, up to the finalist phase, for the Washington County Chief Human Resource Officer position in 2020. The process included development of the position profile, brochure drafting and design, advertising strategy and implementation, professional network outreach, initial screening of candidates through application review and preliminary phone interviews, and facilitation of semi-finalist interviews. The County was responsible for the finalist review and evaluation.

Benefits and Leave Manager - Jensen Strategies managed the recruitment process, up to the semi-finalist phase, for the Washington County Benefits and Leave Manager position in 2020. The process included development of the position profile, brochure drafting and design, advertising strategy and implementation, professional network outreach, initial screening of candidates through application review and preliminary phone interviews, and recommendation of semi-finalists for further consideration. The County was responsible for the semi-finalist/finalist review and evaluation.

Employee and Labor Relations Manager - Jensen Strategies is presently assisting Washington County in the recruitment of its first Employee and Labor Relations Manager. The process includes development of a customized advertising strategy, preparation of a recruitment brochure, proactive outreach to solicit qualified candidates, preliminary online video interviews with semi-finalists, and participation in finalist interviews.

CITY OF HOOD RIVER, OREGON

Building Official – Jensen Strategies assisted the City of Hood River in 2018 to develop the recruitment process for their Building Official. The services provided included development of a candidate profile, recruitment brochure, advertisement, and advertising campaign strategy. In addition, the firm also assisted in outreach through professional networks to recruit potential candidates.

REFERENCES

Jensen Strategies has the honor of being recommended by:

Christy Martinez, Acting City Manager

City of Carlton

191 E. Main Street

Carlton, OR 97111

503-852-7575

cmartinez@ci.carlton.or.us

Mayor Jessica Engelke

City of North Bend

835 California Avenue

North Bend, OR 97459

541-756-8500

jengelke@northbendcity.org

Bruce St. Denis, City Manager

City of Cannon Beach

163 E. Gower

Cannon Beach, OR 97110

503-436-8050

stdenis@ci.cannon-beach.or.us

Eva LaBonte, Asst. Director, Admin. Services

Washington County

155 N. First Avenue

Hillsboro, OR 97214

503-618-2346

Eva_LaBonte@co.washington.or.us

Mayor Chuck Ryan

City of Sisters

520 E. Cascade Avenue

Sisters, OR 97759

503-549-6022

cryan@ci.sisters.or.us

Rachel Fuller

City of Hood River

211 2nd Street

Hood River, OR 97031

541-387-5252

r.fuller@cityofhoodriver.com

TEAM PROFILES

Erik Jensen, Principal

Erik Jensen is the principal and founder of Jensen Strategies, LLC. He established the firm in 2012 after serving over 20 years as a public administrator, project manager, and public affairs consultant in Oregon and Washington. Erik has led numerous processes helping Northwest organizations navigate future policy and operational planning as well as recruiting upper-level public managers.



Erik has assisted local governments and public policy organizations to set strategic courses of action for current and future decision-making. As a seasoned facilitator, strategic planner, recruiter, and organizational and public policy development expert, he has led significant initiatives for numerous entities including cities, counties, and professional organizations. These projects have included upper-level recruitments, city council retreats, strategic planning processes, community vision action planning, organizational assessments, committee facilitation, and public policy feasibility studies.

As an experienced facilitator and trained mediator, Erik has helped clients build partnerships and reach consensus among diverse interests. Erik believes the best policy and organizational development initiatives are objective, inclusive, well informed, and lead to tangible outcomes. He emphasizes the importance of balancing community and organizational interests, involving key stakeholders, and ensuring the process is well informed to build sustainable results.

Before forming Jensen Strategies, Erik was the Administration Department Director for the City of Hillsboro overseeing several organization-wide functions including city-wide projects (e.g., visioning, strategic planning, sustainability), legislative relations, community and media relations, and franchise management. Earlier, as a project manager for the same department, he led external and internal policy initiatives such as development and implementation of the international award-winning Hillsboro 2020 Vision. He led the process to develop the City's first operational strategic plan. Prior to the City of Hillsboro, Erik was a public affairs consultant with another firm where he facilitated public engagement processes for large, high-profile projects such as Portland CSO Program, and Oregon Arena Project. He has also held staff positions at the Oregon Legislature and political campaigns.

Erik has a Bachelor of Arts degree in Political Science from Lewis and Clark College and a Master of Public Administration degree from the University of Washington. He is a member of the International City / County Management Association (ICMA) and the Oregon City / County management Association (OCCMA). Erik currently serves on the Alumni Boards of Lewis and Clark College and Shattuck / St. Mary's School (Faribault, MN).

Ellen Conley, Of Counsel

Ellen Conley is Of Counsel with Jensen Strategies specializing in public manager recruitments, public finance, policy analysis, and executive management recruitment. She began working with the firm in 2014 and assists clients with recruiting public executives and high level financial and policy analysis. She also advises clients on human resource issues and processes.

Ellen is the former Assistant City Manager for the City of Hillsboro where she oversaw multiple departments including Finance, Human Resources, Information Services, Parks & Recreation, and Library. Prior to Hillsboro, she was a Deputy County Administrator for Washington County with administrative responsibilities for the Departments of Land Use & Transportation, and Assessment & Taxation. In addition, she was charged with the development of the County's annual \$500 million budget. She has also held the positions of Assistant Finance Director and Administrative Analyst in other local government jurisdictions. Ellen has a Bachelor of Business Administration from Oregon State University and Master of Public Administration from Lewis and Clark College.



When Ellen isn't working, she enjoys the serenity of the outdoors around her rural Montana home. She spends her leisure time hiking, horseback riding, and rafting with her husband Doug and their two dogs.

Amelia Wallace, Project Associate

Amelia Wallace has been a Project Associate with Jensen Strategies since the Fall of 2020 providing recruitment support, facilitation, policy analysis, and product development for clients. She is currently a Master of Public Administration (MPA) Candidate at the University of Washington Evans School of Public Policy & Governance in Seattle.

Amelia is from the Tennessee Valley and earned her bachelor's in Politics with Honors from Oberlin College in Ohio. She started her career with three cycles of campaign organizing for local and statewide elections. While she is happily retired from campaigns, her experience organizing and training maintains her passion for civic engagement and community development. She also served as an AmeriCorps member building partnerships and running youth biking safety and Safe Routes to School programs. Since coming to Seattle, Amelia has been serving as the graduate intern for the City of Seattle Department of Transportation Curbside Management team.



Building upon these previous experiences, at the Evans school, Amelia has concentrated on public financial management, local government service, and policy analysis. In her final consulting project for her degree, she is working with the Seattle Office of Civil Rights developing qualitative analysis on equity indicators to support the City's Race and Social Justice Initiative. Outside of class, she also leads the local University of Washington International City/County Management Association (ICMA) student chapter which offers discussion spaces and professional development opportunities such as running the Local Government Fellowship program that connects small Washington cities with Evans students for internship opportunities.

In her free time, Amelia loves being outside, whether that is hiking, doing yardwork, or learning about trees and plants. As a longtime craft "beertender," Amelia loves living in the Pacific Northwest and exploring new brews while enjoying her newfound love of Sounders soccer.

Sandy Ervin, Executive Assistant/Office Manager

Sandy Ervin is the Executive Assistant/Office Manager with Jensen Strategies, joining the team in 2020. She manages office operations, directs project support, coordinates marketing efforts, leads graphic design work, and oversees the firm's online presence including the website and social media.

Sandy has many years of experience as an Administrative Assistant, Library Aide, Crafting Expert, and small business owner. Her creativity, innovation, and design skills expand the capabilities of the Jensen Strategies' team. Sandy holds a Bachelor of Arts in History from the University of Florida, where her favorite subject was the History of Science.



Originally a Florida native, she also lived in Houston for 15 years while working in the fields of public education and library science. Sandy has a passion for American Sign Language and attends Deaf Cultural events several times per year. She loves exploring world cultures through food, traveling to new and exciting places, and is discovering a new love for hiking now that she calls the Pacific Northwest 'home'. Recognized for her commitment to diversity and equity, Sandy is an indispensable force on the Jensen Strategies team.



Isaac E. Dixon, PhD. SPHR

Isaac E. Dixon is the President of Vista HR Consulting and brings more than three decades of experience in the HR field to projects for his clients. He possesses in depth experience in the areas of recruitment and retention, employee and labor relations, coaching and performance management as well as diversity, equity and inclusion.

He served as the Associate Vice President for Human Resources at Portland State University and the AVP and Director Human Resources at Lewis and Clark College in Portland, Oregon.

Prior to moving into the world of higher education Isaac employed in HR for organizations such as Providence Health and Services, GE Capital, Pitney Bowes Financial Services and NIKE. He also served in human resources roles in federal, state and local government agencies.

Isaac received his BS degree in Business Administration at Warner Pacific College. He received his Masters of Arts degree at Marylhurst University in the Interdisciplinary Studies and his doctorate at Capella University in Organization and Management with an emphasis in Human Resources. He is an adjunct faculty member teaching HR related subjects at both Portland State University.

Isaac served on the board of directors of the College and University Professionals HR (CUPAHR) and the TIAA-CREF Advisory Council. He also served on the boards of the Society of Human Resources as well as the Human Resources Certification Institute.

He also believes in community service having served on the Oregon Commission on Black Affairs (appointed by the Governor), the City of Portland Fair Housing Committee (served as the chair), Board of Directors of the Urban League of Portland (2 terms as chair of the board), the Board of Governor's of the Oregon State Bar Association (public member), and the Portland Community College Foundation Board.

He lives in Portland with his wife Lauri and their menagerie of pets.

FEES AND EXPENSES

Professional Fee: Jensen Strategies' fees includes all staff time, meetings and communication with the City, preparation of documents and advertisements, candidate profile development, application screening, communications with candidates, interviews, reference checks, candidate travel coordination, preparation/facilitation/moderation of stakeholder meetings and interview panels, and other tasks related to the recruitment. Our professional fees for the approach offered is:

Professional Fees: \$24,000

Expenses: Expenses are the responsibility of the City. Whenever possible, we will wait for your approval before incurring expenses. Though we tailor each recruitment to our clients' individual needs, expense items typically include:

- Fees for advertising the position online and in publications (typically less than \$1,200)
- Background checks for finalists (typically less than \$1,000)
- Document printing and binders (typically less than \$250)
- Graphic art design (typically less than \$1,000)
- Consultant travel expenses (mileage charged at current IRS mileage rate, lodging at \$150/night/person, travel time at \$40/hour)
- Out of state candidate travel for finalists (if beyond a designated distance) – if desired by the City (depending on number and distance, can range from \$500 to \$3,000)

Estimated expenses for this recruitment are up to \$5,000 plus any out of state candidate travel expenses.

Jensen Strategies will submit invoices to the City on a monthly basis for services rendered, with payment due in 30 days.

PROFESSIONAL LIABILITY INSURANCE

Jensen Strategies carries a professional liability insurance policy through The Hanover Insurance Group in the amount of \$2 million.

GUARANTEE

Jensen Strategies stands by our work. If the candidate selected by the City resigns or is terminated for cause within **one year** of the hire date, we will conduct replacement recruitments for no additional professional fee. In this event, the City would only be responsible for paying the expenses as outlined above associated with the additional recruitment. This guarantee also assumes that the selected candidate signs an employment agreement with the City prior to starting work.

Sample Recruitment Brochures



CITY MANAGER
CITY OF CARLTON, OREGON

CITY MANAGER

CITY OF CARLTON, OREGON

\$96,330 - \$121,872 plus excellent benefits



POPULATION

2,270

BUDGET

\$20.1 MILLION

FTE POSITIONS

14

CITY DEPARTMENTS

Administration/Finance

Municipal Court

Communications

Utility Billing

Planning/Development

Public Works

Water

Street

Stormwater/Sewer

Parks

Pool

Police

Patrol

Code Enforcement

PLUS

Beautiful Natural
Environment

Outdoor Recreation

Wine Region

Active Tourism

Small Town Environment

Community Pride

Civic Involvement



THE COMMUNITY

The City of Carlton (population 2,270) serves as the gateway to the Yamhill-Carlton Viticulture District, one of the most beautiful areas of Oregon's Mid-Willamette Valley. It is situated on Highway 47, a leading tourism route from the Portland metropolitan area into the region's wine country. The geographic position allows residents to easily access Oregon's coast, mountains, and the amenities of the larger urban areas of Portland and Salem. Nearby, Carlton is surrounded by nature with hiking trails and many other outdoor recreation opportunities.

An agricultural town by heritage, in recent years, Carlton has become a small but significant epicenter of Oregon's wine industry, boasting the highest number of tasting rooms per capita in the United States. The dozens of surrounding wineries attract year-round tourists and have created a new economic base for Carlton.

Carlton is a charming and friendly community with a small-town feel where residents take great pride in their city. Three public parks with play structures and a community pool serve as gathering places for children and families to enjoy. An active, walkable, and family-friendly downtown offers residents and visitors a diversity of restaurants, cafes, taverns, coffee shops, and retail establishments to eat, shop, and gather. Annually, community members and tourists enjoy participating in events around town, such as the Carlton Crush Harvest Festival.





THE ORGANIZATION

The City of Carlton employs a council-manager form of government with the City Manager appointed by the seven-member City Council. The Mayor is elected at-large for a two-year term, and six Councilors elected by the city at-large for four-year terms. The City Manager is the city government's administrative head and is responsible for all city business administration. The City of Carlton departments include Administration/Finance, Police, and Public Works (including Municipal Water, Street, Stormwater, Parks, Sanitary Sewer, and Municipal Pool). The City employs 14 full-time employees, and its 2020-21 budget is approximately \$20.1 million.

THE POSITION

Under the direction and supervision of the Mayor and City Council, the City Manager serves as the chief administrative officer of the city government and is responsible for implementing the policies enacted by the Council. The City Manager assumes full leadership and accountability for all city operations, provides leadership and expert guidance, spearheads long-term planning efforts, and serves as a critical link between the policy-making and operational functions of the City.

THE IDEAL CANDIDATE

The ideal candidate possesses and has demonstrated the following attributes:

- **Strong leadership and management abilities** to provide clear direction, effectively manage multiple departments and initiatives, develop and inspire staff, and foster a professional, high functioning, and responsive organizational environment. An ability to help the organization envision, plan, and address long-term challenges is essential. Should value and practice teamwork, collaboration, transparency, inclusivity, and accountability with staff. Commitment to be supportive and protective of staff as their primary representative with the City Council and community. A personal style that is approachable, forthcoming, respectful, even-tempered, and with a good sense of humor.
- **Excellent communication skills** to effectively engage multiple audiences, including the City Council, staff, local government officials, businesses, community groups, and citizens. Commitment to accessibility, transparency, openness, and timeliness when communicating with all individuals or groups. Personal communication style that involves active listening and encourages two-way dialogue. Ability to communicate, verbally and written, with clarity, substance, and conciseness.
- **Ability to lead long-term planning and community development initiatives.** Experience with long-term planning for growth, community visioning, Oregon comprehensive planning, smart growth, and sustainability. An understanding and/or experience in Oregon land use law/processes will be needed to address city growth issues effectively. Demonstrated abilities and skills to develop and implement long-term community plans with transparency and inclusivity.
- **Strong public finance skills and experience** particularly with Oregon budget laws and requirements. Ability to take a comprehensive financial approach that looks to

address the City's long-term needs, and an ability to strategically integrate financial planning to the City's vision, goals, and policy direction.

- **Experience in infrastructure planning, maintenance, and funding** to lead City infrastructure projects currently underway or in planning, related to water and stormwater/ sewer, and streets. Ability to plan long-term infrastructure needs and funding and future facilities such as a new City Hall.
- **Commitment to community engagement as an individual and in conducting City business.** Be engaged, visible, and active in the community on an individual level. Be respectful of all perspectives, open-minded, a listener, and approachable by all citizens. Employ an even-handed approach to differing views and interests. Commitment to strengthen and expand the City's communication and engagement in city decision-making, and uphold the principles of transparency, inclusion, and public participation.
- **Ability to be transparent, accessible, inclusive, and work collaboratively with City Council on addressing policy issues.** Keep the Council fully informed of current and future issues facing the City. Maintain consistent, collaborative relationships with all Council members and engage in regular and open communication. Be actively aware of the City's operations and keep the Council updated in a timely manner on issues pertinent to their role as the governing body.
- **A genuine appreciation for the unique qualities that make Carlton a friendly, community-based town** including as a hub of Oregon's growing wine industry, an ongoing connection to the area's agricultural heritage, and a place where residents like to relax and gather at events. A desire and willingness to live in, or in very close proximity, to the city.
- **Ability to foster and maintain collaborative intergovernmental relationships** with state/local governments and other public service providers.



- **Thorough understanding of city government roles,** including an understanding of the Council-manager form of government and the proper roles of bodies and individuals within such governments. Ability to help ensure the City Council, staff, and advisory bodies are all operating effectively with each other and within their legally defined roles.

POLICY PRIORITIES

The City Manager will be expected to support, facilitate, and/or implement the following policy priorities for the City:

- **Long Term Planning for Growth**

In the context of a changing economic landscape and increasing City population, the next City Manager will need to address long-term planning to define how Carlton will manage future growth. As the City has grown, major land-use decisions have highlighted the need to provide greater definition and direction on how the City will manage future growth. The City Manager will help

facilitate this broader policy discussion, including a vision that incorporates the concepts of smart growth and sustainability. In addition, the City Manager will be expected to address related long-term planning initiatives such as Comprehensive Plan updates, rewriting the City's stormwater management plan, transportation plan, and development code.

- **Highway 47**

The next City Manager will be involved in ongoing discussions regarding the rerouting of Oregon State Highway 47 that currently runs through Carlton. The Oregon Department of Transportation (ODOT), which leads the project, has offered various rerouting options to the City to help mitigate truck traffic through downtown. Discussions on this issue have been delayed due to the pandemic and issues raised by community members. The next City Manager will be an essential participant as the City's staff representative working with the community, ODOT, City Council, and other stakeholders to help determine the best option for the City.

- **Infrastructure/Facility Projects**

Carlton is currently implementing a \$9 million water system improvement project to address long-standing transmission and reservoir issues. The next City Manager will be engaged in not only ensuring this project is completed, but to also facilitate future discussions on water supply. As the City grows, concerns about water supply will need to be addressed, including working with the neighboring jurisdictions on supply options and funding. The City Manager will be an integral participant in these issues and will be expected to take a leadership role for the City.

Since 2003, Carlton has been reviewing options to address a much needed multi-million-dollar reconstruction of City Hall. The project has involved numerous design iterations and funding has been a continual obstacle to moving forward. The City Manager will take this project on and help plan a path forward to address this facility need. The next steps in the process will need to build on past work and engage the community through transparency and involvement during the decision-making process.



RECRUITMENT PROCESS

Applications Due

Nov 23, 2020

Online Video Interviews

Week of Dec 7, 2020

Finalist Interviews

Week of Jan 11, 2021

The City of Carlton is an Equal Opportunity Employer.

To apply:

For additional details, application materials, and instructions on how to apply, visit **www.jensen-strategies.com/recruitment/carltoncitymanager**

Questions may be directed to:

Erik Jensen
Jensen Strategies, LLC
503-477-8312
erik@jensen-strategies.com



*Photos courtesy of
Vinbound Marketing*

■ Community Engagement

The City of Carlton recognizes the need to strengthen and expand its community engagement to increase transparency in decision-making. The City Manager will be expected to lead this initiative to increase the awareness and involvement of the citizens in the function of City government. It is expected the next City Manager will take a comprehensive approach to expanding community information sharing and engagement using available communication tools and venues.

EDUCATION/EXPERIENCE

A bachelor's degree in Public Administration, Planning, Political Science, or related field, and at least five years of upper-level local government management experience. Ten years' experience in upper-level government management may substitute for the bachelor's degree requirement. An advanced degree in Public Administration or related field and at least ten years of increasingly responsible experience, experience and/or training in Oregon land use and public finance is desired. In addition, a candidate with at least five years' experience serving in a city manager/administrator role is preferable.



CITY MANAGER

Cannon Beach ■ Oregon





POPULATION: 1,710

BUDGET: \$17 MILLION

36.45 FTE

CITY DEPARTMENTS

- Executive
- Planning
- Police
- Finance
- IT
- Public Works

COMMUNITY PROGRAMS

- Haystack Rock Awareness Program
- Farmers Market

PLUS

- Stunning beaches
- Natural splendor
- Vibrant arts community
- Gourmet food and drink
- Community spirit
- Civic involvement



JENSEN STRATEGIES

CITY MANAGER

\$115,000 to \$130,000

plus housing allowance and excellent benefits

Where the mountains meet the sea, Cannon Beach is a charming village nestled next to the awe-inspiring Pacific Ocean and the towering conifers of Ecola State Park on the North Oregon Coast. Located an **hour west of the Portland metro area**, the village (population 1,710) is **one of Oregon's most popular tourist destinations** thanks to its unparalleled beaches, thriving arts community, boutique stores, quality restaurants and brewpubs, and boundless recreation opportunities. The city, home of the iconic Haystack Rock, was deservedly listed by *National Geographic* as one of the **100 Most Beautiful Places** and **21 Best Beaches in the World**.

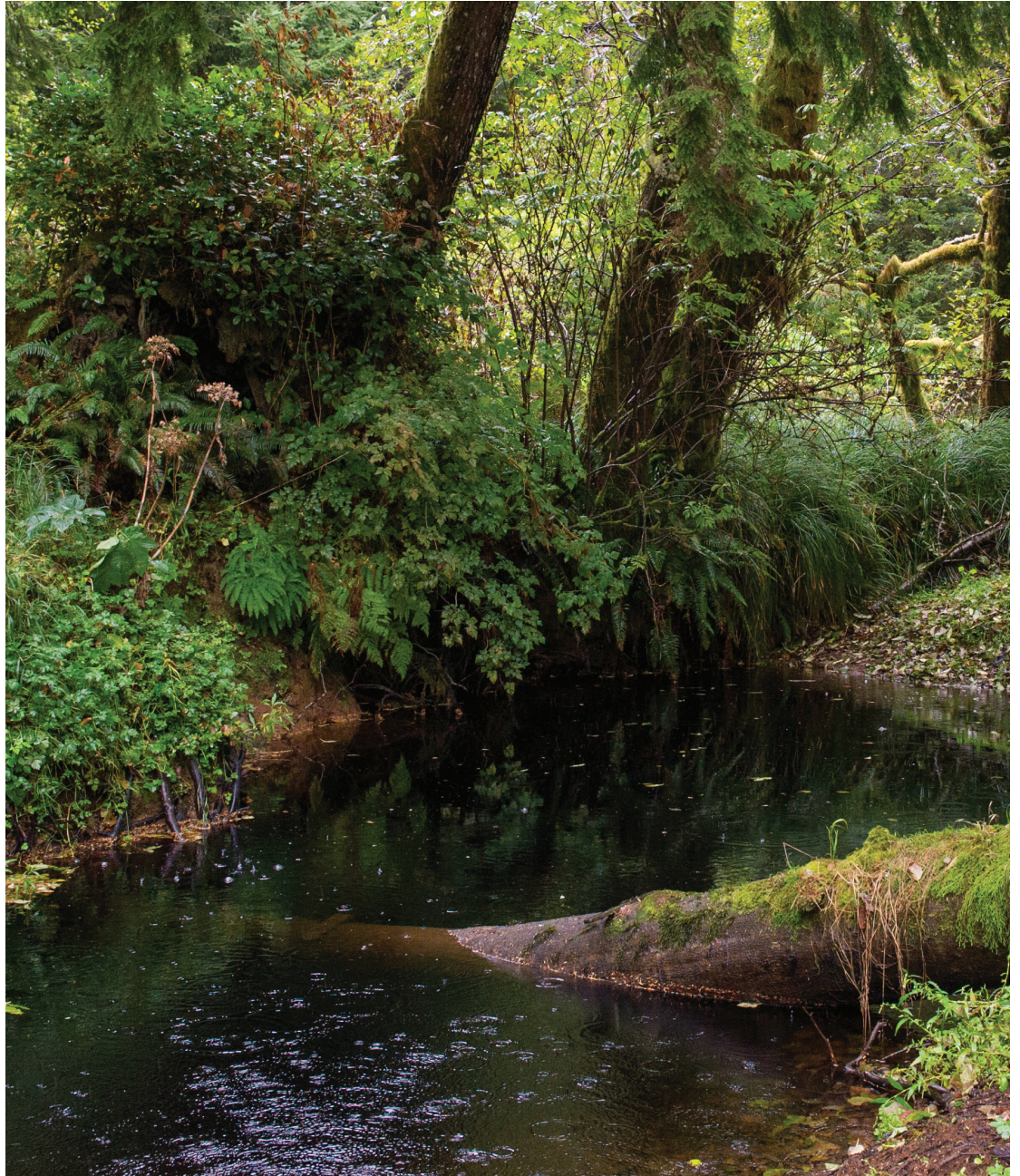
Cannon Beach is a close-knit village whose residents care deeply about their community. **Volunteerism and public involvement** are hallmarks of the town, with strong support for local non-profit organizations, an ethos of **environmental stewardship**, and robust participation in public policy development processes. Community spirit runs deep, and residents enjoy their **high quality of life** and status as one of the **safest cities in the state**. With its festive atmosphere, Cannon Beach is home to numerous prominent events including the Cannon Beach Sandcastle Contest, Savor Cannon Beach, the Stormy Weather Arts Festival, and Haystack Holidays.



overview

THE ORGANIZATION

The City of Cannon Beach employs a **council-manager form of government**. Four Councilors and the Mayor are elected at-large for four-year terms, with a limit of eight years continuous service per member. The City employs 36.45 full-time employees and its 2017-18 budget is approximately \$17 million. Departments include Executive, Planning, Police, Finance, IT, and Public Works, as well as community programs including the Farmers Market and the Haystack Rock Awareness Program. Fire service is provided by the Cannon Beach Rural Fire Protection District.



THE POSITION

Under the collective direction and supervision of the City Council, the City Manager serves as the **chief executive officer** of the City and is responsible for implementing the policies enacted by the Council. The City Manager assumes **accountability for all City operations**, provides leadership and expert guidance, spearheads long-term planning efforts, and serves as a critical link between the policy-making and operational functions of the City.

ideal candidate

THE IDEAL CANDIDATE

The ideal candidate possesses and has demonstrated the following attributes:

- **A genuine appreciation** for the unique qualities that make Cannon Beach a charming seaside village, including the breathtaking natural surroundings, ethos of environmental stewardship, vibrant arts community, numerous shops and restaurants, and thriving community atmosphere. **Choosing to live in the city** is one way to demonstrate the City Manager's recognition of the community's many virtues and a commitment to protecting and enhancing them in the future.
- Support for **meaningful citizen engagement** in policy development processes and commitment to the principles of **transparency, inclusion, and public participation**. Cannon Beach citizens are passionate about their community and are active in civic decision-making. The numerous City boards, commissions, and committees play a key role in advising the City Council on policy matters.
- Commitment to **active involvement in the community** through participating in local organizations, developing relationships, and being actively visible around town.
- Ability to **keep the Council fully informed** of current and future issues, adhering to a principle of 'no surprises.' A commitment to building positive, **collaborative relationships with all Councilors**, and engaging in frequent and open communication through email, phone, and in-person meetings is vital. The City Manager must keep the Council updated on **City operations**, provide accurate and complete **analysis of choices** before the Council, and assist the Council in **long-term policy planning**.

An ability to be **approachable** by all citizens, **respectful** of all perspectives and viewpoints, and **even-handed** in approaching differing views and interests is critical. The City Manager should be dedicated to updating and informing the community on City policy and operational issues, and maintaining a **collaborative approach** toward working with the business community, individual homeowners, and other community organizations, including the Chamber of Commerce, arts, and historical associations. An inclination toward **consensus-building**, and a willingness to enforce unpopular decisions when necessary will be important.



ideal candidate

- **Thorough understanding of the council-manager form of government** and the proper roles of bodies and individuals within such governments. The City Manager will be expected to help ensure the City Council, staff, and advisory bodies are operating effectively with each other and within their defined roles.
- Capacity to **effectively represent the City** with numerous intergovernmental groups including Clatsop County, Seaside School District, Cannon Beach Fire and Rescue, Sunset Empire Transportation District, State agencies, and other regional partners. The City Manager will need to **actively cooperate** with such groups while protecting the City's interests.
- Excellent communication skills. An ability to **write in a clear and articulate manner** and **speak effectively** with large and small groups will be essential. The City Manager should be committed to open communication with all parties, including City officials, staff, and citizens, and timely responsiveness to questions and input.
- Experience **developing public infrastructure**. The City Manager will help plan for the future of City-owned facilities and properties, such as the South Wind property.
- Solid **budgeting and finance abilities** and proficiency with Oregon budget laws and requirements. The City Manager must be able to **prioritize the financial needs** of operations and programs effectively, and be proficient in collecting and allocating transient room tax funds, which is a central component of the City's revenue base.
- **Interpersonal staff relations skills** and a commitment to creating a positive work environment and **cultivating excellence in employees**. The City Manager must employ skills related to coaching and staff development, including an ability to delegate tasks while holding employees accountable. A commitment to being publicly supportive of staff, and willing to face criticism on their behalf and insulate them from undue influence is important. The City Manager should be able to actively listen to staff and incorporate their input into decision-making. A management approach incorporating interdepartmental communication and coordination is necessary.
- **Strong management and leadership skills** and an ability to provide clear direction, effectively manage multiple departments and initiatives, develop and inspire staff, and build an outstanding organization. The City Manager should be able to effectively plan for and address long-term challenges, and should have an open, engaging personal style with a good sense of humor. A willingness to **make difficult decisions when necessary** and demonstrate a **commitment to neutrality and fairness** will be essential. The City Manager must be e-literate and supportive of the use of technology to make government efficient and accessible for citizens. Specific experience in Oregon land use law, Oregon municipal finance regulations, Oregon public meeting/records laws, and public works administration is needed.

EXPERIENCE AND EDUCATION

A bachelor's degree in public administration or a related field, and at least five years of upper-level local government management experience is required. An advanced degree in public administration or a related field, and at least eight years of city management experience, including in small, tourism-dependent communities with significant seasonal population changes, is preferred. Professional credentialing, such as through ICMA, is also preferred.

RECRUITMENT PROCESS

Review of Applications
Sept 9, 2017

**Preliminary Phone
Interviews**
Week of Sept 18, 2017

**Semi-Finalist
Interviews**
Week of Oct 9, 2017

**Finalist Interviews
and Selection**
Week of Nov 6, 2017



*The City of Cannon Beach
is an Equal Opportunity
Employer.*

For additional details,
application materials,
and instructions on how
to apply, please visit
www.jensen-strategies.com/municipal-manager-recruitment

**Questions may be
directed to:**

Jeff Aprati
Jensen Strategies, LLC
503-477-8847
jeff@jensen-strategies.com

*Photos courtesy of
Councilor George Vetter*



JENSEN STRATEGIES

POLICY PRIORITIES

• **Community Character Preservation**

Given the importance of ambiance, environment, and overall 'feel' to the community's success, the City has made preserving these characteristics a central priority. The City endeavors to protect its natural resources and support the needs of its residents while also facilitating tourism. The City Manager's understanding and adherence to the City's established Comprehensive Plan will be of high importance, rather than pursuit of growth or expansion.

• **Ecola Creek Forest Reserve**

The Ecola Creek Forest Reserve consists of approximately 1,040 acres of City-owned property in the Lower Ecola Creek watershed, including the springs that are the City's primary water source. The City Manager will help manage the Reserve with the goals of restoring the ecological integrity of the forest ecosystem and habitats, and preserving and enhancing municipal water quality. Passive recreation opportunities will also be provided in a manner compatible with these priorities.

• **South Wind Property**

The City owns a 58-acre parcel known as the South Wind property, which represents an important opportunity for locating future critical and essential public buildings outside the tsunami inundation zone. The City Manager will need to help ensure that any future physical or financial planning for this site is conducted in a thoughtful, holistic, and inclusive manner.

• **Strategic Plan Implementation**

Implementation of the five-year City of Cannon Beach Strategic Plan will be a primary focus of the City Manager. Components of the plan are as follows:

Affordable housing

Though the local economy, as well as City services, are dependent on employees who are invested in the community, only a small percentage of the City's workforce can afford to live in the city they serve. The City has made a long-term commitment to address the affordable housing shortage.

Emergency preparedness

Cannon Beach lies directly inshore from the Cascadia Subduction Zone and is impacted by periodic powerful Pacific storms. The City is dedicated to becoming a resilient and safety-focused community, and is actively exploring options for moving critical facilities and infrastructure out of the tsunami inundation zone.

Infrastructure

The City is committed to taking the steps necessary to sustain its extensive yet aging infrastructure network into the future. It is an ongoing challenge to deliver City services to residents, businesses, and the increasing number of tourists visiting the community each year. Current user rates do not cover the base cost of operating these services, let alone the maintenance and capital investments that will be needed in the long-term.

Relationship with community

The City Council and staff are focused on strengthening citizen confidence in city government, and on building and maintaining trust between the City and the community.

Effective government

The City has pledged to take active and ongoing steps to ensure it can continue to deliver excellent customer service for residents and visitors, manage risk, and demonstrate accountability.



(503) 477-5615

1750 S Harbor Way,
Suite 350
Portland, OR
97201

www.jensen-strategies.com





Local Government Personnel Services/ Lane Council of Governments – Recruitment Proposal



LOCAL GOVERNMENT
PERSONNEL SERVICES

April 1, 2021

Ashely Driscoll, City Attorney

Ashely,

Thanks for allowing the Local Government Personnel Services/ Lane Council of Governments (LCOG) to respond to your request for services as you prepare to hire Scappoose's next City Manager.

Over the last couple of years, LCOG has developed a recruitment package that covers most of the activities we have discussed. Support for this package is completed with existing Local Government Personal Services / LCOG staff and our outside recruiter. We offer this package for a not to exceed amount \$10,000. This price covers our costs for the recruitment so any additional services not covered by our package will be at our costs and we can estimate them based on your direction for the scope of the activity.

Anticipated costs include;

- A recruiter that will be responsible for all work associated with the activities outlined below and be a single point of contact during the recruitment.
- Travel expenses associated with this recruitment
- Advertising costs
- Background check for the finalist(s).
- Administrative support for collection of resumes posting ads and other work required to complete the recruitment.

Below, are the activities we anticipate as part of this recruitment;

1. Meet with the City Council to:
 - a. determine desired criteria, including but not limited to, knowledge, skills, abilities, attributes, experience for selection of Scappoose's next City Manager;
 - b. establish a process to gather input from staff and the public.
 - c. recommend a compensation range and employment terms for the City Manager's position based upon comparable municipalities and Scappoose's personnel policies. Obtain City Council approval.

2. Initiate advertising and recruitment on a local, regional and national basis.
3. Develop a recruitment brochure
4. Develop and implement a process developed with Council members to gather input from staff and the public.
5. Interview Department Directors (from 4. Above) to identify organizational issues and work culture.
6. Develop / Update a position description including information gathered from Council, staff and the public which includes: 1) key issues facing the next City Manager, 2) desired knowledge, skills, abilities, attributes, experience, and/or additional information important to the selection process.
7. Conduct direct outreach to prospective candidates, including additional advertising and recruitment as determined necessary; collate applicant and candidate information and respond to candidate inquiries. Ensure that the recruitment process reaches a diverse applicant pool.
8. Throughout the recruitment process, inform candidates of their status at each critical point in the recruitment, and respond to inquiries regarding the status of their candidacy within one to two business days.
9. Screen candidates and develop recommendations on an initial pool of semi-finalists who represent a good fit with the City and the position. Meet with the City Council to finalize 5-7 finalists.
10. Conduct in-person and/or video interviews with 5-7 semi-finalists to confirm fit with City culture and needs of the position. Help City staff set interview process, interview panels, questions etc.
11. Prepare recommendations on finalists to proceed to a personal interview with the City Council. Meet with City Council to discuss and finalize.
12. Schedule top 2 -3 candidates for interview with the City Council. Participate in selection process and facilitate selection discussion.
13. Coordinate and/or conduct any additional assessments, reference checks, and background investigations as directed by the Council and/or selection committee. The Consultant may be asked to attend an on-site reference check visit to the candidate's employer and community. ***(Most of this activity is part of our base package. On - site reference checks may require scoping to determine any estimates for additional cost)***

Other information;

1. Base package rate is our only charge with adjustment based on scope of #4 and #13 above. We will charge travel and direct expenses incurred based on IRS proclamations. Our base package contemplates four (4) on site meetings; An outline of those meetings follows;
 - a. Meeting 1 for initial meeting with Council to get their requirements, discuss timeline and activities, scope of public engagement and salary/ benefits issues. Other items.

Talk to senior management document their issues and expectations This Could be done same day prior to Council meeting so that results could be available for Council review at initial meeting with Council.

- b. Meeting 2 would be for the Public input based on scope. (Item 4)
 - c. Meeting 3 Would be for Council review of all applicants. Council selection of applicants to be interviewed in person, Council direction for interview type schedule, participants, locations, etc.
 - d. Meeting 4 will be interview day.
- (Due to Covid Restrictions these meetings may be via Zoom or other Video Conferencing)

Travel expense meals etc. will be billed per IRS proclamations and not to exceed \$200 per onsite meeting. These costs are included in the not to exceed amount.

This outline assumes staff participation / review with Council for final search criteria and all documents to be used in recruitment. LCOG would propose video conference with Council for this part of the process if/as required.

- 2. hourly rates.
 - a. Any outside contractor support required for activities not part of the package or scope of this engagement would be billed at the applicable LGPS member or non-member rate (\$140/\$170 per hour).
- 3. special or non-recurring charges.
 - a. None other than described above.

As stated above we are proposing that we will not exceed \$10,000 for this engagement. This includes activities 1 through 13 (with some agreement needed for travel and other expenses for item 13). Since Local Government Personnel Services/ Lane Council of Governments will be charging you their costs for this recruitment, we expect this recruitment will cost less than the not to exceed amount.

If you would like a quote for specific activities, please give us a call at 503 516 6509 and I will pull together some numbers based on your request. Further, if you wish to discuss any of the proposed activities in greater detail, or discuss timing and requirements for this recruitment any time, even prior to engagement please don't hesitate to call.

Thanks for the opportunity to help you with this important recruitment,

Ross Schultz

for Local Government Personnel Services/ Lane Council of Governments
Ross@city-x.com 503 516 6509

From: Sonja Prothman <Sonja@Prothman.com>
Sent: Monday, January 3, 2022 1:02 PM
To: Vickie Nogle <vlnogle@cityofhubbard.org>
Subject: Re: Potential proposal for recruitment services

Hi Vickie,

I have attached a proposal for a sourcing and outreach recruitment which allows smaller cities the exposure of a recruitment firm without the big price tag. I can get you a proposal for a full recruitment by the end of the week if you would like. A full recruitment has a fee of \$18,500 plus expenses which will include consultant travel.

The city of Bingen just used this process and hired their new city administrator/finance clerk before Christmas. I

Thanks and happy New Year!

Sonja

Sourcing & Outreach Only

Position Profile Development

Working with you, we will create a position profile. This document will be posted on our website. Profiles include the following:

- ◆ **A description of the ideal candidate's qualifications**
- ◆ **Organization & community specific information**
- ◆ **Compensation package details**
- ◆ **Information on how to apply**

Advertising & Outreach Strategy

Our staff will handle all advertising and outreach on your behalf. We have an aggressive recruitment strategy which involves the following:

- ◆ **Print and Internet-based Ads** placed nationally and locally in professional publications, journals and on related websites.
- ◆ **Targeted Direct Mail Recruitment Brochures** sent directly to city/county management professionals who are not actively searching for a new position.
- ◆ **Focused Candidate Outreach** via hundreds of emails from our database of city/county management professionals.
- ◆ **Posting the Position Profile on Prothman Facebook, LinkedIn, and on the Prothman Website**, which receives over five thousand visits per month from potential candidates.

Use of Prothman OAS - Online Application Service

We will work with you to set up your application in our OAS software. With your personal login and administration page, you will be able to view applications, resumes, cover letters and other documents as they are submitted. You will also be able to rank and take notes on each application: www.prothman-jobboard.com/OnlineApplicationService.aspx

Or, we can collect the applications via the Prothman application portal and forward the applications to you electronically.

The City of Hubbard handles all screening and interviews from this point

Fee & Expenses

The fee for a Sourcing & Outreach Recruitment is \$5,500, plus the cost for advertising and direct mail. We do not mark up the expenses and expense items include:

- Newspaper, trade journal, websites, and other advertising (approx. \$1,400 – 1,600)
- Direct mail announcements (approx. \$1,500 - 1,700)
- References, if desired (\$250 per candidate)
- Background checks, via Sterling, if desired (approx. \$150 - 175 per candidate)

Warranty

If a candidate is not chosen from the first pool of applicants, we will repeat the process with no additional fee, the only cost to you would be the cost for the advertising and direct mail.

From: Dadson, Scott <SDadson@mwvcog.org>
Sent: Wednesday, December 29, 2021 9:37 AM
To: Vickie Nogle <vlnogle@cityofhubbard.org>
Cc: David Rash <drash@cityofhubbard.org>
Subject: RE: Potential Recruitment in Hubbard

Vickie, Good morning, I have attached a copy of the overview without draft on it and would ask that you use that one. With regards to the Background Checks, we use a company to perform these, or we use the Lane Council of Governments HR group to do that. It depends. However, if the city wishes to do that service itself, that is ok with us. The details to work out are the Reference Checks and the Release Forms. The object of this part of the process for the candidate is to be up front and clear, have permissions in hand, and to be consistent. With regards to the City, it creates objectivity from a third party. The choice is for the City for sure.

I am also happy to meet with Council, Staff or others to go over what we provide as a service. Please advise.

Scott Dadson, Executive Director

From: Vickie Nogle <vlnogle@cityofhubbard.org>
Sent: Wednesday, December 29, 2021 9:30 AM
To: Dadson, Scott <SDadson@mwvcog.org>

Scott:

I do have a question about your background checks, how are these preformed and who does them? The Council may want to do those in house IDK yet.

- Perform **background/reference checks** on finalist(s) chosen by the Council. The base fee includes up to five (5) backgrounds at no additional charge. Additional background/reference checks will be billed to the City at \$500 per additional background.

Vickie L. Nogle, MMC

From: Dadson, Scott <SDadson@mwvcog.org>
Sent: Wednesday, December 29, 2021 9:23 AM
To: Vickie Nogle <vlnogle@cityofhubbard.org>
Subject: RE: Potential Recruitment in Hubbard

Vickie, Good morning, and Happy New Year. I hope you don't mind, but, I have put together a draft of our Recruitment Process Overview personalized for Hubbard, for your review . I have also included a copy of the ICMA Recruiting Manual that we use here, and our Fee Schedule adopted by the Board. I am happy to discuss this with you and how this process might move forward for the City of Hubbard. I can be reached at the contact information found below.

Scott Dadson, Executive Director
Mid-Willamette Valley Council of Government
100 High Street SE, Suite 200
Salem, OR 97301
Direct 503-540-1601
sdadson@mwvcog.org
www.mwvcog.org

RECRUITMENT SERVICES AGREEMENT

Upon the request of the City of Hubbard, the Mid-Willamette Valley Council of Governments agrees to perform the services outlined in the Scope of Services.

PROJECT IDENTIFICATION: Hubbard City Administrator Recruitment

SCOPE OF SERVICES: 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** based on the Council's decisions regarding placement of advertisements and the associated deadlines; the process that the Council determines is appropriate, Council availability, etc.
- Meet with the City Council to draft a **position profile**. The profile is a key component of a successful recruitment and includes the desired knowledge, skills, training, and experiences that the City is looking for in a City Administrator. This profile will form the basis for the screening of applications, interview questions and candidate evaluation.
- Draft and place the **position advertisements**.
- Receive applications and send **acknowledgement letters** to all applicants.
- **Screen applications** down to those which most closely fit the position profile
- **Respond to inquiries** from candidates during the recruitment process
- Perform **background/reference checks** on finalist(s) chosen by the Council. The base fee includes up to five (5) backgrounds at no additional charge. Additional background/reference checks will be billed to the City at \$500 per additional background.
- Work with the Council in designing the **interview process** and the development of **interview questions**.
- **Facilitate the interview process**.
- Send out **regret letters** to unsuccessful candidates at appropriate times during the recruitment process.

Items not included in the fee charged by the COG include actual advertising costs and travel for candidates and related expenses of candidates for participating in interview processes or the costs of the interview process such as meals and facilities. The COG does not charge for COG staff travel costs. The City would be responsible to have its legal counsel prepare or review any proposed employment contract with the person being hired as City Manager. The COG would assist in negotiating a contract, if requested by the City, as part of the inclusive fee.

COST: As set by the COG Board, the fee for those services for cities of your size is \$9,000. (See attached Resolution 2021-06.) Should the City significantly broaden the scope of services, the COG reserves the right to renegotiate the cost of the project.

If you wish Mid-Willamette Valley Council of Governments to proceed with this project, please have an authorized official acknowledge acceptance of this proposal by signing and returning this services agreement memorandum to the COG.

MID-WILLAMETTE VALLEY COUNCIL OF GOVERNMENTS

Scott Dadson, Executive Director

Date

CITY OF HUBBARD, OREGON

Signed by (print name and title)

Signature

Date

Attachment: MWVCOG Board Resolution 2021-06 setting fee for service rates

Placeholder for Resolution 2021-06

BEFORE THE BOARD OF DIRECTORS
FOR THE MID-WILLAMETTE VALLEY COUNCIL OF GOVERNMENTS
In the matter of establishing rates for services provided member and other entities on a fee-for-service basis.

RESOLUTION 2021-06

WHEREAS, the Mid-Willamette Valley Council of Governments (COG) is an intergovernmental entity established by agreement among the participating jurisdictions pursuant to their home rule authority and ORS 190.019.

WHEREAS, the agreement establishing the COG and ORS 190.020 allows the COG to enter into intergovernmental agreements for the delivery of services to its member governments

WHEREAS, the COG presently offers a host of fee-for-service programs on a contractual basis with its member governments to include land use planning, housing rehabilitation loan administration, revolving loan program administration, legal services, executive recruiting, and other technical services; and

WHEREAS, the Board of Directors for the COG desires to set rates for such services that are affordable for members and recover the COG's costs of providing such services,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE MID-WILLAMETTE VALLEY COUNCIL OF GOVERNMENTS:

That the following rates shall take effect for the COG's fee-for-service program beginning July 1, 2021, and ending June 30, 2022, unless sooner amended:

Member Services

Recruitment Services:

<u>Population</u>	<u>Fee</u>
Up to 1,000	\$7,000
1,001 to 5,000	\$9,000
Over 5,000	\$12,000
Non-member Gov't Entities	\$18,000

Background Check Services	\$500/background check
---------------------------	------------------------

Legal Services

General Counsel Services	\$170 per hour
Hearings Officer Services	\$187 per hour

Strategic Planning / Goal Setting

Evening / Half Day	\$1,500
One Day (8 Hours)	\$3,000
Evening Plus Full Day (10 Hours)	\$3,500

Miscellaneous Technical Services

Executive Director	\$180 per hour
Support Staff	\$68 per hour

Finance Services

Finance Director	\$118 per hour
Fiscal Assistant	\$87 per hour

Community Development Services

Land Use Planning (small cities)*

Senior Planner	\$92 per hour
Associate Planner	\$90 per hour
GIS Analyst	\$99 per hour
Support Staff	\$68 per hour

Grants Administration*

Grants Administration Specialist	\$79 per hour
Non-profit / Government Rate	\$87 per hour
For Profit Rate	\$92 per hour
Support Staff	\$68 per hour

Housing Rehab Services*

Grants Administration Specialist	\$79 per hour
----------------------------------	---------------

Economic Development Services*

Development Director	\$130 per hour
Senior Planner	\$92 per hour
Associate Planner	\$90 per hour
GIS Analyst	\$99 per hour
Support Staff	\$68 per hour

*(Any contracts that exceed a 1-year period shall be charged at the above rates plus 5%.)

GIS/Data Services

Transportation Services

Transportation Director	\$145 per hour
-------------------------	----------------

GIS Services

Member Rate	\$99 per hour
Non-profit / Government Rate	\$115 per hour
For Profit Rate	\$145 per hour

Modeling Services

Member Rate	\$125 per hour
Non-profit / Government Rate	\$140 per hour
For Profit Rate	\$162 per hour

Loan Program Services

SBA Loans / Administration of Revolving Loan Programs

Program Manager	\$142 per hour
-----------------	----------------

Loan Officer
Servicing Specialist

\$105 per hour
\$87 per hour

Loan Underwriting, packaging
and Closing Services
Minimum Fee - \$800

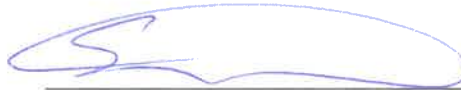
1.5 % of Loan Amount,

Loan Servicing and Reporting

\$2,000 annually

ADOPTED by the Board of Directors of the Mid-Willamette Valley Council of Governments at Salem,
Oregon this 16th Day of March 2021.

ATTEST



Sal Peralta, Chair
COG Board of Directors



Scott Dadson
Executive Director

Recruitment Guidelines

for Selecting a Local Government Administrator



Recruitment Guidelines for Selecting a Local Government Administrator

©2012 by the International City/County Management Association. All rights reserved, including rights of reproduction and use in any form or by any means, including the making of copies by any photographic process, or by any electrical or mechanical device, printed, written, or oral or recording for sound or visual reproduction, or for use in any knowledge or retrieval system or device, unless permission in writing is obtained from the copyright proprietor.

About ICMA

ICMA advances professional local government worldwide. Its mission is to create excellence in local governance by developing and advancing professional management of local government. ICMA, the International City/County Management Association, provides member support; publications, data, and information; peer and results-oriented assistance; and training and professional development to more than 9,000 city, town, and county experts and other individuals and organizations throughout the world. The management decisions made by ICMA's members affect 185 million individuals living in thousands of communities, from small villages and towns to large metropolitan areas.

ICMA
777 North Capitol Street, NE
Suite 500
Washington, DC 20002-4201
202-289-ICMA (4262)
icma.org

Preface

This *Recruitment Guidelines for Selecting a Local Government Administrator* was first published just over ten years ago. While a lot has changed in ten years, the basic process for selecting a chief administrator¹ has remained substantially the same. It still requires careful planning, astute evaluation of candidates, and a clear understanding of the relationship between the governing body² and the chief administrator. In this edition, however, new focus has been given to the ICMA Code of Ethics—the foundation of the local government management profession—and the emergence of the Voluntary Credentialed Manager program.

The Task Force on Recruitment Guidelines was formed in Fall 2010 and consisted of a very diverse group of ICMA members (many of whom have served on the ICMA Executive Board), Range Riders (former local government practitioners), younger members of the local government management profession, and representatives from executive search firms. From its only face-to-face meeting at the 2010 ICMA Conference in San José, this Task Force embraced the challenge of updating the guidelines. Over the next several months, we formed work groups to focus on three key elements of the process: recruitment, selection, and negotiation. After countless conference calls and emails, the new and improved *Recruitment Guidelines for Selecting a Local Government Administrator* emerged.

The Task Force consisted of the following ICMA members:

Jane Bais-DiSessa

City Manager
Berkley, Michigan

Bill Baldrige

Executive Search Committee
Former City Manager
Michigan Municipal League

Troy Brown

Assistant City Manager
Livermore, California

Garry Brumback

Town Manager
Southington, Connecticut

Charlie Bush

City Administrator
Prosser, Washington

Mike Casey

Partner
Management Partners, Inc.
Cincinnati, Ohio

Tony Dahlerbruch

City Manager
Rolling Hills, California

Ed Daley

City Manager
Hopewell, Virginia

Tim Ernster

City Manager
Sedona, Arizona

Tom Fountaine

Borough Manager
State College, Pennsylvania

Peter Herlofsky

Former City Administrator
Farmington, Minnesota

Kay James

City Manager
Canandaigua, New York

Dave Krings

Former County Manager
Hamilton County, Ohio
Peoria County, Illinois

1 Chief administrator refers to a manager, administrator, or executive of a local government.

2 Governing body refers to the elected officers of a town, village, borough, township, city, county, or a legally constituted council of governments.

Debra Kurita
Former Assistant City Manager
San Bernardino, California

Juliana Maller
Deputy City Manager
Park Ridge, Illinois

Bob Murray
President
Bob Murray & Associates
Roseville, California

Andy Pederson
Village Manager
Bayside, Wisconsin

Sheryl Sculley
City Manager
San Antonio, Texas

William Sequino
Town Manager
East Greenwich, Rhode Island

Paul Sharon
ICMA Range Rider, Florida
Former Town Manager
Ashland, Massachusetts
North Andover, Massachusetts

Scot Simpson
City Administrator
River Falls, Wisconsin

Charlene Stevens
City Administrator
Willmar, Minnesota

Larry Stevens
City Manager
Edmond, Oklahoma

Bill Taylor
Field Services Manager
Municipal Association of South Carolina
Columbia, South Carolina

Michael Van Milligen
City Manager
Dubuque, Iowa

Melissa Vossmer
City Manager
Angleton, Texas

Michael Willis
General Manager
Shellharbour City Council
New South Wales, Australia

Special appreciation is extended to Tom Fountaine for serving as the negotiation section chair; Peter Herlofsky, selection section chair; and Debra Kurita, recruitment section chair. Debra Kurita deserves special recognition as she labored many hours converting writing styles and formats into one consistent, easy-to-read document. On behalf of ICMA, I am grateful for the active engagement of each Task Force member. Special thanks to Jared Dailey of the ICMA staff, who assisted in the overall coordination of the Task Force.

It is the hope of the Task Force that this guidebook is promoted and distributed to those who are in the environment to hire a chief administrator for a community. To the governing body representatives who use this guidebook, we thank you for your service to your communities and wish you every success in finding the professional local government manager to help you guide your community to be the best it can be.

In closing, it has been my privilege to have served as the chair of this Task Force.

Bonnie Svrcek
Deputy City Manager
Lynchburg, Virginia

Contents

1. Introduction	1
2. Managing the Organization during Recruitment	2
Major Decision Point: Appointing an Interim Administrator	2
Interim Management: The Governing Body's Role	2
3. Initiating the Recruitment	3
4. Conducting the Recruitment	4
In-House Expertise Method: Recruitments Conducted by the Local Government	4
Outside Expertise Method: Recruitments Conducted with an Outside Party	4
Hybrid Method: In-House in Conjunction with Outside Party	5
5. Key Elements of the Recruitment Framework	6
Major Decision Point: Development of an Administrator Profile	6
Decision Point: Community Engagement in Administrator Profile	6
Major Decision Point: Administrator Compensation Schedule	7
Geographic Scope	8
Advertising and Outreach Strategies	8
6. Key Elements of the Application Process	10
The Application Form	10
The Local Government Information Packet	10
Applicant Relations	10
7. The Role of the Media in the Recruitment Process	12
8. The Selection Process	13
Reviewing the Applications	13
Major Decision Point: Determining the Candidates to Be Interviewed	13
Interviewing the Candidates	14
Major Decision Point: Making the Final Selection	16
9. The Negotiation Process	17
Preparation for Negotiation	17
Major Decision Point: Negotiating Compensation	17
10. The Transition Process	19
Announcing the Selection	19
Additional Elements	19
11. Conclusion	20
Appendix A. ICMA Code of Ethics with Guidelines	21
Appendix B. Recommendations for Inclusiveness in Hiring	26
Appendix C. ICMA Guidelines for Compensation	27
Appendix D. Professional Organizations for Posting and Filling Vacancies	29
Appendix E. Potential Interview Questions	30
Appendix F. Relations with Applicants—Do's and Don'ts	32
Appendix G. ICMA Model Employment Agreement	33
Index	40

1. Introduction

"Thousands of decisions are made every day in cities, towns, and counties that determine our quality of life... Professional managers craft the plans and make the decisions that transform good communities into great ones."

—International City/County Management Association (ICMA)

Selecting a chief administrator is perhaps the most important decision that elected local officials will make for their community.

This guidebook was created by experienced, seasoned local government managers. It is designed to help elected officials, human resource professionals, local government staff, and professional executive search firms navigate the recruitment, selection, and negotiation processes to find the individual who is best suited to serve as the chief administrator. The chief administrator is like an orchestra conductor, directing and managing a team of professional, administrative, and field staff while interpreting and working toward the goals and objectives of the community's elected officials.

This guidebook offers best practices that will be most meaningful to you and your community in selecting a chief administrator. Because all communities, governing bodies, and chief administrators are not the same, this is not a "one size fits all" guidebook. Nevertheless, the local government managers who created this document are firmly committed to the ICMA Code of Ethics, which is a non-negotiable foundation for professional local government management, and strongly recommends that the hiring governing body use the Code of Ethics as a tool in its search for a professional local government manager. Herein, we explain recruitment choices and the selection processes to fit the unique size, culture, and dynamics of an individual community. Topics include provisions for interim management; the spectrum of resources available to assist in the recruiting process; applications, communications with applicants, and interviews; compensation; and transition. The appendices provide the ICMA Code of Ethics, ICMA Compensation Guidelines, a directory of professional organizations that are likely places to advertise for a chief administrator, potential interview questions, the do's and don'ts of applicant relations, and the ICMA Model Employment Agreement. Using this guidebook can make recruiting and selecting a new chief administrator a positive, enjoyable, and unifying experience for you and your colleagues as elected officials.

As you use this resource, you will see highlighted in the margins important points for selecting the best individual for the position.

When faced with an upcoming or immediate vacancy in the chief administrator position, the governing body must quickly address the following questions:

- What should we do to ensure that the affairs of the local government are properly administered until a new chief administrator is selected and on board?
- How do we conduct a recruitment to fill the vacancy?

The following material provides tips and guidelines on the processes that the governing body needs to employ to successfully answer these questions. It identifies and discusses the key elements of managing the organization between the time that one chief administrator departs and another arrives, as well as the major decision points in conducting the recruitment, selection, and negotiation processes for appointing the new chief administrator.

Professional local government managers are committed to

- Serving as stewards of representative democracy
- Practicing the highest standards of honesty and integrity in local governance, as expressed through ICMA's Code of Ethics
- Building sustainable communities as a core responsibility
- Networking and exchanging knowledge and skills across international boundaries
- Lifelong learning and professional development
- Financial integrity and responsibility for management of the community
- Implementing best management practices.

2. Managing the Organization during Recruitment

The governing body must act thoughtfully and deliberately in determining how to ensure that the operations of the local government are properly managed during the period before a permanent chief administrator is selected and on the job. When faced with a vacancy in the chief administrator position, the governing body needs time to carefully consider the qualities, expertise, and experience it hopes to find in a new administrator and to use the agreed-upon criteria to develop the administrator profile. It then needs sufficient time to recruit and select the best possible successor who meets these criteria. While that is happening, however, it is important that the governing body identify a professional who will act as the chief administrator and properly manage local government operations while the recruitment process is underway.

Major Decision Point: Appointing an Interim Administrator

If the vacancy is the result of a planned retirement, the governing body may consider asking the current administrator to continue leading the organization for a short period of time on a contract basis. Alternatively, the governing body may elect to consult with the outgoing administrator regarding possible staff members who could fill this role.

In some cases, the members of the governing body may agree that they have confidence in a specific staff person. If there is an assistant administrator, for example, the governing body may appoint that person as interim administrator. If this assistant will be considered for the permanent position, the appointment as interim administrator will provide the elected officials with an opportunity to observe firsthand how the assistant handles the job. Another option is to appoint an assistant or department director (who will not be a candidate for the position); someone who is mature, seasoned, competent and respected by fellow employees.

Should the governing body determine that there is no one on staff who it can or wants to appoint as the interim administrator, it may decide to retain the services of a retired administrator or an administrator who is between jobs. State associations, municipal leagues, or ICMA Range Riders are resources for identifying potential interim administrators.

The governing body should publicly announce the appointment of the interim chief administrator. Regardless of who is appointed, it should be made clear to all local government officials and staff that the interim chief administrator is responsible for implementing governing body policy and overseeing operations. It should also

be made clear that if the interim administrator is ultimately selected to fill the position permanently, it will be because that person has proven to be the best among all the applicants.

Interim Management: The Governing Body's Role

Obviously, the local government must continue to operate during the interim between the departure of the current chief administrator and the appointment of the new one. The governing body and interim management team should do whatever is necessary to make sure that important projects and service delivery continue to move forward. It is important to reiterate that the governing body has the responsibility to make it clear to the staff and community that the interim administrator is in charge of the organization's operations.

The governing body should consider deferring new initiatives, when possible, until the new administrator is appointed and on the job. 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 director position, for example, is an opportunity for the new administrator to begin building an administrative team. In fact, such an opportunity can be used to pique the interest of potential applicants during the recruitment process.

Although it is not desirable for the governing body to immerse itself in the administrative affairs of the local government, its members should be briefed about current organizational problems and the status of important projects before the current administrator leaves, if possible. In this way, the governing body may monitor progress on important matters, provide direction, and set priorities for the person selected as interim administrator.

3. Initiating the Recruitment

The governing body should initiate the recruitment process immediately after the official decision has been made regarding resignation, retirement, or termination. Failure to do so can potentially generate rumors within the community by various interested parties who may attempt to exert pressure on members to quickly fill the vacancy. The members of the governing body must bear in mind that an impulsive response to this pressure can be divisive for them and can damage their credibility. They must take charge of the recruitment: they must determine the process that will be used to recruit and select the best administrator, and make that decision clear to all concerned.

There may be a number of special circumstances that influence the approach and timing used to recruit a new chief administrator. The following examples provide some tips for addressing those circumstances:

- Vacancy due to the chief administrator's termination or resignation under pressure. If the position is vacant because the former administrator was terminated or forced to resign, neither the local government nor the former administrator will benefit from a public quarrel. It is far better for all concerned to mutually decide on a timetable for the administrator's departure. If this departure is handled professionally and in a mutually respectful

manner, there is less likelihood for controversy and ill will to arise around the issues of the separation. Further, and from a recruiting standpoint, handling a difficult situation well will enhance the local government's image and thus its ability to attract quality applicants.

- Vacancy occurring prior to an election. Occasionally, a governing body will delay initiating the recruitment process because an election is pending. But even in the face of an election, it should prepare for the process by developing the administrator profile (described in full later in this document) and determining how the recruitment will be conducted so as to reduce the time lapse between the departure of one administrator and arrival of another.
- Vacancies due to newly adopted council-manager form of government. If the position is vacant because voters either just approved the formation of or adopted a change to the council-manager form of government, the beginning of the search for a new chief administrator will depend on when the change becomes effective. Depending on the circumstances, it may be possible to have applications on file by the time the new members of the governing body are sworn in. In any case, the recruitment process should be initiated as soon as possible.

4. Conducting the Recruitment

There are several major elements and decision points in the recruitment process. This section of the handbook provides tips and guidelines for the governing body in determining the approach to use in this part of the process.

The governing body has three major choices for conducting the recruitment. It can:

- Conduct the recruitment in-house
- Retain an outside party to conduct the recruitment
- Use a hybrid approach and conduct the recruitment in conjunction with an outside party.

In-House Expertise Method: Recruitments Conducted by the Local Government

If the governing body chooses to conduct the recruitment in-house, it should be with the understanding that the task will be time-consuming and complex. The governing body may also have to decide whether to conduct the process as a body, delegate the responsibility to the chairperson, or assign the task to a committee of its members. If it elects to delegate the responsibility to one or more of its members, it must be sure to select people who are well respected and have the time to provide the necessary leadership and follow-through.

To provide support in the process, the governing body should seek the assistance of the local government's human resources officer and municipal attorney. In conducting the recruitment in-house, staff can work with the governing body to develop the administrator profile and design an effective and legal recruitment and selection process. Staff can also be responsible for the administrative tasks of placing advertisements, collecting résumés, and scheduling interviews. However, the governing body or its delegated members will approve the selection of the final candidates and conduct the interviews, and, of course, the body as a whole will make the final selection. In this scenario, staff serve as a resource throughout the entire recruitment process.

Outside Expertise Method: Recruitments Conducted with an Outside Party

The governing body can retain an outside party to conduct the recruitment. In some cases the interim or a retired administrator may be asked to coordinate the recruitment process. More often, however, the governing body will contract with a firm that specializes in providing executive search assistance.

When using an executive search firm, the governing body plays an active role in the process. It develops the administrator profile, approves the selection of the applicants, interviews the candidates, and, of course, makes the final selection. The benefit of using an executive search firm is the expertise that the firm brings to the process and its ability to coordinate the recruitment.

Typically the executive search firm begins by meeting with the elected officials either individually or as a group to help them develop the administrator profile. It is the firm's responsibility to facilitate these discussions and help the governing body reach a consensus. After this matter has been settled, the firm coordinates the overall process and assumes responsibility for all tasks until it is time for the elected body to select and interview candidates. During this process, the firm updates the governing body, keeping the members informed of its progress. As the firm will be responsible for all the administrative details, the role of the staff is usually limited to providing information about the local government and coordinating with the firm.

Governing bodies that use an outside service should ensure that a reputable firm, one familiar with the special requirements of local government management, is selected. The experience of the firm should be checked through contact with references—in particular, representatives of local governments that have used its services. Further, the governing body should be fully aware of the costs and benefits when deciding whether to use outside expertise.

Hybrid Method: In-House in Conjunction with Outside Party

In the third alternative, the governing body can conduct the recruitment in-house and supplement the process, where necessary, with assistance from an executive search firm or another outside source, such as an the ICMA Range Rider.

In some cases, the governing body may seek assistance at the beginning of the process to facilitate the discussion, develop the administrator profile, and

determine the structure of the recruitment process. In other cases, local government officials may initiate the process in-house by developing the profile and advertising for the vacancy, and they may then use an outside source to help review résumés, conduct reference checks, and structure the interview process. This alternative may be most appropriate if cost is a concern; however, because it also presents opportunities for lapses in communication, the exact responsibilities of each party must be clarified in a written agreement.

5. Key Elements of the Recruitment Framework

Regardless of the method chosen for conducting the recruitment, the governing body must develop a framework for the recruitment process. It must agree at the outset on a number of key issues critical to the success of the recruitment, including criteria for the administrator profile, compensation range and components, and timing and geographic scope of the search.

Major Decision Point: Development of an Administrator Profile

The most significant decision point for the governing body in the recruitment of a new administrator is to define what the members are looking for—that is, to create the administrator profile. The profile will encompass those qualities, characteristics, experience, and areas of expertise that would be found in an ideal candidate. Only by considering how applicants compare and measure against one another and, of course, against the established criteria, can the governing body be sure that the candidate it appoints has the appropriate combination of work experience, management experience, and leadership style to be successful in the position.

The governing body should begin with a survey of its needs and those of the organization. To determine the needs of the organization, the governing body should invite input from the department directors. Items to be considered include size of the local government, composition of the community, services provided, and overall objectives and priorities of the governing body. The work experience, skills, and expertise of the candidates must relate to these factors. The governing body should also consider both the “nuts-and-bolts” skills and abilities, such as budgeting, human resources, and technological know-how, and the “soft” skills, such as the ability to work with people and to lead an organization. These criteria will form the basis for reviewing résumés, selecting finalists, and making a hiring decision.

Unless the governing body can come to consensus on these criteria, it may be difficult to find the right candidate. By reaching consensus, however, the governing body will be better able to inform the applicants on what it is looking for in a chief administrator.

Developing the administrator profile helps the governing body define its needs and establishes the groundwork for generating a rich pool of applicants

The ICMA Voluntary Credentialing Program recognizes professional local government managers qualified by a combination of education and experience, adherence to high standards of integrity, and an assessed commitment to lifelong learning and professional development.

For more information, visit www.icma.org/en/icma/members/credentialing.

with the skills and abilities to address the needs of the governing body, the community, and the organization.

Decision Point: Community Engagement in Administrator Profile

The governing body must decide whether to engage community members or committees in the recruitment process. In most cases, the local government assumes responsibility for the recruitment and conducts the process without involving members of the community.

In some cases, however, a governing body may seek input from community members or committees when developing the administrator profile. This not only allows the community to be part of the process but also may provide the governing body with a better understanding of the role of the administrator. Depending on the method that the governing body uses to conduct the recruitment, gathering input from the community would be facilitated by staff, the outside recruiter, or the elected officials.

Although community input will be valuable, the governing body will ultimately determine the qualities and experiences to be incorporated into the administrator profile, and this should be clearly communicated to the community. It is, after all, to the governing body that the new administrator will be directly reporting.

Major Decision Point: Administrator Compensation

Another critical element to be considered at the outset of the recruitment process is administrator compensation. It is important for the local government to have

Governing bodies need to be very alert to the dangers of either hiring a clone of the outgoing administrator, assuming that person is leaving on good terms, or a polar opposite, assuming that person is leaving on less than good terms. The importance of evaluating the current needs of the governing body and locality cannot be overstated.

some general understanding of the acceptable salary range, but it is also important to have some flexibility. Some local governments identify a range; others provide the salary of the current administrator as an indicator; and still others may leave the salary open, to be commensurate with the new hire's background and experience. The governing body will also determine other components of the administrator's compensation, such as deferred compensation, vacation accrual, and professional development allowances.

It is important for the governing body to make clear that it wants the best administrator it can find. In general, potential applicants for the position will want to have some indication of the salary range and compensation package. But that will be only one of many factors that they will use in deciding whether to apply.

ICMA has developed compensation guidelines for negotiating salary and benefits for local government positions. These guidelines are provided in Appendix B and are also available online at www.icma.org/compensationguidelines. The actual compensation package will be negotiated with the final candidate at the conclusion of the recruitment process.

Schedule

Since top candidates often view applying for a new job as a major career decision, it is important that they have adequate time to consider the opportunity, discuss it with their families, and prepare an appropriate résumé. Similarly, the governing body, staff, or executive recruitment firm needs sufficient time to review résumés and conduct reference checks to ensure that good candidates are not overlooked and that finalists meet the desired qualifications. It cannot be overemphasized that the recruitment should move forward expeditiously while also allowing adequate time for a thorough and comprehensive search.

The timing of the recruitment can sometimes be affected by publication deadlines, which are important in terms of properly advertising the vacant position. An ideal timetable would provide at least sixty days from the start of the recruitment to the deadline for submitting résumés; thirty days to review résumés, conduct

background checks, interview candidates, and make a final selection; and at least thirty days for the new administrator to relocate. To maximize flexibility in the process, the governing body may advertise the position with an "open until filled" statement.

Profile: Impact of Special Circumstances:

As the governing body decides on the criteria for the administrator profile, three types of situations should receive special consideration:

1. A local government that has just changed its form of government will ordinarily need an administrator who can inspire local government officials with the enthusiasm needed to implement the new structure. A first administrator in a new structure should be adept at public relations and at establishing relationships with incumbent officials and employees.
2. When an administrator has been dismissed or has resigned under pressure, the governing body tends to look for strengths in areas in which the outgoing administrator showed weaknesses. There are dangers, however, in overcompensating for qualities that have led to dissatisfaction. If the outgoing administrator gave too much freedom to subordinates, for example, suddenly changing to a strong disciplinarian might result in antagonisms that would only lead to further problems. Sometimes a new administrator will be confronted with major problems that must be addressed immediately. If such a situation is anticipated, the governing body should make these circumstances known to any applicant who is being seriously considered.
3. When a popular administrator retires or moves to another local government, the governing body may ask for this person's assistance in the search for a successor. However, the governing body should not overlook the possible need for new strengths or different qualities.

Geographic Scope

Another factor to consider in determining the recruitment framework is the geographic scope: should the search be nationwide, statewide, or regional? A broad geographic search may attract more applicants who have demonstrated an ability to manage in a complex urban environment. On the other hand, a focus on the local government's state or region may provide applicants who have a better understanding of and orientation to local problems, legal issues, financing alternatives, and similar matters. In any event, the new administrator will provide a fresh perspective on the issues and challenges facing the community and the organization.

From the applicant's perspective, it is assumed that the local government is looking for the best candidate and that all résumés, regardless of where the applicant currently works, will be reviewed carefully. The determination of the scope of the recruitment will influence the advertising and outreach strategies used.

Advertising and Outreach Strategies

In order to generate a sufficient and diverse pool of qualified applicants, the governing body should develop advertising and outreach strategies.

Advertising Campaign It is to the advantage of the local government to ensure that every professional who might have an interest in the vacant position is aware of the opportunity to apply for it. Therefore, it is important that the advertising campaign be comprehensive and include a carefully worded advertisement. This does not mean, however, that the campaign has to be extensive or expensive. Most local governments, for example, avoid advertising for an administrator in general circulation newspapers unless there is a local requirement to the contrary; this is an expensive form of advertising that does not reach the targeted audience.

More effective vehicles for advertising for chief administrators can be found with organizations that are directly related to local government. In addition to ICMA, the following sources should be considered:

- National League of Cities
- National Association of Counties
- National Association of County Administrators
- National Forum for Black Public Administrators
- International Hispanic Network
- American Society for Public Administration.

Resources at the state level include state municipal leagues, county associations, and municipal assistants organizations. Many of these organizations publish newsletters or magazines and have an online presence; the subscribers to these resources are the men and women in the public administration and local government management professions. Addresses and websites for these resources are listed in Appendix C.

Local governments have some flexibility when preparing and placing advertisements, but at a minimum, the advertisement should include the following:

- Title of the vacant position
- Name of the local government
- Population of the local government
- Amounts of the operating and capital budgets
- Number of full-time employees
- Services provided
- Statement regarding the compensation package
- Filing deadline, including any special items of information desired such as current salary and work-related references
- A brief description of key areas of interest and desirable experience and qualifications (or a reference or email link to the administrator profile)
- Indication of whether residency is required
- A timetable indicating the principal steps and timeframe for the overall recruitment
- Where and to whom to send résumés with a notation as to whether email submittals are acceptable or required
- Website of the local government.

It should be noted that some publications permit the use of display ads that incorporate the local government logo and/or graphics within an innovative format.

In addition to the advertisement, the governing body, through the staff or the executive recruiter, will usually develop a printed brochure that describes the community, the organization, and the position, as well as providing the administrator profile and the governing body's key goals and objectives.

Outreach Strategy While advertising can generate outstanding applicants and the local government should look closely at all received résumés, the governing body should supplement the advertising campaign by identifying an outreach strategy to ensure that the search extends to the widest possible pool of qualified applicants. The outreach strategy may have a num-

ber of approaches for attracting external candidates, encouraging superior internal candidates to apply, and promoting diversity in the applicant pool.

For External Applicants Useful sources of information about potential external candidates include the current administrator, former and retired administrators, members of the local government, local government officials in adjacent communities, executive directors of state leagues, directors of university public administration programs, leaders of regional municipal assistants, and ICMA Range Riders.

When determining an outreach strategy, the governing body, in conjunction with staff or the recruiter, could consider sending letters to identified individuals advising them of the opening and inviting them to send a résumé if they are interested in the position. The correspondence should include a basic package of information describing the local government and the vacant position. For the purposes of confidentiality, all correspondence should either be sent to the applicant's private residence or marked "Personal and Confidential" if sent to the workplace.

Shortly after the letter has been mailed, a follow-up telephone call should be made to confirm that the correspondence was received, assure the recipient that it was not a form letter, indicate why the position may be a good career opportunity, and answer questions. The same deadline for submitting résumés should be used in both the advertisements and the supplemental letters of invitation.

For Internal Applicants The local government should be sure to inform its employees of the vacancy and of how and when to apply. The governing body itself may directly invite one or more employees, such as the assistant city administrator or a department director,

to submit a résumé, or it may do so indirectly through staff or the executive recruiter. Whether in-house applicants are solicited or apply on their own, it is important that they be treated in the same manner as other applicants.

It should be made clear that if an in-house applicant is ultimately selected, it is because the governing body has determined that the candidate was the best choice of all those who applied. While most applicants will receive written notification of their status, the governing body may decide to talk personally with any in-house applicant who was not selected in order to provide good communication with staff, maintain morale, and help ensure an orderly and positive transition.

For Diversity of Applicants Development of a strategy to generate a diverse applicant pool helps to ensure a broad cross-section of candidates. A rich pool with applicants of both sexes and from different races and ethnic backgrounds is beneficial because the chosen candidate will likely bring a different perspective to the organization. Having diversity within a local government can enhance the organization's overall responsiveness to an increasingly more diverse spectrum of residents, improve its relations with surrounding communities, increase its ability to manage change, and expand its creativity.

In addition, the governing body may develop an outreach strategy to encourage the participation of applicants from diverse professional backgrounds. Organizations large and small use executive members of their staff on various levels, and there is often a significant wealth of knowledge to be found among candidates who have had successful careers as assistant city administrators, as department heads, and in other management positions.

6. Key Elements of the Application Process

The application process is the point where effective screening of candidates begins. For this part of the recruitment to be successful, the governing body must proceed carefully and with considerable thought. This section addresses issues such as whether to use a standardized application form; how to provide potential applicants with key information about the position and the local government; and the importance of establishing and maintaining good relations with applicants. High-quality applicants are more likely to pursue the vacancy if the local government can portray itself as a well-run, organized, and efficient organization.

The Application Form

Most local governments prefer to ask applicants to submit a résumé in whatever format the applicant determines will be most effective, rather than a standardized application form. For the applicant, this approach provides flexibility to present past work experience in a way that relates directly to the position in question. At the same time, it permits the local government to see how the applicant organizes and presents material in a written format. The manner in which materials are prepared can be an indication of real interest in the position.

A standardized application form is not recommended in recruitments for the governing body's top administrative professional. If one is used, however, it should be easy to complete, and the information requested should be relevant to the vacant position. Regardless of the form of application, the applicant should be required to submit a cover letter and résumé.

The Local Government Information Packet

Serious applicants will not submit a résumé for consideration until they have done their homework and have satisfied themselves that the position represents a good career opportunity. Often they will seek information from local government officials about the community, the organization, and the position.

This is one of the first contacts that will form an impression of the local government on the potential

Two critical elements of applicant relations are important to stress: keeping the candidates informed of the status of the process and maintaining confidentiality.

applicant. If the impression created is that the recruitment is well organized, that the local government officials know what they are looking for and are consistent in the message, and that sufficient information about the locality is easily obtained, potential applicants are more likely to form a positive image of the position and the governing body in deciding whether to apply.

To help disseminate the same information to all applicants, the governing body could put together a packet of information that includes:

1. A copy of the outreach brochure or other documents that provide the criteria for the position, indicating key objectives and priorities and the administrator profile
2. Ordinance or charter requirements if they contain significant or unusual provisions regarding the position
3. Summary information about the local government, including organizational structure, personnel practices, number of employees, services provided, and budget data
4. Information about the community in the form of a chamber of commerce brochure or similar publication, if such is attractively prepared and available
5. Websites that contain information on the local government and community
6. The name, phone number, and e-mail address of a contact person.

Applicant Relations

Appendix E in this handbook provides some basic do's and don'ts regarding applicant relations and the recruitment process. The two key areas that are important to stress are candidate status notification and confidentiality.

There is no faster way to damage the image of the local government and to lose good applicants than to violate the trust or assurance that was given regarding confidentiality.

Candidate Status Notification As a rule, it is important to engage in the simple and courteous steps of acknowledging résumés as they are received and of notifying applicants of their status as the recruitment proceeds. Prompt acknowledgment of résumés is one indication that the process is being handled in a businesslike manner, and it can add to the applicant's positive impression of the organization. This acknowledgment also should inform the applicant of the recruitment timetable. Unless there are unusual or unanticipated delays, this response should be sufficient until applicants are actually notified as to their final status. To maintain confidentiality, all correspondence should be directed to the applicant's home, not business address.

Additionally, if special circumstances arise (such as a recall election) that might cause a delay in either the recruitment or the selection process, it is important to communicate any changes in the established schedule to all applicants.

Similarly, notifying all applicants as to their status, even if they are not selected as finalists, is a basic courtesy that will affect how the candidate views the local government.

Maintaining Confidentiality Confidentiality is an important consideration in any recruitment. Present

job security and long-term career opportunities could be jeopardized if an applicant's interest in another position is made public prematurely. While applicants realize that the local government will want to contact their current employers to conduct background checks and assess their job performance, they typically prefer to wait until it is clear that they are going to be considered as finalists who will be invited to the second interviews for the position.

The governing body should determine, at the outset, the extent to which the recruitment process will be confidential. The governing body, in consultation with the local government's attorney, should decide the level of confidentiality due to the varying open record and disclosure statutes between the states. If applicants' names are likely to be disclosed at any point, potential applicants should be advised so that they may take it into account in deciding whether to pursue the vacancy.

From a recruiting standpoint, assurance of confidentiality will result in more applications being submitted, particularly from those who are currently employed elsewhere. As confidentiality is important to both parties, such assurances should be honored, and applicants should be given adequate time to notify their current employers before those employers are contacted by the recruiting local government.

7. The Role of the Media in the Recruitment Process

Members of the media will obviously have an interest in the recruitment process and their involvement will be dictated in part by state law and in part by tradition. At the outset, local government officials should brief the media on the timing and steps involved in the overall process. After the deadline has passed for submitting résumés, the governing body may decide to brief the media and the community on the overall response.

As the confidentiality of résumés is a major concern in any recruitment and can significantly affect the number and quality of résumés received, applicants should be apprised of any applicable state laws in this area, and the governing body, with advice from the local government's attorney, should determine what information will and will not be made available to the media.

8. The Selection Process

Once the deadline for submitting résumés has passed and all applications have been received, the selection process begins. Principal steps are as follows:

- Reviewing the applications
- Determining which candidates will be interviewed
- Interviewing the candidates
- Making the final selection.

Reviewing the Applications

The selection process begins with a review of the applications and résumés that have been submitted. Depending on how the governing body has chosen to conduct the recruitment, the participants involved in this initial review may be the body as a whole, the chief elected officer, a subcommittee of the governing body, the staff, or the executive recruitment firm. Alternatively, some local governments have used a panel of chief administrators from other local governments to serve as a screening panel. Regardless of who performs the screening, the objective of the initial review is to identify those candidates who best reflect the qualities, characteristics, experience, and areas of expertise that were defined in the administrator profile.

Major Decision Point: Determining the Candidates to Be Interviewed

The determination of the candidates to be interviewed is a significant decision point in the selection process. The objective here is to narrow the total group of applicants to a smaller group that will continue to the next step.

Initial Background Check After the group of applicants has been narrowed down to those who meet the qualifications described in the administrator profile, the list may be further refined by confirming educational credentials and conducting online checks. Such reviews should not violate the confidentiality of the applicant pool. For online checks, it is important to consider the source and avoid drawing hasty conclusions from these sources.

Selection of Candidates After the review of the résumés and the initial background check, the participants in this process should meet with the governing body as a whole to recommend which applicants should be invited to an interview. The chosen group of candidates should be large enough to expose the governing body to an array of personalities. In most cases, five to ten candidates should be selected. The governing body may also establish a secondary list of candidates who could be invited to the interview if one or more of the first group of candidates decline or are unable to continue with the process.

Informing the Candidates Once candidates have been selected, the governing body representative, the staff, or the executive recruiter should contact the each candidate by phone and do the following:

1. Inform the candidate that he or she has been selected to be interviewed and offer congratulations (the candidate should be made to feel that the governing body is pleased to have reviewed his or her résumé). At the same time, confirm the candidate's continuing interest in the position.
 2. Advise the candidate of: the nature of the interview process, including date and time, number of other candidates, whether there are any in-house candidates, and when a decision is expected to be made. Indicate that all the details and information will be confirmed in a written correspondence. If email is to be used for this correspondence, confirm the candidate's email address.
 3. As described in the section on applicant relations, the governing body should have already determined the extent to which the recruitment process will be confidential. At this point, the candidate should be advised if the names of candidates are to be made public and be given the opportunity to withdraw.
1. Confirm that the candidate has received the information package provided during the application process. Indicate that a supplemental package with more detailed information will be provided directly to the candidate's home in advance of the interview. The supplemental package may include:

- A list of governing body members and their occupations
- Copies of meeting minutes from the past several months
- The general or comprehensive plan and land use maps
- The most recent budget
- A recent bond prospectus
- Any other material that would be of particular relevance, given the goals and objectives of the local government and the criteria for the position.

As an alternative to a paper package of information, the candidates can be directed to the locality's website for such information.

5. Confirm local government policy on reimbursement of expenses incurred in conjunction with the interview. Many local governments reimburse candidates for all out-of-pocket expenses, including reasonable transportation, room, and board. ("Reasonable" is intended to eliminate first-class airline tickets, four-star hotels, and gourmet restaurants.)

Such reimbursement of expenses is another way that the local government can demonstrate its interest in the candidate. It reinforces the positive nature of the recruitment process and is sometimes a factor in whether the candidate is able to attend. Should there be strong reluctance on the part of the governing body to reimburse all expenses, the local government can share expenses with the candidate or can agree to reimburse all expenses incurred after the first trip.

The local government staff can offer to handle all reservations, transportation, and related matters, but this can be cumbersome and time-consuming. In most cases, the local government confirms the time and place and lets the candidate make his or her own arrangements. The candidates usually prefer this approach as well.

Interviewing the Candidates

Most local governments use the interview approach for selecting the chief administrator. In this approach, the governing body will meet as a whole with each individual candidate. As the initial interview is usually limited to an hour, a second interview with one or more of the finalists is generally incorporated into the process.

Initial Interview The following provides important guidelines for conducting the initial interview.

Structure of the Interview The interview process should be well organized in a comfortable setting for both parties that invites open and relaxed discussions. This element of the process is generally not considered a public meeting, although the governing body, staff, or executive recruiter should consult with the city's legal advisor to ensure that all requisite notices are sent and other legal requirements are met.

All members of the governing body should participate in the interview with one member, usually the chair, designated as the discussion leader. This interview should last at least an hour as it is difficult to pursue a range of questions in less time. Further, all candidates anticipate and deserve an opportunity to present their qualifications to the governing body and describe their interest in the position. It is important to realize that the interview process not only provides the governing body with an opportunity to improve its knowledge of the candidate but also influences the candidate's interest in the position.

As part of the initial interview, the governing body may want to include a comprehensive tour of the community. A trusted senior staff person would be a likely tour guide.

Content of the Interview Questions During the first interview, the governing body will question the candidate about a variety of matters, such as overall work experience, specific accomplishments, career objectives, alternative approaches to practical problems faced by the local government, and similar matters. A list of potential questions is provided in Appendix D.

The interview also gives the candidate an opportunity to evaluate the governing body as a group and to ask questions. An important issue to discuss during the interview is the governing body's working relationship with the administrator, clarifying all roles and responsibilities.

During the formal and any informal meetings between the governing body and the candidates, discussions and questions should focus on the criteria for the position that were established at the outset of the recruiting process. Obviously, discussions should stay within acceptable legal parameters and should not include references to politics, religion, age, racial origin, and sexual preferences.

When the initial interview process is over, the governing body should avoid impulsive action but rather take whatever time is necessary to arrive at a comfortable and well-reasoned decision. At this point, either one person has emerged as the clear choice of the

governing body; or, more likely, the pool of candidates has been narrowed down to two or three individuals that the governing body would like to further pursue. In most cases, the process will involve a second interview of this smaller group of finalists. However, if there is one clear choice, please refer to the section entitled “Making the Final Selection.”

Second Interview If, after the initial interview, there are two or three candidates that the governing body would like to further consider, a couple of options exist for setting up a second interview:

1. The governing body may invite the finalists back for a second, more in-depth interview, coupled perhaps with some sort of community function. This arrangement often provides the governing body with the insight needed to make a final decision.
2. The governing body may invite the finalists back for a second, more in-depth interview, coupled with an opportunity for community leaders and/or staff to provide input into the selection of the chief administrator.

In either case, finalists should be notified of their status, congratulated for being among the select few who will be further considered, informed of the process, and asked for permission for the governing body to conduct reference checks.

Reference Checks As the governing body is now deciding between two or three qualified candidates, it is important at this point to conduct reference checks that provide additional information on which to base the decision. References should be checked to learn about each finalist’s ability to work effectively with people, to develop a more complete understanding of the finalist’s work experience and specific accomplishments, and to see if the finalist’s qualifications match the profile for the position. The following suggestions are important for ensuring consistency and thoroughness when conducting reference checks:

- The reference checks may be performed by members of the governing body, staff, or executive recruitment firm. In general, however, it is advisable to limit the number of people performing the checks to one or two. It may be difficult, depending on the number of candidates, to have one person perform all the reference checks, especially if there are three references for each candidate. Further, it can be helpful if two people compare notes on the same candidates.

- Be consistent in discussing issues with and asking questions of each candidate in order to provide a good basis for comparison.
- Contact enough people to ensure a consistent reading as to the candidate’s strengths and weaknesses. If a reference can say only good things about the candidate, he or she should be asked directly what weaknesses the candidate has.

Decision Point: Inviting the Candidate’s Spouse/Partner

While the focus of the recruitment is on the chief administrator, the governing body may formally invite the candidate’s spouse/partner to the community during the interview process. Generally, this type of invitation occurs only after the first interview process has narrowed the group of candidates down to the top two or three. The spouse/partner should never be included in the formal interview process, nor made to feel as if he or she is being interrogated in any way.

If the governing body formally invites the spouse/partner to accompany the candidate, it is important that this part of the process be as well organized as all the other parts that concern the candidate directly. Here, too, an important impression about the community is being made. The interests of the spouse/partner should be carefully determined and accommodated.

On the other hand, the governing body may use an informal, non-structured approach to the involvement of the spouse/partner. Understanding that a candidate may bring his or her spouse/partner along to explore the community as a possible future home, the governing body may consider having a packet of relevant community information available.

Decision Point: Community Involvement The governing body must decide whether to involve community members or committees in the interview process. In most cases, the local government assumes responsibility for the interviews and conducts the process of selecting the new chief administrator without the involvement of members of the community.

In some cases, however, governing bodies have chosen to supplement the usual discussion between members and finalists by inviting community leaders to participate. For example, finalists may meet with selected community leaders to answer questions and receive their input on matters they consider important to the local government. If this option is taken, the purpose of the meeting should be made clear to all involved. Both the finalist and the community members

should know whether these meetings are intended simply to provide the finalist with additional information on the local government or whether the community group will also be involved in the actual selection process. In the latter case, although the input from the community will be valuable, it should be made clear that the governing body will make the final selection based upon a variety of factors.

Decision Point: Staff Involvement The governing body must also decide whether to involve staff members in the interview process. It may choose to supplement the usual discussion between members and finalists by inviting staff members to participate. For example, finalists may meet with selected department directors to answer questions and review departmental operations in more detail.

If this option is taken, its purpose should be made clear to all involved. Both the finalist and the staff members should know whether these meetings are intended simply to provide the finalist with additional information on the local government or whether the group will also be involved in the selection process. In the latter case, although the input from the staff will be valuable, it should be made clear that the governing body will make the final selection based upon a variety of factors.

Major Decision Point: Making the Final Selection

After the second interviews, there should be one person who is the clear first choice of the majority, if not all, of the governing body. It is important to both the governing body and the potential new hire that the decision be unanimous, if possible. A unanimous vote from the governing body demonstrates a commitment of support to the new chief administrator and sends a positive message to both the organization and the community. If the governing body is divided on the appointment and the decision is not unanimous, however, the chosen finalist should be advised of this prior to accepting the position.

It is important that the vote for the new chief administrator be unanimous, if possible. This sends a positive message to the organization and the community.

Once the selection has been made, the governing body, staff, or executive recruiter should contact the finalist, confirm his or her willingness to accept the position, and obtain permission to conduct a very thorough background check, which will be performed by an outside party. This process includes interviews with individuals in the candidate's current community, an investigation into possible criminal history, and a credit check, which requires the candidate's consent.

Another element of this final selection process may include some or all of the members of the governing body making an on-site visit to the finalist's current community. Often finalists insist that an agreement regarding terms and conditions of employment be agreed upon before being open to a site visit.

Once the governing body is satisfied with the results of that process, it may inform the finalist and move ahead to put together a total compensation package and discuss other related arrangements. However, if the governing body is unable to satisfactorily conclude negotiations with its first choice, it may need to engage in discussions with one of the other finalists. Thus, it should refrain from notifying the other finalists until all arrangements have been finalized with the first-choice candidate.

From a public image standpoint, it is imperative that all candidates learn about the final selection from the governing body or its representative, as opposed to hearing about it from a third party or reading about it online or in a newsletter or professional publication. A representative from the governing body, staff, or executive recruitment firm should personally contact the runners-up prior to or at the same time that a news release about the appointment is issued.

9. The Negotiation Process

Once the local government has made its decision and the finalist has indicated a willingness to serve as the chief administrator, a number of final arrangements must be completed. These include negotiating a compensation package and completing transition activities. Only after these arrangements are concluded can the new chief administrator relocate and begin work for the community.

Preparation for Negotiation

The governing body needs to ensure that relations with the new administrator get off to a good start. At this point, nothing should happen that causes the new administrator to reconsider.

It is important that the governing body identify a single individual to act as the negotiator for the local government. Depending on the approach that the governing body has selected, the negotiator may be a member of the governing body; a member of the staff, such as the interim chief administrator or the municipal attorney; or the executive recruiter. The following are important guidelines regarding the structure of the negotiations:

1. The atmosphere should be friendly and relaxed.
2. The negotiator should be flexible. Negotiating implies a willingness to consider options and alternatives in pursuit of an acceptable package. There may well be more than one way to meet the financial objectives of the new administrator.
3. The governing body should be realistic. No matter how beautiful and desirable the community or position may be, the finalist is unlikely to accept the new position without an increase in pay over his or her present salary.

Major Decision Point: Negotiating Compensation

In compensation negotiations, base salary is a good place to start. The ICMA Compensation Guidelines, which are provided in Appendix B, are a good source of

The governing body should rely on a single individual to handle its part of the negotiation process.

The process should be friendly and relaxed; the negotiator should be flexible; and the governing body should be realistic in its guidelines to the negotiator.

information to help with this part of the process. The person conducting the negotiation on behalf of the local government should keep the following questions in mind:

1. Ultimately, what salary will be acceptable to the governing body?
2. What is the bargaining range?
3. What is the current salary of the applicant?
4. What type of salary and total compensation package did the candidate discuss during the interview?

ICMA, the National Association of Counties, and state leagues of cities and counties are sources of information on the salaries of local government administrators around the country. Prior to initiating negotiations, the governing body should compare its salary range with that of other governing bodies in same region of the country.

Elements of Total Compensation Elements of a total compensation package typically include:

- Base salary
- Deferred compensation
- Severance pay
- Use of government car or car allowance
- Use of technology or technology allowance
- Retirement plan
- Medical and other insurance (dental, optical, life, disability)
- Vacation accrual

- Holidays
- Sick leave accrual
- Membership dues, conference, and professional development attendance fees.

Before the negotiation begins, the governing body should ask the candidate to provide a written itemization of his or her current total compensation. After receiving this information, the person negotiating on behalf of the governing body should outline a proposed package and provide it to the candidate. Usually there will be no negotiation on those benefits that are similar among local governments, such as medical insurance and holidays. The variables most often relate to base salary and particular financial objectives, such as deferred compensation, health insurance, and requirements to join a state retirement system.

The proposed compensation package should (1) leave the individual whole on basic benefits, (2) provide an appropriate step forward in cash-related benefits, (3) ensure an increase in take-home pay, and (4) deal with any particular financial objectives that the new administrator may have.

Noncompensation Elements During the negotiations, some issues will arise that do not relate to the total compensation package but may well have significant financial implications for both the local government and the new administrator. Both parties need to be flexible and realistic in dealing with these issues:

- **Relocation expenses:** It is common for local governments to pay the one-time cost of relocating the administrator and his or her family and household furnishings to the new local government. Sometimes both parties agree on a “not-to-exceed” figure based on estimates from moving companies.
- **Temporary housing:** An allowance for temporary housing is usually provided until the new administrator is able to sell his or her former home and/or relocate his or her family. Typically, this amount is sufficient to cover the cost of a modern furnished apartment or condominium. Again, both parties may agree to a fixed time period or amount.
- **Commuting expenses:** As with temporary housing, the local government often will agree to reimburse the administrator for periodic family visits or for the spouse/partner to visit for house-hunting purposes.
- **Housing assistance:** Regional variations in the cost of housing or housing financing can complicate the negotiations. There is considerable precedent for local governments—using appropriate safeguards and limits—to assist in the purchase and/or financing of housing for the new administrator. A variety of options exist, including a loan or a salary supplement.

Employment Agreements It is in the interests of both the community and the chief administrator to have a written summary of the terms and conditions of employment to which both parties have agreed. The stable working situation created by such an agreement helps to attract and keep top-flight administrators in a generally mobile profession. ICMA recommends the use of employment agreements because the detailing of salary, benefits, and other conditions of the administrator’s job puts those items where they belong—in a contract where both parties can know what is expected—and removes them from the daily agenda of the chief administrator and members of the governing body.

While such an agreement usually does not refer to a specific term of employment and permits either the governing body or the chief administrator to terminate for cause or at will, it should include a section providing the administrator with severance pay for a fixed period of time if he or she is terminated. This provides important personal and professional security for local government chief administrators, as they have the rather unique situation of working at the pleasure of the governing body with the possibility of dismissal for any reason at any time.

While not a lengthy legal document, the employment agreement is usually drafted by the local government’s attorney. The new administrator is often given an opportunity to prepare a first draft for consideration. If an employment agreement is not used, a formal letter of understanding, at a minimum, should be prepared.

As a final note on this process, the governing body should be prepared for the possibility that it will be unable to reach agreement on compensation or other matters with the first-choice candidate. In these instances, the governing body typically enters into negotiations with its second-choice candidate. As indicated previously, once an agreement has been finalized, all other candidates should be promptly notified that they were not selected.

10. The Transition Process

After the governing body and new chief administrator have reached agreement on the issues of compensation, starting date, and method and timing of announcing the selection to both the community and the administrator's former local government, the transition process begins.

Announcing the Selection

The announcement of the selection should be well planned and coordinated between the governing body and new chief administrator. Two factors should precede any formal announcement of the appointment:

- The successful candidate has formally accepted the position and the negotiations have been concluded; and
- The successful candidate has been given the opportunity to notify his or her current governing body about the appointment.

This public announcement should be coordinated carefully to recognize the instantaneous nature of electronic communication.

Additional Elements

Additional elements that the governing body may employ to ensure a smooth transition for the new chief administrator are as follows:

- General assistance: For a smooth transition, the local government should offer whatever general assistance the new administrator might need in moving, such as introductions to realtors and bank-

ers and support to the spouse/partner in finding suitable employment.

- Orientation meetings: The governing body should arrange to introduce the new chief administrator to department heads and local government staff. While the new administrator may have met some of these individuals during the interview process, a special meeting or reception can be a pleasant way to turn over responsibility. Similar meetings, briefing sessions, and/or receptions can be arranged to introduce the new administrator and his or her family to community groups, civic leaders, and residents in general.
- Local government work session, orientation, and review of objectives: 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.
- Performance evaluation: Using the position's goals and objectives as a starting point, the governing body and new chief administrator should agree to an annual or semiannual review of the administrator's performance. This established and formal process helps to ensure that communication between the parties is maintained, that progress is monitored, and that goals and objectives are reviewed and refined on a regular basis.

11. Conclusion

Choosing a chief administrator can be the most significant action of the governing body. The chief administrator is a leader, coach, and chief of strategy for the staff team whose job it is to implement a vision, policy, and procedures; accomplish goals; and achieve the desired output of the organization. Similar to a chief executive officer of a Fortune 500 company, the chief administrator is also responsible for serving an elected governing body, managing the financial aspects of the organization, directing the employees, ensuring quality customer service, and implementing legal and ethical standards. Furthermore, unique to public agencies, the chief administrator oversees an organization that is focused on providing a variety of services to the community rather than on making a profit.

In addition to a very diversified portfolio of services that must be provided and interests that must be served fairly, the chief administrator is responsible for an organization that must balance its budget; provide for and encourage public input into decision making; and understand, respect, and appreciate the political environment. In summary, the position of chief administrator requires a variety of skill sets—not every person is capable of performing the role. There-

fore, selecting the right person for the job is critical for the governing body and for the community.

This guidebook addresses a number of factors to consider in recruiting, selecting, negotiating, and hiring a professional local government manager. In doing so, it elaborates on the “best practices” for identifying the appropriate skills and background of a chief administrator, noting that the governing body must identify the qualities, characteristics, experience, and areas of expertise that would be found in the ideal candidate. Throughout the entire process, clear communication to staff, the community, and the media is essential for achieving the governing body’s goals. In the end, the process of recruiting and selecting a chief administrator should be a positive and unifying experience, resulting in the appointment of an individual who represents and embodies the governing body’s vision for the future.

ICMA and its members are resources available for providing guidance and recommendations in the recruitment of a chief administrator. With this document, we hope we have provided a basic understanding of the process involved in selecting a professional local government manager who meets the needs of the community.

ICMA Code of Ethics with Guidelines

The ICMA Code of Ethics was adopted by the ICMA membership in 1924, and most recently amended by the membership in June 2018. The Guidelines for the Code were adopted by the ICMA Executive Board in 1972, and most recently revised in June 2018.

The mission of ICMA is to advance professional local government through leadership, management, innovation, and ethics. To further this mission, certain principles, as enforced by the Rules of Procedure, shall govern the conduct of every member of ICMA, who shall:

TENET 1. Be dedicated to the concepts of effective and democratic local government by responsible elected officials and believe that professional general management is essential to the achievement of this objective.

TENET 2. Affirm the dignity and worth of the services rendered by government and maintain a constructive, creative, and practical attitude toward local government affairs and a deep sense of social responsibility as a trusted public servant.

GUIDELINE

Advice to Officials of Other Local Governments.

When members advise and respond to inquiries from elected or appointed officials of other local governments, they should inform the administrators of those communities.

TENET 3. Demonstrate by word and action the highest standards of ethical conduct and integrity in all public, professional, and personal relationships in order that the member may merit the trust and respect of the elected and appointed officials, employees, and the public.

GUIDELINES

Public Confidence. Members should conduct themselves so as to maintain public confidence in their position and profession, the integrity of their local government, and in their responsibility to uphold the public trust.

Influence. Members should conduct their professional and personal affairs in a manner that demonstrates that they cannot be improperly influenced in the performance of their official duties.

Length of Service. For chief administrative/executive officers appointed by a governing body or elected

official, a minimum of two years is considered necessary to render a professional service to the local government. In limited circumstances, it may be in the best interests of the local government and the member to separate before serving two years. Some examples include refusal of the appointing authority to honor commitments concerning conditions of employment, a vote of no confidence in the member, or significant personal issues. It is the responsibility of an applicant for a position to understand conditions of employment, including expectations of service. Not understanding the terms of employment prior to accepting does not justify premature separation. For all members a short tenure should be the exception rather than a recurring experience, and members are expected to honor all conditions of employment with the organization.

Appointment Commitment. Members who accept an appointment to a position should report to that position. This does not preclude the possibility of a member considering several offers or seeking several positions at the same time. However, once a member has accepted a formal offer of employment, that commitment is considered binding unless the employer makes fundamental changes in the negotiated terms of employment.

Credentials. A member's resume for employment or application for ICMA's Voluntary Credentialing Program shall completely and accurately reflect the member's education, work experience, and personal history. Omissions and inaccuracies must be avoided.

Professional Respect. Members seeking a position should show professional respect for persons formerly holding the position, successors holding the position, or for others who might be applying for the same position. Professional respect does not preclude honest

differences of opinion; it does preclude attacking a person's motives or integrity.

Reporting Ethics Violations. When becoming aware of a possible violation of the ICMA Code of Ethics, members are encouraged to report possible violations to ICMA. In reporting the possible violation, members may choose to go on record as the complainant or report the matter on a confidential basis.

Confidentiality. Members shall not discuss or divulge information with anyone about pending or completed ethics cases, except as specifically authorized by the Rules of Procedure for Enforcement of the Code of Ethics.

Seeking Employment. Members should not seek employment for a position that has an incumbent who has not announced his or her separation or been officially informed by the appointive entity that his or her services are to be terminated. Members should not initiate contact with representatives of the appointive entity. Members contacted by representatives of the appointive entity body regarding prospective interest in the position should decline to have a conversation until the incumbent's separation from employment is publicly known.

Relationships in the Workplace. Members should not engage in an intimate or romantic relationship with any elected official or board appointee, employee they report to, one they appoint and/or supervise, either directly or indirectly, within the organization.

This guideline does not restrict personal friendships, professional mentoring, or social interactions with employees, elected officials and Board appointees.

TENET 4. Serve the best interests of the people.

GUIDELINE

Impacts of Decisions. Members should inform their governing body of the anticipated effects of a decision on people in their jurisdictions, especially if specific groups may be disproportionately harmed or helped.

Inclusion. To ensure that all the people within their jurisdiction have the ability to actively engage with their local government, members should strive to eliminate barriers to public involvement in decisions, program, and services.

TENET 5. Submit policy proposals to elected officials; provide them with facts and advice on matters of policy as a basis for making decisions and setting community goals; and uphold and implement local government policies adopted by elected officials.

GUIDELINE

Conflicting Roles. Members who serve multiple roles – working as both city attorney and city manager for the same community, for example – should avoid participating in matters that create the appearance of a conflict of interest. They should disclose the potential conflict to the governing body so that other opinions may be solicited.

TENET 6. Recognize that elected representatives of the people are entitled to the credit for the establishment of local government policies; responsibility for policy execution rests with the members.

TENET 7. Refrain from all political activities which undermine public confidence in professional administrators. Refrain from participation in the election of the members of the employing legislative body.

GUIDELINE

Elections of the Governing Body. Members should maintain a reputation for serving equally and impartially all members of the governing body of the local government they serve, regardless of party. To this end, they should not participate in an election campaign on behalf of or in opposition to candidates for the governing body.

Elections of Elected Executives. Members shall not participate in the election campaign of any candidate for mayor or elected county executive.

Running for Office. Members shall not run for elected office or become involved in political activities related to running for elected office, or accept appointment to an elected office. They shall not seek political endorsements, financial contributions or engage in other campaign activities.

Elections. Members share with their fellow citizens the right and responsibility to vote. However, in order not to impair their effectiveness on behalf of the local governments they serve, they shall not participate in political activities to support the candidacy of individuals running for any city, county, special district, school, state or federal offices. Specifically, they shall not endorse candidates, make financial contributions, sign or circulate petitions, or participate in fund-raising activities for individuals seeking or holding elected office.

Elections relating to the Form of Government. Members may assist in preparing and presenting materials that explain the form of government to the public prior to a form of government election. If assistance is required by another community, members may respond.

Presentation of Issues. Members may assist their governing body in the presentation of issues involved in referenda such as bond issues, annexations, and other matters that affect the government entity's operations and/or fiscal capacity.

Personal Advocacy of Issues. Members share with their fellow citizens the right and responsibility to voice their opinion on public issues. Members may advocate for issues of personal interest only when doing so does not conflict with the performance of their official duties.

TENET 8. Make it a duty continually to improve the member's professional ability and to develop the competence of associates in the use of management techniques.

GUIDELINE

Self-Assessment. Each member should assess his or her professional skills and abilities on a periodic basis.

Professional Development. Each member should commit at least 40 hours per year to professional development activities that are based on the practices identified by the members of ICMA.

TENET 9. Keep the community informed on local government affairs; encourage communication between the citizens and all local government officers; emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service.

TENET 10. Resist any encroachment on professional responsibilities, believing the member should be free to carry out official policies without interference, and handle each problem without discrimination on the basis of principle and justice.

GUIDELINE

Information Sharing. The member should openly share information with the governing body while diligently carrying out the member's responsibilities as set forth in the charter or enabling legislation.

TENET 11. Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decisions, pertaining to appointments, pay adjustments, promotions, and discipline.

GUIDELINE

Equal Opportunity. All decisions pertaining to appointments, pay adjustments, promotions, and discipline should prohibit discrimination because of race, color, religion, sex, national origin, sexual orientation, political affiliation, disability, age, or marital status.

It should be the members' personal and professional responsibility to actively recruit and hire a diverse staff throughout their organizations.

TENET 12. Public office is a public trust. A member shall not leverage his or her position for personal gain or benefit.

GUIDELINE

Gifts. Members shall not directly or indirectly solicit, accept or receive any gift if it could reasonably be perceived or inferred that the gift was intended to influence them in the performance of their official duties; or if the gift was intended to serve as a reward for any official action on their part.

The term "Gift" includes but is not limited to services, travel, meals, gift cards, tickets, or other entertainment or hospitality. Gifts of money or loans from persons other than the local government jurisdiction pursuant to normal employment practices are not acceptable.

Members should not accept any gift that could undermine public confidence. De minimus gifts may be accepted in circumstances that support the execution of the member's official duties or serve a legitimate public purpose. In those cases, the member should determine a modest maximum dollar value based on guidance from the governing body or any applicable state or local law.

The guideline is not intended to apply to normal social practices, not associated with the member's official duties, where gifts are exchanged among friends, associates and relatives.

Investments in Conflict with Official Duties.

Members should refrain from any investment activity which would compromise the impartial and objective performance of their duties. Members should not invest or hold any investment, directly or indirectly, in any financial business, commercial, or other private transaction that creates a conflict of interest, in fact or appearance, with their official duties.

In the case of real estate, the use of confidential information and knowledge to further a member's personal interest is not permitted. Purchases and sales which might be interpreted as speculation for quick profit should be avoided (see the guideline on "Confidential Information"). Because personal investments may appear to influence official actions and decisions, or create the appearance of impropriety, members should disclose or dispose of such investments prior to accepting a position in a local government. Should the conflict of interest arise during employment, the

member should make full disclosure and/or recuse themselves prior to any official action by the governing body that may affect such investments.

This guideline is not intended to prohibit a member from having or acquiring an interest in or deriving a benefit from any investment when the interest or benefit is due to ownership by the member or the member's family of a de minimus percentage of a corporation traded on a recognized stock exchange even though the corporation or its subsidiaries may do business with the local government.

Personal Relationships. In any instance where there is a conflict of interest, appearance of a conflict of interest, or personal financial gain of a member by virtue of a relationship with any individual, spouse/partner, group, agency, vendor or other entity, the member shall disclose the relationship to the organization. For example, if the member has a relative that works for a developer doing business with the local government, that fact should be disclosed.

Confidential Information. Members shall not disclose to others, or use to advance their personal interest, intellectual property, confidential information, or information that is not yet public knowledge, that has been acquired by them in the course of their official duties.

Information that may be in the public domain or accessible by means of an open records request, is not confidential.

Private Employment. Members should not engage in, solicit, negotiate for, or promise to accept private employment, nor should they render services for private interests or conduct a private business when such em-

ployment, service, or business creates a conflict with or impairs the proper discharge of their official duties.

Teaching, lecturing, writing, or consulting are typical activities that may not involve conflict of interest, or impair the proper discharge of their official duties. Prior notification of the appointing authority is appropriate in all cases of outside employment.

Representation. Members should not represent any outside interest before any agency, whether public or private, except with the authorization of or at the direction of the appointing authority they serve.

Endorsements. Members should not endorse commercial products or services by agreeing to use their photograph, endorsement, or quotation in paid or other commercial advertisements, marketing materials, social media, or other documents, whether the member is compensated or not for the member's support. Members may, however, provide verbal professional references as part of the due diligence phase of competitive process or in response to a direct inquiry.

Members may agree to endorse the following, provided they do not receive any compensation: (1) books or other publications; (2) professional development or educational services provided by nonprofit membership organizations or recognized educational institutions; (3) products and/or services in which the local government has a direct economic interest.

Members' observations, opinions, and analyses of commercial products used or tested by their local governments are appropriate and useful to the profession when included as part of professional articles and reports.

Recommendations for Inclusiveness in Hiring

Local governments are encouraged, whether working with an executive search firm or conducting the search on their own, to recruit a complete and diverse applicant pool from which to select the best candidate. Research demonstrates that unconscious bias is present in candidate screening and recruitment processes¹. Additionally, research has shown that more diverse groups make better decisions than homogeneous groups². This is as important, if not more, at the City Council/Commission level than at the teams and implementation level.

Elected officials or Policy makers set the tone for the whole organization. Strategy, guidance, and culture originate at the top, or need the approval or support of senior leadership to be successful and resilient. Ensuring that top management understands this, and even reflects this diversity in the make-up of senior team structures will lead to better and longer lasting organizational health and productivity.

Accomplishing this can be challenging given our individual or collective unconscious biases, so hiring bodies and recruiters need to be more intentional in unwinding or mitigating those biases to ensure an effective recruitment. There are a variety of ways to begin this and signaling this intent to candidates can also lead to a greater, and stronger, applicant pool. Ideas like blind screening—removing identifiable details from applicant resumes including age, gender, educational institution, year of graduation, and even name is growing in use.

Below are five key recommendations to help your community maximize the talent pool and get the best candidate for your management position from as diverse a pool as possible:

1. Connect with a variety of advertising opportunities to ensure your position is advertised widely, including partner and affinity organizations related to the national or state associations of managers;
2. Collect recruitment demographics on your applicant pool, and analyze to ensure you have a cross-section of experiences and backgrounds included—consider a blind screening process for your initial resume review;
3. Aim for a roster of finalists that includes representation of race, ethnicity, and gender proportionality similar to your community's makeup—if the final roster is not closely aligned with community demographics, review your recruiting process to see where there may be gaps;
4. Develop a list of screening questions that can be applied equitably across all finalists, considering race, ethnicity, and gender (e.g., avoid provocative questions such as, "Does your husband approve of you taking this position, knowing it will take time away from your family?");
5. Ensure that your hiring panel is diverse and includes a variety of backgrounds and perspectives; if your council or commission is lacking in diversity, consider expanding your panel to include community residents, business, and civil society representatives.
6. If hiring an external firm to assist in recruiting, ask for information about their strategy, skills and experience in recruiting a diverse pool.

ICMA is committed to promoting diversity in the local government management profession. Because of changing demographics in world, the current overall demographic profile of the local government management profession does not generally reflect the diversity of many of the communities in which ICMA members serve. Reflecting the communities we serve helps us make better decisions and improves public trust and relationships. Due to the current lack of diversity in the profession, the next generation of public servants may not see local government as an attractive option, making future talent development and recruitment challenging. ICMA is committed to ensuring that local governments are inclusive and mirror the diversity of our communities.

-
1. David R. Francis, "Employers' Replies to Racial Names," The National Bureau of Economic Research, 2003: www.nber.org/digest/sep03/w9873.html
 2. Samuel R. Sommers, "On Racial Diversity and Group Decision Making: Identifying Multiple Effects of Racial Composition on Jury Deliberations," Journal of Personality and Social Psychology, 2006: www.apa.org/pubs/journals/releases/psp-904597.pdf

ICMA Guidelines for Compensation

Maintaining public trust and integrity in local government requires both effective governance and management of the organization. The following guidelines are intended to establish a best practice for establishing and negotiating compensation for local government executives and staff and to clarify the roles and responsibilities of the governing body, local government manager, and employee.

The Principles

Compensation and personnel matters should be guided by the core principles of the ICMA Code of Ethics. ICMA affirms that the standard practice for establishing the compensation of local government managers be fair, reasonable, transparent, and based on comparable public salaries nationally and regionally. ICMA members should act with integrity in all personal and professional matters in order to merit the trust of elected officials, the public and employees. Local government managers have an ethical responsibility to be clear about what is being requested and to avoid excessive compensation.

Elected officials perform a critical governance role providing oversight of the management of the organization. To that end, they must be engaged in establishing the process for determining the compensation for all executives appointed by the governing body.

Compensation should be based on the position requirements, the complexity of the job reflected in the composition of the organization and community, the leadership needed, labor market conditions, cost of living in the community, and the organization's ability to pay.

The Process for Negotiating Executive Compensation

To establish fair and reasonable compensation, the governing body operating as a committee of the whole or as a designated evaluation and compensation subcommittee, should design and implement the methodology for setting the compensation of the local government manager and any other appointees of the governing body.

Compensation benchmarks should be established based on comparable local government or public sector agencies.

The governing body should engage experts whether contracted or in house as necessary to provide the information required to establish fair and reasonable compensation levels.

All decisions on compensation and benefits must be made by the entire governing body in a public meeting.

Compensation Guidelines for Local Government Executives

A starting point for the elected officials and local government manager in any salary negotiation should be to

1. Determine the requirements of the job and the experience needed to successfully perform the job duties.
2. Examine market conditions to learn what comparable public sector executives earn. A best practice would be to gather information using pre-determined comparable benchmark local governments or public sector agencies.
3. Understand the services provided by the local government along with the nature of the current issues in the organization and in the community, and then compare these with the individual's expertise and proven ability to resolve those issues.
4. Identify the local government's current financial position, its ability to pay, and the existing policies toward compensation relative to market conditions.
5. Weigh factors such as the individual's credentials, experience and expertise when setting salary.
6. Consider additional compensation in areas where the cost of living is high and the governing body wants the manager to reside within the community. In addition, other unique and special circumstances may be taken into consideration, such as difficult recruitment markets and the particularly challenging needs of the public agency.
7. Seek legal advice as needed and appropriate during periods prior to the beginning of employment when terms and conditions are being negotiated and finalized.

Severance

Severance provisions established in the employment agreement must be both reasonable and affordable so that the cost of the severance is not an impediment to fulfilling the governing body's right to terminate a manager's service, if desired, but is consistent with the role and expectations of the position. The ICMA Model Employment Agreement (see Appendix F) recommends a one year severance but recognizes that the length of service with an organization may justify a higher severance.

Compensation Changes

1. Benefits and salary increases should be reasonably comparable to those that local government executives receive within the designated benchmark or regional market area and generally consistent with other employees.
 2. Merit adjustments or bonuses should be contingent upon performance and the overall financial position of the local government to afford additional compensation payments. Provisions regarding consideration of periodic merit adjustments in salary should be pre-determined.
 3. Local government managers must recognize and effectively manage conflicts of interest inherent in compensation changes. Managers should avoid taking steps regarding pension and other benefits where they will be the sole or primary beneficiary of the change. Examples include:
 - Dramatically increasing salary thereby leading to pension spiking.
 - Recommending or implementing single highest year to determine retirement benefits
 4. An individual should receive a single salary that recognizes all duties and responsibilities assigned rather than different salaries for different assignments.
 5. Local government managers should not put their personal compensation interests before the good of the overall organization and that of the citizens.
2. In the interest of fairness and transparency, there should be full disclosure to the governing body, prior to formal consideration and approval, of the potential cost of any benefit changes negotiated during employment.
 3. When the terms and conditions of employment are being renegotiated with the employer and at the end when the employment is being terminated, ICMA members have a duty to advise the elected officials to seek legal advice.
 4. In the interests of transparency, the salary plan and salary ranges for local government positions, including that of the manager, should be publicly accessible on the agency's website.

General Compensation Guidelines for All Employees

1. Each local government should establish benchmark agencies, which are determined using set criteria such as, but not limited to,
 - Geographic proximity
 - Similarity with regard to the nature of the services provided
 - Similarity in employer size/population size
 - Similarity in the socioeconomic makeup of the population
 - Other similar employers in the immediate area.
2. The local government should develop appropriate compensation levels that are in line with their labor market. Doing so will enable the organization to establish and maintain a reputation as a competitive, fair, and equitable employer as well as a good steward of public funds.
3. When considering any salary or benefit changes, the immediate and anticipated long-term financial resources of the organization always should be taken into account.
4. Appropriate financial practices should be followed to both disclose and properly fund any related future liability to the local government.

Transparency

1. Local government managers should provide their total compensation package to the governing body when requesting compensation changes so that the governing body has a comprehensive view of the compensation package.

Appendix D:

Professional Organizations for Posting and Filling Vacancies

NATIONWIDE:

International City/County Management Association (ICMA)

777 North Capitol Street NE, Suite 500
Washington, DC 20002
Phone: 202-289-4262

JobCenter

Rates/Submissions:
www.icma.org/jobs

Executive Recruitment Firm Listing
www.icma.org/execrecruitment

League of Women in Government (LWG)

1901 E. 4th Street, Ste 100
Santa Ana, CA 92705
1-805-252-6468

Job Posting

Rates/Submissions:
www.leagueofwomeningovernment.org/jobs/

Local Government Hispanic Network (LGHN)

2107 North First Street, Suite 470
San José, CA 95131
408-392-0232

Job Posting

Rates/Submissions:
<https://lghn.org/career-center/>

National Association of Counties (NACo)

25 Massachusetts Avenue NW, Suite 500
Washington, DC 20001
1-888-407-6226

JobsOnline

Rates/Submissions:
www.naco.org/resources/hire-quality-staff

National Association of County Administrators (NACA)

777 North Capitol Street NE, Suite 500
Washington, DC 20002
Email: naca@icma.org

National Forum for Black Public Administrators (NFBPA)

777 North Capitol Street NE, Suite 807
Washington, DC 20002
202-408-9300

Career Center

Rates/Submissions:
<https://careers.nfbpa.org/jobs>

National League of Cities (NLC)

1301 Pennsylvania Avenue NW, Suite 550
Washington, DC 20004
1-877-827-2385

Job Posting

Nation's Cities Weekly Classifieds
<https://jobsonline.nlc.org/>

STATE LOCAL GOVERNMENT MANAGEMENT AND MUNICIPAL ASSOCIATIONS

Many state local government management and municipal associations have job centers or send out job listings to their members.

State Local Government Management Associations

www.icma.org/state-management-associations

State Local Government Management Associations

www.nlc.org/state-municipal-leagues

3 Adapted from the Illinois City/County Management Association's *A Guide to the Recruitment and Selection of a Chief Administrative Officer*.

Appendix E:

Potential Interview Questions³

It is suggested that each member of the governing body ask the same question(s) of each candidate.

Candidate Traits/Experience/Qualifications

1. Provide a brief summary of your education and work experience.
2. Please briefly describe your experience with
 - a. Land use planning
 - b. Economic development/redevelopment
 - c. Tax increment financing
 - d. Business attraction and retention programs
 - e. Beautification programs
 - f. Business assistance programs—e.g., façade improvement, code compliance
 - g. Annexation
 - h. Subdivision policies and regulations, particularly as they relate to storm-water management
 - i. Zoning
 - j. Building code administration
 - k. Municipal facilities expansion—in particular, water and wastewater utility expansions
3. How would you describe your leadership and management styles?

Interaction with Governing Body

1. What do you perceive to be the chief administrator's role in working with the governing body, local government attorney, and clerk?
2. What are your expectations of the governing body in relation to
 - a. Yourself
 - b. Other staff
3. How and when do you communicate with the governing body?

Candidate Thoughts on Role of Administrator

1. In your opinion, what role should the administrator have in the community?
2. Do you believe the administrator should be an active member of a service or fraternal organization? If yes, why?
3. How do you deal with the news media?
4. How do you deal with special-interest or single-interest groups?
5. What is the best way for an administrator to deal with an angry constituent?

Personnel Experience

1. How and when do you delegate responsibility and authority?
2. Have you ever been at the bargaining table and been actively engaged in negotiating an agreement?
3. Have you taken part in mediation, fact finding, or arbitration? Which ones? Please explain your experience in such process(es) including your role/level of involvement and your thoughts regarding the outcomes of these experiences.
4. Have you ever had to discipline, demote, or fire an employee? Please elaborate.
5. How do you educate, encourage, and motivate your staff?
6. Are you familiar with state and federal laws relating to nondiscrimination, sexual harassment, employees with disabilities, and equal opportunity?
7. Have charges of violation of state or federal employment laws or a grievance ever been filed against you or your city? Please explain.
8. What experience have you had in the preparation and implementation of personnel rules, regulations, procedures, and compensation plans? Please describe.

9. What is your experience with employee benefits administration, group health insurance, and risk management?
10. What in your opinion is the most serious issue today in local government personnel management?
11. How and when should private sector resources (e.g., contractors) be used to provide village services?

Financial Management Experience

1. Is there a difference between a financial plan and a budget? If so, please explain how they differ.
2. Are/were you the designated budget officer for your local government? Did you prepare and present the budget to the council, and upon adoption, were you responsible for implementation? Please explain the outcomes of various budget processes and any challenges you encountered through budget development through council adoption.
3. What is your experience with debt financing? Please give an example.
4. Have you secured and administered any type of loans or grants? Please give an example.
5. Describe the most successful capital improvement project you were responsible for and what made it successful?
6. Have you reviewed our annual budget and/or annual report? If yes, what is your impression of our financial condition?
7. What is your opinion of “pay as you go” financing of maintenance and capital projects? Special assessments? Special taxing districts?

8. What type of financial reports do you provide the elected body and with what frequency?
9. Have you read our comprehensive or general plan? What are your impressions or thoughts?

Intergovernmental Relations Experience

1. What experience have you had in dealing with
 - a. Councils of government/intergovernmental agencies?
 - b. County government?
 - c. Other local governments (schools, parks, etc.)?
 - d. State agencies?
 - e. Federal agencies?
 - f. State legislature?
 - g. Congress?
2. Do you feel comfortable “lobbying”?

External Organizational and Professional Association Relations

1. Have you been an active participant in the activities of a statewide municipal league, statewide city or county management association, the International City/County Management Association (ICMA) or other professional organizations devoted to local government? Please give examples of your activities.
2. Are you an ICMA Credentialed Manager? If so, how do you fulfill your annual professional development requirement?

Relations with Applicants—Do's and Don'ts

Do:

- Keep all candidates informed of their status at all times.
- Identify one point of contact through which everything flows, including contacts with candidates, reference checks, etc., in order to ensure that the information, messages, and details are consistent and that the process is fair and equitable.
- Keep all information strictly confidential throughout the entire recruitment and selection process unless state law requires otherwise.
- Create an outreach strategy that will ensure a diverse candidate pool.
- After carefully reviewing all applicant submittals, select a short list of the most promising candidates.
- While maintaining the confidentiality, carefully check educational credentials and references on those candidates judged best qualified.
- Invite those candidates judged best qualified for initial interviews at the local government's expense.
- Send the candidates under consideration an information packet that may include the outreach brochure and copies of your government's budget, charter, annual report, and other pertinent documents; or provide the information on where to find this material on the agency's website.
- Pay expenses of the candidates invited to a second interview (and of their spouses/partners, if applicable).
- Perform detailed background checks on the final candidate(s).
- Visit, if possible, the local governments in which the most promising candidates work.
- Be prepared to enter into a formal written employment agreement with the successful candidate.
- Promptly notify all other candidates once the selection has been made and the position has been accepted. However, it is best to wait until the selected finalist has accepted the position and the agency and candidate have mutually agreed to the provisions of the employment contract.

Don't:

- Let the selection process last too long.
- Expect to get all the necessary information about the candidates from written material.
- Forget that you are seeking overall management ability, not technical competence in one specialized field.
- Forget to consider candidates who are assistant managers as well as current managers
- Overlook the need for candidates to possess municipal administrative experience and the advantages or value of college or university training, post degree training, and continued professional development.
- Release for publication any names or local governments of candidates unless state law requires it.

ICMA Model Employment Agreement

Introduction

This Agreement, made and entered into this [date], by and between the [local government] of [state], [town/city/county] a municipal corporation, (hereinafter called "Employer") and [name], (hereinafter called "Employee") an individual who has the education, training and experience in local government management and who, as a member of ICMA, is subject to the ICMA Code of Ethics, both of whom agree as follows:

Section 1: Term

Recommended

A. This agreement shall remain in full force in effect from [date] until terminated by the Employer or Employee as provided in Section 9, 10 or 11 of this agreement.

Option 2

The term of this agreement shall be for an initial period of [#] years from [date] to [date]. This Agreement shall automatically be renewed on its anniversary date for a [#] year term unless notice that the Agreement shall terminate is given at least [#] months (12 months recommended) before the expiration date. In the event the agreement is not renewed, all compensation, benefits and requirements of the agreement shall remain in effect until the expiration of the term of the Agreement unless Employee voluntarily resigns. In the event that the Employee is terminated, as defined in Section 9 of this agreement, the Employee shall be entitled to all compensation including salary, accrued vacation and sick leave, car allowance paid in lump sum plus continuation of all benefits for the remainder of the term of this agreement.

Section 2: Duties and Authority

Employer agrees to employ [name] as [title] to perform the functions and duties specified in [legal reference] of the [local government] charter and by [legal reference] of the [local government] code and to perform other legally permissible and proper duties and functions.

Section 3: Compensation

Recommended

- A. Base Salary: Employer agrees to pay Employee an annual base salary of [\$ amount], payable in installments at the same time that the other management employees of the Employer are paid.
- B. This agreement shall be automatically amended to reflect any salary adjustments that are provided or required by the Employer's compensation policies.
- C. Consideration shall be given on an annual basis to increase compensation.

Option 1

The Employer agrees to increase the compensation of the Employee dependent upon the results of the performance evaluation conducted under the provisions of Section 12 of this Agreement. Increased compensation can be in the form of a salary increase and/or a bonus.

Option 2

The Employer agrees to increase the compensation by [%] each year.

Option 3

The Employer agrees to increase the compensation each year by the minimum of the average across the board increase granted to other employees of the Employer.

Option 4

The Employer agrees to increase the compensation of the Employee dependent upon the results of the performance evaluation conducted under the provisions of Section 12 of this Agreement in addition to providing a fixed annual increase in the Employee's salary based on an agreed upon economic indicator, such as the Consumer Price Index.

Section 4: Health, Disability and Life Insurance Benefits Recommended

- A. The Employer agrees to provide and to pay the premiums for health, hospitalization, surgical, vision, dental and comprehensive medical insurance for the Employee and his/her dependents equal to that which is provided to all other employees of the [local government] or, in the event no such plan exists, to provide coverage for the Employee and dependents.
- B. The Employer agrees to put into force and to make required premium payments for short term and long term disability coverage for the Employee.
- C. The Employee may elect to submit once per calendar year to a complete physical examination, including a cardio-vascular examination, by a qualified physician selected by the Employee, the cost of which shall be paid by the Employer.
- D. The Employer shall pay the amount of premium due for term life insurance in the amount of three (3) times the Employee's annual base salary, including all increases in the base salary during the life of this agreement. The Employee shall name the beneficiary of the life insurance policy.

Option 1

- A. The Employer agrees to provide for health, hospitalization, surgical, vision, dental and comprehensive medical insurance for the Employee and his/her dependents equal to that which is provided to all other employees of the [local government] or, in the event no such plan exists, to provide coverage for the Employee and dependents. Employer shall pay all premiums for the Employee and the Employee's dependents.
- B. The Employer agrees to put into force and to make required premium payments for short term and long term disability coverage for the Employee.
- C. The Employee may elect to submit once per calendar year to a complete physical examination, including a cardio-vascular examination, by a qualified physician selected by the Employee, the cost of which shall be paid by the Employer.
- D. The Employer shall pay the amount of premium due for term life insurance in the amount of three (3) times the Employee's annual base salary, including all increases in the base salary during the life of this agreement. The Employee shall name the beneficiary of the life insurance policy.

Option 2

- 1. The Employer shall provide travel insurance for the Employee while the Employee is traveling on the Employer's business, with the Employee to name beneficiary thereof. Should the Employee die while on travel for the Employer, the Employer shall cover the full cost of retrieving and transporting the Employee's remains back to the custody of the Employee's family.

Section 5: Vacation, Sick, and Military Leave

Recommended

- A. Upon commencing employment, the Employee shall be credited with sick and vacation leave equal to the highest annual accrual provided to all other employees. The Employee shall then accrue sick and vacation leave on an annual basis at the highest rate provided to any other employees.
- B. Upon commencing employment, the Employee shall have access to a bank of 180 sick days to be used in the case of serious medical conditions. This leave can only be used to provide coverage during the waiting period between the onset of illness or disability and the point at which short or long term disability coverage takes effect and may be renewed after each occurrence.
- C. The Employee is entitled to accrue all unused leave, without limit, and in the event the Employee's employment is terminated, either voluntarily or involuntarily, the Employee shall be compensated for all accrued vacation time, all paid holidays, executive leave, and other benefits to date.
- D. The Employee shall be entitled to military reserve leave time pursuant to state law and [local government] policy.

Additional Option

- 1. The Employee shall annually be credited with five (5) days of executive leave.

Section 6: Automobile

The Employee's duties require exclusive and unrestricted use of an automobile to be mutually agreed upon and provided to the Employee at the Employer's cost, subject to approval by Employer which shall not be withheld without good cause. It shall be mutually agreed upon whether the vehicle is purchased by the city, provided under lease to the city or to the Employee, or provided through a monthly allowance.

Option 1 – Monthly Vehicle Allowance

The Employer agrees to pay to the Employee, during the term of this Agreement and in addition to other salary and benefits herein provided, the sum of [dollar amount] per year, payable monthly, as a vehicle allowance to be used to purchase, lease, or own, operate and maintain a vehicle. The monthly allowance shall be increased annually by [% or \$] amount. The Employee shall be responsible for paying for liability, property damage, and comprehensive insurance coverage upon such vehicle and shall further be responsible for all expenses attendant to the purchase, operation, maintenance, repair, and regular replacement of said vehicle. The Employer shall reimburse the Employee at the IRS standard mileage rate for any business use of the vehicle beyond the greater [local government] area. For purposes of this Section, use of the car within the greater [local government] area is defined as travel to locations within a _____ mile (recommended fifty (50) mile) radius of [local government office].

Option 2 – Employer Provided Vehicle

The Employer shall be responsible for paying for liability, property damage, and comprehensive insurance, and for the purchase (or lease), operation, maintenance, repair, and regular replacement of a full-size automobile.

Section 7: Retirement

Recommended

1. The Employer agrees to enroll the Employee into the applicable state or local retirement system and to make all the appropriate contributions on the Employee's behalf, for both the Employer and Employee share required.
2. In addition to the Employer's payment to the state or local retirement system (as applicable) referenced above, Employer agrees to execute all necessary agreements provided by ICMA Retirement Corporation [ICMA-RC] or other Section 457 deferred compensation plan for Employee's [continued] participation in said supplementary retirement plan and, in addition to the base salary paid by the Employer to Employee, Employer agrees to pay an amount equal to [percentage of Employee's base salary, fixed dollar amount of [\$], or maximum dollar amount permissible under Federal and state law into the designated plan on the Employee's behalf, in equal proportionate amount each pay period. The parties shall fully disclose to each other the financial impact of any amendment to the terms of Employ-

ee's retirement benefit.

In lieu of making a contribution to a Section 457 deferred compensation plan, the dollar value of this contribution may be used, at the Employee's option, to purchase previous service from another qualified plan.

Option 1

Recognizing that effective service with the community is based in part on the stability provided through a long-term relationship, the Employer shall provide a retirement annuity, as directed by the Employee, at a rate of [dollar amount], payable at the completion of each quarter of the fiscal year. This annuity serves as a retirement contribution and does not require further action of the Employer.

Option 2

The Employer shall adopt a qualified 401(a) defined contribution plan offered through ICMA Retirement Corporation for the Employee in the form of a money purchase plan to which the Employer shall contribute [%] of salary or [%] of compensation annually.

2A. Option: The Employee shall be required to contribute [%] of base salary or [dollar amount] annually on a pre-tax basis as a condition of participation.

Option 3

The Employer shall adopt a qualified 401(a) profit-sharing plan offered through ICMA Retirement Corporation for the Employee in the form of a money purchase plan to which the Employer shall contribute [%] of all performance bonuses annually.

3A. Option: The Employee shall be required to contribute [%] of base salary or [dollar amount] annually on a pre-tax basis as a condition of participation.

Section 8: General Business Expenses

Recommended

1. Employer agrees to budget for and to pay for professional dues and subscriptions of the Employee necessary for continuation and full participation in national, regional, state, and local associations, and organizations necessary and desirable for the Employee's continued professional participation, growth, and advancement, and for the good of the Employer.
2. Employer agrees to budget for and to pay for travel and subsistence expenses of Employee for professional and official travel, meetings, and occasions to adequately continue the professional development of Employee and to pursue necessary official

functions for Employer, including but not limited to the ICMA Annual Conference, the state league of municipalities, and such other national, regional, state, and local governmental groups and committees in which Employee serves as a member.

3. Employer also agrees to budget for and to pay for travel and subsistence expenses of Employee for short courses, institutes, and seminars that are necessary for the Employee's professional development and for the good of the Employer.
4. Employer recognizes that certain expenses of a non-personal but job related nature are incurred by Employee, and agrees to reimburse or to pay said general expenses. The finance director is authorized to disburse such moneys upon receipt of duly executed expense or petty cash vouchers, receipts, statements or personal affidavits.
5. The Employer acknowledges the value of having Employee participate and be directly involved in local civic clubs or organizations. Accordingly, Employer shall pay for the reasonable membership fees and/or dues to enable the Employee to become an active member in local civic clubs or organizations.

Option 1

Technology: The Employer shall provide Employee with a computer, software, fax/modem, cell phone and pager required for the Employee to perform the job and to maintain communication.

Section 9: Termination

Recommended

For the purpose of this agreement, termination shall occur when:

1. The majority of the governing body votes to terminate the Employee at a duly authorized public meeting.
2. If the Employer, citizens or legislature acts to amend any provisions of the [charter, code, enabling legislation] pertaining to the role, powers, duties, authority, responsibilities of the Employee's position that substantially changes the form of government, the Employee shall have the right to declare that such amendments constitute termination.
3. If the Employer reduces the base salary, compensation or any other financial benefit of the Employee, unless it is applied in no greater percentage than the average reduction of all department heads, such action shall constitute a breach of this agreement

and will be regarded as a termination.

4. If the Employee resigns following an offer to accept resignation, whether formal or informal, by the Employer as representative of the majority of the governing body that the Employee resign, then the Employee may declare a termination as of the date of the suggestion.
5. Breach of contract declared by either party with a 30 day cure period for either Employee or Employer. Written notice of a breach of contract shall be provided in accordance with the provisions of Section 20.

Option 1

In the event the Employee is terminated by the Employer during the six (6) months immediately following the seating and swearing-in of one or more new governing body members, and during such time that Employee is willing and able to perform his duties under this Agreement, then, Employer agrees to pay Severance in accordance with Section 10 plus salary and benefits in accordance with Section 10 for any portion of the six months not worked.

Section 10: Severance

Severance shall be paid to the Employee when employment is terminated as defined in Section 9.

If the Employee is terminated, the Employer shall provide a minimum severance payment equal to one year salary at the current rate of pay. This severance shall be paid in a lump sum unless otherwise agreed to by the Employer and the Employee.

The Employee shall also be compensated for all accrued sick leave, vacation time, all paid holidays, and executive leave. The Employer agrees to make a contribution to the Employee's deferred compensation account on the value of this compensation calculated using the rate ordinarily contributed on regular compensation.

For a minimum period of one year following termination, the Employer shall pay the cost to continue the following benefits:

1. Health insurance for the employee and all dependents as provided in Section 4A
2. Life insurance as provided in Section 4D
3. Short-term and long-term disability as provided in Section 4B
4. Car allowance or payment of lease, or provide option to buy city vehicle at depreciated value
5. Out placement services should the employee desire

them in an amount not to exceed [\$10,000 to \$15,000 recommended], and

6. Any other available benefits.

If the Employee is terminated because of a conviction of a felony, then the Employer is not obligated to pay severance under this section.

Section 11: Resignation

In the event that the Employee voluntarily resigns his/her position with the Employer, the Employee shall provide a minimum of 30 days notice unless the parties agree otherwise.

Section 12: Performance Evaluation

Employer shall annually review the performance of the Employee in [month] subject to a process, form, criteria, and format for the evaluation which shall be mutually agreed upon by the Employer and Employee. The process at a minimum shall include the opportunity for both parties to: (1) prepare a written evaluation, (2) meet and discuss the evaluation, and (3) present a written summary of the evaluation results. The final written evaluation should be completed and delivered to the Employee within 30 days of the evaluation meeting.

Section 13: Hours of Work

It is recognized that the Employee must devote a great deal of time outside the normal office hours on business for the Employer, and to that end Employee shall be allowed to establish an appropriate work schedule.

Section 14: Outside Activities

The employment provided for by this Agreement shall be the Employee's sole employment. Recognizing that certain outside consulting or teaching opportunities provide indirect benefits to the Employer and the community, the Employee may elect to accept limited teaching, consulting or other business opportunities with the understanding that such arrangements shall not constitute interference with nor a conflict of interest with his or her responsibilities under this Agreement.

Section 15: Moving and Relocation Expenses

Recommended

Employee agrees to establish residence within the corporate boundaries of the local government, if required,

within [number] months of employment, and thereafter to maintain residence within the corporate boundaries of the local government.

- A. Employer shall pay directly for the expenses of moving Employee and his/her family and personal property from [location name] to [location name]. Said moving expenses include packing, moving, storage costs, unpacking, and insurance charges.
- B. Employer shall reimburse Employee for actual lodging and meal expenses for his/her family in route from [location name] to [location name]. Mileage costs for moving two personal automobiles shall be reimbursed at the current IRS allowable rate of [cents amount] per mile.
- C. Employer shall pay Employee an interim housing supplement of [dollar amount] per month for a period commencing [date], and shall continue for a maximum of [#] months, or until a home is purchased and closed on, within the corporate limits of the [local government name], whichever event occurs first.
- D. Employer shall reimburse Employee for a total of [number] round trip air fares for Employee and his/her family [amount of total tickets] at any time during the first year of service to assist with house hunting and other facets of the transition and relocation process. The Employee and his/her family may utilize and distribute the total [enter number] individual round trip tickets in any combination of individual members making the trips. The Employee shall be reimbursed for actual lodging and meal expenses incurred by Employee or his/her family members on any trips conducted prior to relocation, as detailed herein.
- E. The Employee shall be reimbursed, or Employer may pay directly, for the expenses of packing and moving from temporary housing to permanent housing during the first year of this agreement.
- F. The Employer shall pay the Employee's tax liability on all Employer provided benefits for relocation and housing.

Option 1

The Employer shall pay a lump sum payment of [\$] to the Employee to cover relocation costs.

Section 16: Home Sale and Purchase Expenses

Recommended

- A. Employee shall be reimbursed for the direct costs associated with the sale of Employee's existing personal residence, said reimbursement being limited to real estate agents' fees, and other closing costs that are directly associated with the sale of the house. Said reimbursement should not exceed the sum of [\$].
- B. Employee shall be reimbursed for the costs incidental to buying or building a primary residence within the [local government], including real estate fees, title insurance, and other costs directly associated with the purchase or construction of the house, said reimbursement not to exceed the sum of [\$].

Option 1

Employer shall reimburse Employee for up to three discount points within thirty (30) days following purchase of a home within the corporate limits of [local government name], in an effort to minimize mortgage rate differentials.

Option 2

Employer shall provide Employee with a _____ [fixed-interest, variable-interest, interest-only] loan to purchase a house. The amount of the loan shall not exceed \$ _____. The loan shall be repaid in full to the Employer upon the occurrence of either of the following events: (i) the home, or the Employee's interest in the home, is sold, transferred, or conveyed, or (ii) the Employee's employment with the Employer, for any reason, is terminated. The Employer and Employee shall execute any and all documents necessary to document this transaction. In the case where the value of the home decreases, the Employee shall not be required to repay the loan.

Option 3

Employer agrees to provide the Employee a loan for the purchase of a home in an amount not to exceed [dollar amount]. Employee shall pay Employer a monthly mortgage payment of [dollar amount] for interest, which is equal to the amount currently being paid in principle and interest for the current residence. Employee shall accrue equity at a rate of [%] per month.

Upon termination of employment with the Employer, Employee shall have a maximum of six months to sell the home while continuing to reside

in it under the terms and conditions here. Should the home sell during the time period, Employer shall receive 100% of the proceeds minus the percentage of equity accrued by Employee as described above, and minus the amount of equity originally invested by Employee. Said accrued equity and original equity shall both be payable to Employee upon closing. Said original equity invested shall be calculated as an amount equal to the percentage of original purchase price, represented by the original equity investment by Employee, and adjusted to be the same percentage of equity in the current sale price of the home. All closing costs borne by the seller shall be split between Employer and Employee in a proportion equal to the equity share described above. Should the house fail to sell within the allotted six month time period, Employer has the option of following the previous arrangement to continue in place or to purchase equity, calculated as provided above, plus the original cost of all improvements made to the property.

Section 17: Indemnification

Beyond that required under Federal, State or Local Law, Employer shall defend, save harmless and indemnify Employee against any tort, professional liability claim or demand or other legal action, whether groundless or otherwise, arising out of an alleged act or omission occurring in the performance of Employee's duties as [job title] or resulting from the exercise of judgment or discretion in connection with the performance of program duties or responsibilities, unless the act or omission involved willful or wanton conduct. The Employee may request and the Employer shall not unreasonably refuse to provide independent legal representation at Employer's expense and Employer may not unreasonably withhold approval. Legal representation, provided by Employer for Employee, shall extend until a final determination of the legal action including any appeals brought by either party. The Employer shall indemnify employee against any and all losses, damages, judgments, interest, settlements, fines, court costs and other reasonable costs and expenses of legal proceedings including attorneys fees, and any other liabilities incurred by, imposed upon, or suffered by such Employee in connection with or resulting from any claim, action, suit, or proceeding, actual or threatened, arising out of or in connection with the performance of his or her duties. Any settlement of any claim must be made with prior approval of the Employer in order for indemnification, as provided in this Section, to be available.

Employee recognizes that Employer shall have the right to compromise and unless the Employee is a party to the suit which Employee shall have a veto authority over the settlement, settle any claim or suit; unless, said compromise or settlement is of a personal nature to Employee. Further, Employer agrees to pay all reasonable litigation expenses of Employee throughout the pendency of any litigation to which the Employee is a party, witness or advisor to the Employer. Such expense payments shall continue beyond Employee's service to the Employer as long as litigation is pending. Further, Employer agrees to pay Employee reasonable consulting fees and travel expenses when Employee serves as a witness, advisor or consultant to Employer regarding pending litigation.

Section 18: Bonding

Employer shall bear the full cost of any fidelity or other bonds required of the Employee under any law or ordinance.

Section 19: Other Terms and Conditions of Employment

The Employer, only upon agreement with Employee, shall fix any such other terms and conditions of employment, as it may determine from time to time, relating to the performance of the Employee, provided such terms and conditions are not inconsistent with or in conflict with the provisions of this Agreement, the [local government] Charter or any other law.

- A. Except as otherwise provided in this Agreement, the Employee shall be entitled to the highest level of benefits that are enjoyed by other [appointed officials, appointed employees, department heads or general employees] of the Employer as provided in the Charter, Code, Personnel Rules and Regulations or by practice.

Section 20: Notices

Notice pursuant to this Agreement shall be given by depositing in the custody of the United States Postal Service, postage prepaid, addressed as follows:

- (1) EMPLOYER: [Title and address of relevant official (mayor, clerk, etc.)]
- (2) EMPLOYEE: [Name and address for tax purposes of Employee]

Alternatively, notice required pursuant to this Agreement may be personally served in the same manner as is applicable to civil judicial practice. Notice shall be deemed given as of the date of personal service or as the date of deposit of such written notice in the course of transmission in the United States Postal Service.

Section 21: General Provisions

- A. Integration. This Agreement sets forth and establishes the entire understanding between the Employer and the Employee relating to the employment of the Employee by the Employer. Any prior discussions or representations by or between the parties are merged into and rendered null and void by this Agreement. The parties by mutual written agreement may amend any provision of this agreement during the life of the agreement. Such amendments shall be incorporated and made a part of this agreement.
- B. Binding Effect. This Agreement shall be binding on the Employer and the Employee as well as their heirs, assigns, executors, personal representatives and successors in interest.
- C. Effective Date. This Agreement shall become effective on ____, ____.
- D. Severability. The invalidity or partial invalidity of any portion of this Agreement will not effect the validity of any other provision. In the event that any provision of this Agreement is held to be invalid, the remaining provisions shall be deemed to be in full force and effect as if they have been executed by both parties subsequent to the expungement or judicial modification of the invalid provision.

Index

- Advertising campaigns
 - function of, 8
 - professional organizations that post vacancies for, 27–32
- Alabama League of Municipalities, 27
- Alaska Municipal League, 27
- American Society for Public Administration (ASPA), 27
- Applicants
 - diverse, 9
 - external, 9
 - internal, 9
 - relations, 10–11, 35
 - status notification for, 11, 35
- Application forms, 10
- Arkansas Municipal League, 28
- Association of Idaho Cities, 28
- Association of Washington Cities, 31
- Background checks, 13
- Candidates
 - background checks for, 13
 - guidelines to inform, 13–14
 - interview guidelines for, 14–15
 - potential interview questions for, 33–34
 - selection of, 13
- Chief administrators. *See also* Selection
 - community engagement in profile of, 6
 - compensation of, 7, 17–18, 25–26
 - management of organization during recruitment of, 2
 - performance evaluation for, 19
 - profile development for, 6, 7
 - reasons for vacancies of, 3
 - recruitment assistance from retiring, 7
 - responsibilities of, 1, 20
 - transition process for, 19
- Code of Ethics (International City/County Management Association), 1, 21–24
- Colorado Municipal League, 28
- Community involvement
 - in chief administrator profile, 6
 - in interviewing process, 15 – 16
- Commuting expenses, 18
- Compensation Guidelines (International City/County Management Association), 17, 25–26
- Compensation package
 - changes in, 26
 - elements of, 7, 17–18
 - guidelines for, 25–26
 - negotiation of, 17 – 18, 25
- Confidentiality, 11, 12
- Connecticut Conference of Municipalities, 28
- Council-manager government, 3
- Delaware League of Local Governments, 28
- Diverse applicants, 9
- Elections, vacancy occurring prior to, 3
- Employment agreements, 18, 26, 36 – 42
- Florida League of Cities, 28
- Geographic considerations, 8
- Georgia Municipal Association, 28
- Housing, 18
- Hybrid recruitment method, 4, 5
- ICMA Range Riders, 2, 5, 9
- Illinois Municipal League, 28
- Indiana Association of Cities and Towns, 28
- In-house expertise recruitment method, 4
- Initial interviews, 14
- Interim administrators, 2
- Interim management, 2
- International City/County Management Association (ICMA)
 - Code of Ethics, 1, 21–24
 - Compensation Guidelines, 7, 17, 25–26
 - Model Employment Agreement, 18, 36 – 42
 - position vacancy postings through, 27
 - Range Rider, 2, 5, 9
 - salary information, source of, 17
 - Voluntary Credentialing Program, 6
- International Hispanic Network (IHN), 27
- Interviews
 - initial, 14
 - questions for, 14–15, 33–34

- second, 15
- selecting candidates for, 13
- structure of, 14
- Iowa League of Cities, 29
- Kentucky League of Cities, 29
- League of Arizona Cities and Towns, 28
- League of California Cities, 28
- League of Kansas Municipalities, 29
- League of Minnesota Cities, 29
- League of Nebraska Municipalities, 30
- League of Oregon Cities, 31
- League of Wisconsin Municipalities, 32
- Local government, 7, 10
- Local government managers, 1
- Local government work session, 19
- Louisiana Municipal Association, 29
- Maine Municipal Association, 29
- Management, during recruitment, 2
- Maryland Municipal League, 29
- Massachusetts Municipal Association, 29
- Media, role of, 12
- Michigan Municipal League, 29
- Mississippi Municipal League, 29
- Missouri Municipal League, 29
- Montana League of Cities and Towns, 30
- Municipal Association of South Carolina, 31
- National Association of Counties (NACo), 17, 27
- National Association of County Administrators (NACA), 27
- National Forum for Black Public Administrators (NFBPA), 27
- National League of Cities (NLC), 27
- Negotiation process, 17–18
- Nevada League of Cities and Municipalities, 30
- New Hampshire Local Government Center, 30
- New Jersey State League of Municipalities, 30
- New Mexico Municipal League, 30
- New York State Conference of Mayors and Municipal Officials, 30
- North Carolina League of Municipalities, 30
- North Dakota League of Cities, 30
- Ohio Municipal League, 30
- Oklahoma Municipal League, 30
- Orientation meetings, 19
- Outreach strategies, 8–9
- Outside expertise recruitment method, 4

- Pennsylvania League of Cities & Municipalities, 31
- Performance evaluation, 19
- Professional organizations, 27–32

- Questions, interview, 14, 33–34

- Recruitment
 - advertising as element of, 8
 - development of administrator profile, 6, 7
 - geographic scope as issue for, 8
 - hybrid method for, 5
 - in-house expertise method for, 4
 - initiation of, 3
 - management of organization during, 2
 - outreach strategies for, 8–9
 - outside expertise method for, 4
 - schedule for, 7
 - Recruitment process
 - confidentiality in, 11
 - elements of, 10–11
 - role of media in, 12

- Reference checks, 15
- Relocation expenses, 18
- Resignation, 3, 7

- Résumés
 - acknowledgement of, 11
 - confidentiality of, 12
 - review of, 13

- Rhode Island League of Cities and Towns, 31

- Salary, 17
- Schedule, recruitment, 7
- Second interviews, 15
- Selection
 - announcement of decision in, 19
 - application review as step in, 13
 - candidates to be interviewed as step in, 13
 - community involvement in, 15–16
 - decision process for, 16
 - interviews for, 14–15, 33–34
 - inviting candidate's spouse/partner as step in, 15
 - reference checks as step in, 15
 - staff involvement in, 16
 - Severance provisions, 26
 - Souses/partners, candidate, 15
 - South Dakota Municipal League, 31
 - Staff members, involvement in candidate selection, 16
 - State municipal leagues, 27–32
 - Status notification, 11, 35

- Temporary housing, 18

Tennessee Municipal League, 31
Termination, 3, 7
Texas Municipal League, 31
Transparency, 26

Utah League of Cities and Towns, 31

Vacancies

professional organizations that post position, 27–32
reasons for, 3, 7

Vermont League of Cities & Towns, 31
Virginia Municipal League, 31
Voluntary Credentialing Program (International City/
County Management Association), 6

West Virginia Municipal League, 32

Work sessions, initial for expectations, goals, and
objectives, 19

Wyoming Association of Municipalities, 32

ABOUT ICMA

ICMA advances professional local government worldwide. Its mission is to create excellence in local governance by developing and advancing professional management of local government. ICMA, the City/County Management Association, provides member support; publications, data, and information; peer and results-oriented assistance; and training and professional development to more than 12,000 city, town, and county experts and other individuals and organizations throughout the world. The management decisions made by ICMA's members affect 185 million individuals living in thousands of communities, from small villages and towns to large metropolitan areas.



INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION

777 N. Capitol St NE, Ste. 500, Washington, DC 20002

202.289.4262 | 202.962.3500(f) | icma.org





VOLUNTEER APPLICATION

CITY OF HUBBARD

"The Small City with a Big Heart"

3720 2nd Street/P.O. Box 380, Hubbard OR 97032
(503)981-9633 www.cityofhubbard.org

COMMISSION OR COMMITTEE APPLYING FOR: Seat on Planning Commission

APPLICANTS NAME: Fil Kartal

MAILING ADDRESS: [REDACTED]

HOME ADDRESS: [REDACTED] Hubbard, OR. 97032

HOME PHONE: [REDACTED] WORK PHONE: [REDACTED]

E-mail Address: [REDACTED] CELL PHONE [REDACTED]

YEARS AS HUBBARD RESIDENT: 16 years

ARE YOU A REGISTERED VOTER IN THE CITY OF HUBBARD? YES NO x

OCCUPATION Home Builder & Painting Contractor

PLEASE MAKE A BRIEF STATEMENT ABOUT WHY YOU WOULD LIKE TO SERVE ON THE COMMISSION OR COMMITTEE FOR THE CITY OF HUBBARD. (IF YOU NEED MORE SPACE, USE BACK)

I have lived & worked in Hubbard for over 16 years. I would love the opportunity to help The City of Hubbard grow & work. I built my first 4 Homes on 2nd St & fell in love with Hubbard.

WHAT EXPERIENCE, BACKGROUND, OR SKILLS CAN YOU BRING TO THE COMMITTEE/COMMISSION YOU ARE APPLYING FOR?

I started my building business in 1991. With the experience & knowledge of building Homes & Buildings & development I can help Hubbard grow in the right direction.



Chief's Report

"Committed to our community"

TO: Mayor and City Council Members

FROM: David J. Rash, Chief of Police

DATE: November 22, 2021

RE: **December 2021** Police Department Report

The Success Of Teamwork

"Coming together is a beginning; keeping together is progress; working together is success." – Henry Ford

- **Notable Police Activity November 2021**

Please refer to the monthly statistical report for a complete list of incidents we responded to.

- **Accreditation Update:**

Administrative Assistant Molly Schwartz will have accreditation completed in the next month or two and we should be re-accredited by OAA with the award presented at the Chief's Conference in April.

- **Community Outreach**

If you, a family member or neighbor would like us to check on them during inclement weather or any other potential hazardous conditions, please contact Chief Dave Rash at drash@cityofhubbard.org or 503-981-8738.

- **Training**

All officers are attending a two-hour child death investigation course put on by the Marion County Medical Examiner's Office and a two-hour Ethics (State Mandated) course put on by a DPSST Instructor on January 6, 2022.

Chief Rash will be attending the OACP Executive Leadership Conference in Seaside the week of January 10-14, 2022.

Chief Rash, Officer Bentley, and Officer Wai will be attending a legal updated course at Gervais PD put on by the Marion County District Attorney's Office

Respectfully Submitted,

David J. Rash, Chief of Police
Hubbard Police Department

HUBBARD POLICE



*PO Box 380/3720 Second Street
Hubbard, OR 97032 503-981-8738*

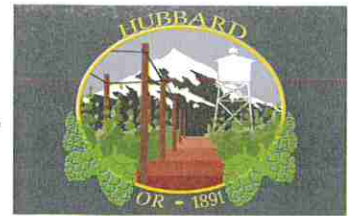
Monthly Statistical Report

To: Mayor and City Council Members
From: Chief David Rash
Date: January 3, 2022
RE: December 2021 Statistics

Arrests:	9
Citations Issued:	45
Towed Vehicles:	3
Calls for service:	258

HPD Calls for Service	
Dec-21	
Call Type	Total
911 Investigation	2
Alarm - Burg	7
Animal Complaint	3
Area Check	28
Assist Fire	1
Assist - Police	8
Assist - Public	32
Assist - Traffic	4
Attempt to Locate	6
Bar Check	2
Burglary	2
Civil Situation	4
Crash - Hit and Run	2
Crash - Injury	5
Crash - Non Injury	4
DHS Referral	5
Disturbance	4
EDP	6
Family Disturbance	2
Fight	1
FIR	4
Foot Patrol	4
Funeral Escort	1
Harassment - Verbal	1
Info	3
Insecure Premise	2
Noise Complaint	1
Ordinance - Other	1
Property Lost/Found	6
Prowler	1
Radar	1
Reckless Driving	1
Stolen Vehicle	2
Suicide Attempts/Threats	1
Suspicious Activity	4
Suspicious Person/Vehicle	16
Theft - Other	3
Traffic Stop	61
Trespass	3
Vandalism	1
Warrant Service	5
Welfare Check	7
Total:	258

DIRECTOR OF ADMINISTRATION/ CITY RECORDER MONTHLY REPORT



To: CITY COUNCIL
From: VICKIE NOGLE, MMC, Director of Administration/City Recorder
Date: JANUARY 4, 2022
RE: REPORT FOR JANUARY 11, 2022, CITY COUNCIL MEETING

AMENDMENT - COMMUNITY PROSPERITY INITIATIVE (CPI)

The original IGA with Marion County was approved January 2020 which granted the City \$45,000 over a three-year period to use the funds for economic development significance. At the August 10, 2021, meeting the City Council agreed to use the funds to finish the "G" Street sidewalk project.

The proposed Amendment #1 to the IGA is granting the city an additional \$30,000 over a two-year period with the same requirements (\$15k after June 2022; \$15k after June 2023). The City Council will need to decide how to use those funds in the future.

PLANNING COMMISSION MEETING

The following application will be before the Planning Commission at the January 18, 2022, meeting:

- Site Development Review #DR 2021-04 / 4074 Pacific Highway 99E, (Robert & Kemper Harden) for a Change of Occupancy to convert the existing house into commercial office use.
- Site Development Review #DR 2021-03 / 2755 Pacific Highway 99E (Architect Michael Wellman for Westside Drywall / Moshen Salem, Abiqua Investments LLC) for the development of a new 6,210 SF warehouse.

NEWSLETTER

Please submit your information for the Newsletter no later than **February 15, 2021**. You can submit them in writing or e-mail the Administrative Assistant/Court Clerk Julie Hedden at jhedden@cityofhubbard.org.

BUILDING PERMITS

11 building permit applications have been submitted from January – December 2021.

BUILDING PERMITS

	Date Received & Sent to Co.	Date Received From County	Permit #	Applicant Name	Address	Map & Tax Lot #
1	6/8/2021	8/18/2021	555-21-006035-DWL	Dimitriy Gridinar	3787 10th St	041W33AB07000
2						
3	10/5/2021			Elite Home, LLC	3177 Elm St #22	
4						
5	9/22/2021	11/2/2021	555-21-009868-DWL	JERRY VOSIKA	3165 5TH	041W33AC05401
6						
7	12/16/2021			PACIFIC CREST STRUCTURES	2350 INDUSTRIAL AVENUE	
8						
9	12/28/2021			MH CUSTOM CABINETRY INC	2694 INDUSTRIAL AVE	
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
21						
22						
23						
24						
25						
26						
27						
28						
29						
30						
31						
32						
33						
34						
35						
36						
37						
38						
39						
40						
41						
42						
43						

BUILDING PERMITS page 2

	Type of permit	Permit Amount	Reciept #	ROW	Reciept #	City Fee	SDC	Reciept #	EXCISE TAX	Valuation
1	SFR	\$ 2,657.04	9.002219	\$ 225.00	1.011141	\$ 312.16	\$ 17,703.00	1.01141	\$ 2,354.00	\$ 333,384.28
2	ADDITIONAL PYMNT	\$ 21,648.10								
3	ADDITION TO MFH	\$ 275.80	9.002424							
4										
5	SFR	\$ 2,618.13	9.002373	\$ 135.00	1.011378	\$ 185.25	\$ 17,703.00	1.011378	\$ 2,112.00	\$ 313,219.36
6	ADDITIONAL PYMNT	\$ 21,597.01	1.011378							
7	ROOF REPAIR	\$ 401.88	1.011527							
8										
9	ADDING BATHROOM & LUNCH ROOM	\$ 797.85	1.011586							
10										
11										
12										
13										
14										
15										
16										
17										
18										
19										
20										
21										
22										
23										
24										
25										
26										
27										
28										
29										
30										
31										
32										
33										
34										
35										
36										
37										
38										
39										
40										
41										
42										
43										

BUILDING PERMITS

	Date Received & Sent to Co.	Date Received From County	Permit #	Applicant Name	Address	Map & Tax Lot #
1	5/13/2020	6/29/2020	555-20-003235-STR	BEL, LLC	2966 INDUSTRIAL AVENUE	041W33DA06600
2						REFUND \$2400 CK 10505
3	5/21/2020			ACCOUNTABLE SIDING	3046 G STREET	
4						
5	6/8/2020	7/27/2020	555-20-004479-DWL	Alliks Cam	3154 5TH STREET	041WW33AC09401
6						
7	7/21/2020	PER CNTY	PER CNTY	T-MOBILE JUSTIN CAUSEY	3625 1ST STREET	PER CNTY
8		NOT REQUIRED	NOT REQUIRED			NOT REQUIRED
9	7/21/2020	9/21/2020	555-20-004631-STR	BLAKE BURAL	2363 INDUSTRIAL AVENUE	041W33DD01500
10						
11	7/21/2020	9/29/2020	555-20-005175-STR	TIMBERS SIDING CONTRACTORS	3797 9TH STREET	041W33AB00200
12						
13	8/11/2020	9/14/2020	555-20-005763-STR	JOHN STEWARD	4009 3RD ST	041W33AA04800
14						
15	8/19/2020	9/14/2020	555-20-005958-STR	FRED SCHINDLER (The Purlin Mill)	2994 SCHMIDT LANE	041W33DC00900
16						
17	8/19/2020	10/7/2020	555-20-006029-STR	WEST WIND REINFORCING	2966 INDUSTRIAL AVENUE	041W33DA06600
18						
19	8/24/2020	CANCELED	CANCELED	CITY OF HUBBARD	3720 2ND STREET	041W34BC01600
20						
21	9/14/2020	9/8/2020	555-20-006267-STR	VLMK-M.KENNEDY	3490 3RD STREET	041W33AD07600
22						
23	10/6/2020	12/7/2020	12/7/2020	INTEGRITY SIGNS OREGON	3954 PACIFIC HWY 99E	041W34BC00300
24						
25	10/22/2020	11/2/2020	555-20-007684-STR	Rodolfo Arellano	3664 5th Street	041W33AA10600
26						
27	11/16/2020	12/7/2020	555-20-008436-STR	City of Hubbard	3720 2nd Street	041W34BC01600
28						
29	12/9/2020	12/22/2020	555-20-009071	J AND M HOMES	3457 RAINBOW LOOP	04134CB00100
30						
31	2/1/2021	3/1/2021	555-21-000827-STR	MATT KENNEDY	3490 3rd Street	04W33AD07600
32						
33	2/8/2021	4/5/2021	555-21-001299-STR	Mike Holleman-Holleman Properties	2694 INDUSTRIAL AVE	041W33DD00303
34						
35	2/23/2021	3/11/2021	555-21-002033-STR	ALPROP -ROYAL MECHANICAL	3574 PACIFIC HWY 99E	041W34BC02500
36						
37	5/13/2021	6/22/2021	555-21-005204-FIRE	HOLLEMAN PROPERTIES LLC	2694 Industrial Avenue	041W33DD00303
38						
39	6/2/2021			C L ROSE	3389 3RD Street	
40						
41	6/3/2021	07/012/2021	555-21-006032-STR	Shawn Weisz	3353 Hoodview Drive	041W34CB02700
42						
43						

BUILDING PERMITS page 2

	Type of permit	Permit Amount	Receipt #	ROW	Receipt #	City Fee	SDC	Receipt #	EXCISE TAX	Valuation
1	OFFICE BUILDING / SHELL	\$ 1,849.00	1.009883	\$ 135.00	1.009982	\$ 467.25	\$ 1,836.80	1.009982	\$ 4,800.00	\$ 662,457.60
2	ADDITIONAL PYMNT 6/29/2020	\$ 10,459.71	1.009982							
3	DUPLEX	\$ 5,147.12	4.000697							
4		\$ 595.00								
5	SFR	\$ 500.00	9.000200	\$ 180.00	4.000701	\$ 480.18	\$ 16,700.00	4.000701	\$ 1,733.00	\$ 235,358.88
6	ADDITIONAL PYMNT 6/8/2020	\$ 20,994.06	4.000701							
7	MODIFY EXISTING CMNCTNG FACILITY	\$ 480.68	4.000516	N/A	N/A	N/A	N/A	N/A		\$ -
8										
9	CHANGE OF USE FOR HEMP EXTRACTION	\$ 318.88	DFMC	DFMC	DFMC	\$ 25.00	DFMC	DFMC		\$ 10,000.00
10	DIRECT FROM MC									
11	2ND STORY ADDITION	\$ 1,050.50	9.000314	N/A	9.000314	\$ 147.30	N/A	N/A	\$ 936.00	\$ 124,668.96
12	ADDITIONAL PYMNT 9/30/2020	\$ 1,336.41	1.010746							
13	STORAGE BUILDING	\$ 464.92	1.010322	N/A	N/A	\$ 47.20	N/A	N/A		\$ 23,184.00
14										
15	ADDITION STORAGE/EQUIPMENT	\$ 1,022.43	1.010327	N/A	N/A	\$ 54.50	N/A	N/A	\$ 1,356.00	\$ 273,478.08
16	ADDITIONAL PYMNT 8/14/2020	\$ 3,535.91	1.010656							
17	TI-RR PARTINS BRK ROOM	\$ 1,910.01	1.010336	\$ 135.00	9.000402	\$ 77.88	N/A	N/A		\$ 2,112.50
18	ADDITIONAL PYMNT	\$ 280.37	9.000402						\$ 12,409.90	
19	WINDOW AWNING	CANCELED	N/A	N/A	N/A	N/A	N/A	N/A		N/A
20										
21	SHELL WOOD FRAMED PAD BLD	\$ 1,684.35	DFMC	DFMC	DFMC	\$ 111.15	\$ 16,654.95	4.000707	\$ 155,000.00	
22	DIRECT FROM MC	\$ 16,654.95	4.000707							
23	SIGN	\$ 338.84	9.000358	N/A	N/A	\$ 34.40	N/A	N/A		\$ 15,205.00
24										
25	Remodel-mail/change basement to live	\$ 1,022.43	4.000706	N/A	N/A	\$ 103.80	N/A	N/A	\$ 856.00	\$ 75,000.00
26	ADDITIONAL PYMNT 11/4/2020	\$ 856.00	9.000504							
27	WINDOW AWNING	\$ 106.20	N/A	N/A	N/A	N/A	N/A	N/A		N/A
28										
29	MANUFACTURED PLACEMENT	\$ 406.20	9.000801	N/A	N/A	N/A	N/A	N/A		\$ -
30										
31	Tenanet Improvement	\$ 282.80	DFMC	DFMC	DFMC	N/A	N/A	N/A		\$ 12,000.00
32	DIRECT FROM MC									
33	STORAGE BUILDING	\$ 5,490.11	9.001308	N/A	N/A	\$250.74	\$ 4,855.50	9.001742	\$ 5,850.00	\$ 731,952.00
34	ADDITIONAL PYMNT	\$12,267.24	9.001742							
35	WALK IN COOLER	\$ 354.60	9.001342	N/A	N/A	\$ 34.40	N/A	N/A		\$ 16,000.00
36	REFUND \$15.76 CK	\$ 15.76								
37	Stand Alone Wet Fire Sprinkler	\$ 591.49	9.002134	N/A	N/A	\$ 60.05	N/A	N/A		\$ 33,500.00
38	ADDITIONAL PYMNT	\$ 60.05	1.01075							
39	REMODEL EXISTING COM. RESTURANT	\$ 882.07	9.002149							
40										
41	Addition to SFR	\$ 726.93	9.002213	N/A	N/A	\$ 101.86	N/A	N/A	\$ 555.00	\$ 72,471.90
42	ADDITIONAL PYMNT	\$ 831.75	1.011000							
43										

Report Criteria:

Suppress employee name and number

Employee.Employee number <> 104

Employee Number	Name	Rate Desc	Hours Beg Bal	Hours Accrued	Hours Used	Hours Remain	Liability Amount
Administration							
137	Hedden, Julie	Vac	183.54	.00	.00	183.54	4,360.47
		Sic	191.75	.00	.00	191.75	
		Hol	.00	.00	.00	.00	.00
		Com	31.95	.00	.00	31.95	758.94
117	Nogle, Vickie Lynne	Vac	239.55	.00	.00	239.55	9,452.50
		Sic	977.25	.00	.00	977.25	
		Hol	30.00	.00	.00	30.00	1,183.78
		Com	60.28	.00	.00	60.28	2,378.61
Total Administration:			1,714.32	.00	.00	1,714.32	
Police Department							
101	Anderson, Chris	Vac	236.87	.00	.00	236.87	9,126.01
		Sic	1,229.00	.00	.00	1,229.00	
		Hol	69.50	.00	.00	69.50	2,677.66
		Com	7.82	.00	.00	7.82	301.29
103	Bentley, Glen W	Vac	117.00	.00	.00	117.00	3,829.07
		Sic	1,426.00	.00	.00	1,426.00	
		Hol	25.00	.00	.00	25.00	818.18
		Com	.00	.00	.00	.00	.00
139	Holliman, Steve	Vac	48.97	.00	.00	48.97	1,424.88
		Sic	61.75	.00	.00	61.75	
		Hol	85.00	.00	.00	85.00	2,473.25
		Com	18.75	.00	.00	18.75	545.57
128	Rash, David	Vac	37.16	.00	.00	37.16	1,880.21
		Sic	293.00	.00	.00	293.00	
		Hol	.00	.00	.00	.00	.00
		Com	17.50	.00	.00	17.50	885.46
129	Schwartz, Molly	Vac	8.07	.00	.00	8.07	199.39
		Sic	34.50	.00	.00	34.50	
		Hol	3.00	.00	.00	3.00	74.12
		Com	.01	.00	.00	.01	.25
140	Wai, Mark-Carlo	Vac	30.00	.00	.00	30.00	777.51
		Sic	28.00	.00	.00	28.00	
		Hol	90.00	.00	.00	90.00	2,332.53
		Com	15.00	.00	.00	15.00	388.76
Total Police Department:			3,881.90	.00	.00	3,881.90	
Public Works							
138	Caballero, Aaron	Vac	58.66	.00	.00	58.66	1,173.21
		Sic	157.00	.00	.00	157.00	
		Hol	36.25	.00	.00	36.25	725.00
		Com	2.00	.00	.00	2.00	40.00
109	Hernandez, Juan M	Vac	238.13	.00	.00	238.13	6,176.62
		Sic	664.50	.00	.00	664.50	
		Hol	.00	.00	.00	.00	.00
		Com	14.27	.00	.00	14.27	370.01
112	Krebs, Michael R	Vac	238.23	.00	.00	238.23	9,387.02
		Sic	1,338.50	.00	.00	1,338.50	
		Hol	55.00	.00	.00	55.00	2,167.18
		Com	79.79	.00	.00	79.79	3,143.98
118	Olinger, Melinda L	Vac	239.27	.00	.00	239.27	7,985.49

Employee Number	Name	Rate Desc	Hours Beg Bal	Hours Accrued	Hours Used	Hours Remain	Liability Amount
124	Steele, Timothy	Sic	1,261.75	.00	.00	1,261.75	
		Hol	49.00	.00	.00	49.00	1,635.35
		Com	63.15	.00	.00	63.15	2,107.59
		Vac	216.92	.00	.00	216.92	4,783.44
		Sic	207.00	.00	.00	207.00	
		Hol	7.00	.00	.00	7.00	154.36
		Com	8.75	.00	.00	8.75	192.96
136	Wheeler, Heidi	VPT	77.80	.00	.00	77.80	1,500.87
		Sic	57.74	.00	.00	57.74	1,113.79
Total Public Works:			5,070.70	.00	.00	5,070.70	
Grand Totals:			10,666.91	.00	.00	10,666.91	

Pay Code Summary

Hours Beg Bal	Hours Accrued	Hours Used	Hours Remain	Liability Amount
1,970.17	.00	.00	1,970.17	62,056.69
7,927.74	.00	.00	7,927.74	
449.75	.00	.00	449.75	14,241.41
319.26	.00	.00	319.26	11,113.42

Report Criteria:

Suppress employee name and number

Employee.Employee number <> 104

- MONTHLY REPORT -

DATE: January 11, 2022
TO: City Council
FROM: Melinda Olinger, P.W. Administrative Manager

ITEM #1 Per the Personnel Policy, on the Consent Agenda is a request to move Aaron Caballero to Step D of the City of Hubbard Salary Schedule, effective January 1, 2022. Aaron continues to increase his knowledge and skills in the public works profession and is a valuable member of our public works team!

ITEM #2 Work continues on both the Wastewater Facility Plan update and the NPDES permit renewal projects.

ITEM #3 Work continues on the Water Management & Conservation Plan update project.

ITEM #4 Since the last Council meeting, Mike has been working with Xylem on an alternative plan to minimize the financial impact of the WWTP screw pump issue. A comparable pump was delivered on Thursday, December 30, 2021 and installed on Friday, December 31, 2021. The pump has been working, and a bypass will be completed for a permanent fix. We will keep the rental equipment on a trial basis for 30-days, and if it continues to work as expected, Melinda will move forward with the procurement for this equipment. The cost of the rental is \$1,500 for the thirty-days.

ITEM #5 The gear box replacement has been purchased, and will be delivered within approximately three weeks. The replacement cost was \$3,933.

ITEM #6 As mentioned before, we are working on a fuel storage plan for emergencies. Additional details will follow in the coming meetings.

The Public Works Department completed 29 requests for locates for the month of December.

Check Number	Check Issue Date	Name	Description	Amount
11496	12/07/21	Anderson, Chris	Reimbursement	211.20
11497	12/07/21	Aramark Uniform Svcs, Inc	Uniforms	423.90
11498	12/07/21	Canby Ford, Inc.	Auto service	661.21
11499	12/07/21	CANON FINANCIAL SERVICES, INC.	COPIER-PW	52.27
11500	12/07/21	Caselle Inc	Contracted Support	1,963.00
11501	12/07/21	Civil West Engineering Services Inc	Engineering Services	21,075.14
11502	12/07/21	Coukoulis, Lori	Municipal Court Judicial Services	440.00
11503	12/07/21	DATAVISION	Phone/Internet	804.29
11504	12/07/21	Fisher's Supply	Supplies	201.52
11505	12/07/21	GW Hardware Center	Supplies	181.16
11506	12/07/21	Hillyer's Mid City Ford	Equip Maint & Supplies	101.20
11507	12/07/21	Hubbard Chevrolet, Inc.	Vehicle Maint	65.24
11508	12/07/21	Long Bros. Bldg Supply	Supplies	5.00
11509	12/07/21	Moe A. Brown, P.C.	Legal Services	350.00
11510	12/07/21	Multiverse Interpreting, Inc	INTERPRETING SERVICE	179.50
11511	12/07/21	Net Assets Corporation	Lien Search	108.00
11512	12/07/21	NW Natural Gas	Utilities 454934-1	870.67
11513	12/07/21	NW TECH SUPPORT	SPLIT	982.00
11514	12/07/21	Office Depot	Office Supplies	67.01
11515	12/07/21	OHA Cashier	Cross Connection Certification	195.00
11516	12/07/21	One Call Concepts, Inc.	REGULAR TICKETS	.80
11517	12/07/21	Oregon Accreditation Alliance	Annual Continuation Fee	605.00
11518	12/07/21	Oregon Assoc Chiefs of Police	REGISTRATION	225.00
11519	12/07/21	Oregon Health Authority	STEELE-CROSS CONNECTION & BACKFLOW PROGRAM	195.00
11520	12/07/21	Pamplin Media Group	Woodburn Independant	99.00
11521	12/07/21	PGE- Portland General Electric	Utilities	6,559.72
11522	12/07/21	Profectus, INC.	Janitorial Services	501.27
11523	12/07/21	Republic Services	Garbage Service	545.91
11524	12/07/21	TransUnion Risk	Background Check Service	75.00
11525	12/07/21	Verizon Wireless	Verizon	766.29
11526	12/07/21	Walmart-Capital One	Supplies	229.18
11527	12/07/21	Walter E. Nelson Co	Building Maint/Supplies	385.85
11528	12/07/21	Waste Connections	Mobile Shredding	82.37
11529	12/07/21	WEX Bank	FUEL	2,198.82
11530	12/07/21	Wheeler, Heidi	Mileage Reimbursement	170.80
11531	12/07/21	OHA Cashier	Cross Connection Certification	5.00
11532	12/20/21	Beery Elsner & Hammond, LLP	Legal Services	1,747.00
11533	12/20/21	Cascade Columbia Distribution	SUPPLIES	2,224.29
11534	12/20/21	CIT	Water	216.07
11535	12/20/21	Dryden Electric, Inc.	Electrical Work	1,173.01
11536	12/20/21	ELAN Corporate Payment Systems	Credit Card Payment	1,645.97
11537	12/20/21	Ferguson Enterprises, LLC	SUPPLIES	2,635.05
11538	12/20/21	Great Western Sweeping, Inc.	Street Sweep	4,912.85
11539	12/20/21	GW Hardware Center	Supplies	38.71
11540	12/20/21	Les Schwab-W	Les Schwab Tires	99.96
11541	12/20/21	Marion County Treasury Dept	Building Permits	4,690.13
11542	12/20/21	Metcom 9-1-1	Dispatch Services	23,207.43
11543	12/20/21	Office Depot	Office Supplies	81.19
11544	12/20/21	Pacific Office Automation	Copies	64.69
11545	12/20/21	PGE- Portland General Electric	Utilities	2,838.57
11546	12/20/21	Waterlab Corporation	Testiing	360.00
Grand Totals:				87,517.24



AMENDMENT #1 to the
INTERGOVERNMENTAL AGREEMENT
between
MARION COUNTY and CITY OF HUBBARD
For
COMMUNITY PROSPERITY INITIATIVE

The Intergovernmental Agreement, entered into pursuant to ORS Chapter 190, as may be amended from time to time, the "Agreement," between Marion County "County", a political subdivision of the State of Oregon, and City of Hubbard, "City", dated January 14, 2020.

The Agreement is hereby amended as follows (new language is indicated by underlining and deleted language is indicated by brackets):

2. TERM AND TERMINATION

2.1 This Agreement shall be effective for the period of execution through June 30, 2024 [2022] unless sooner terminated or extended as provided herein.

3. FUNDING AND BILLING

3.1 The total amount paid under this Agreement shall not exceed \$75,000.00 [45,000.00]. Payment will be made to City according to the schedule in Section 4.

4. OBLIGATIONS UNDER THE TERMS OF THIS AGREEMENT

4.1.4 Payments will be made to the City on the following schedule:

- a. \$15,000 shall be paid upon signed Agreement and submission of an invoice.
- b. Subsequent payments of \$15,000 shall be paid each year after July 1 [2020], upon receipt and approval of required reports for the prior fiscal year, and submission of an invoice.
- [c. \$15,000 shall be paid after July 1, 2021, upon receipt and approval of required reports for the prior fiscal year, and submission of an invoice.]

Except as expressly amended above, all other terms and conditions of the original Agreement are still in full force and effect. The Parties certify that the representations, warranties and certifications contained in the original Agreement are true and correct as of the effective date of this Amendment and with the same effect as though made at the time of this Amendment.

MARION COUNTY SIGNATURE

Authorized Signature: _____

Department Director or designee

Date

11-30-21

Authorized Signature: _____

Chief Administrative Officer

Date

12/3/21

Reviewed by Signature: _____

Marion County Legal Counsel

Date

12/2/21

Reviewed by Signature: _____

Marion County Contracts & Procurement

Date

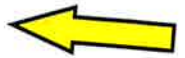
12/1/21

CITY OF HUBBARD

Authorized Signature: _____

Date: _____

Title: _____



**ORIGINAL
CONTRACT**

**INTERGOVERNMENTAL AGREEMENT
Between
MARION COUNTY and CITY OF HUBBARD
For
COMMUNITY PROSPERITY INITIATIVE**

1. PARTIES TO AGREEMENT

This Agreement between the City of Hubbard, hereafter called City, and *Marion County, a political subdivision of the state of Oregon*, hereafter called County, is made pursuant to ORS 190.010 (Cooperative Agreements).

The purpose of this Agreement is to establish the terms and conditions under which the County shall provide funding for projects associated with the Community Prosperity Initiative. These services are further described in Section 4.

In consideration of the mutual obligations and benefits set forth, the parties agree as follows:

WITNESSETH:

- A.** This Agreement is made pursuant to Marion County's Community Prosperity Initiative for projects implemented within Marion County that have economic development significance as defined in ORS 461.540 and is made possible through funding proceeds received from the Oregon Economic Development Video Lottery Grant Program.
- B.** County has received an allocation from the Oregon State Treasury's Administrative Services Economic Development Fund, pursuant to the authority of ORS 461.500 et seq. The program established pursuant to ORS 461.500 et seq. and referenced in this Agreement is known as the "Community Prosperity Initiative" or "CPI."
- C.** The Agreement is also subject to Marion County's CPI Funding Criteria, regulatory changes, guidelines, and other official notices or clarification that may become available from time to time.

Now, therefore, the County and City mutually covenant and agree as follows:

2. TERM AND TERMINATION

2.1 This Agreement shall be effective for the period of execution through June 30, 2022 unless sooner terminated or extended as provided herein.

2.2 This Agreement may be extended for an additional period of two years by agreement of the parties. Any modifications in the terms of such amendment shall be in writing.

- 4.1.1 Use funds on projects that have economic development significance as defined in ORS 461.540 and help accomplish at least one goal outlined in the Marion County Economic Development Strategic Plan ("Plan"), hereby incorporated and attached as Exhibit A.
- 4.1.2 Identify a key City representative who is familiar with local economic development issues and goals to meet in person with County Economic Development Program staff. The meeting must take place annually, within 60 days of disbursement of funds. The meeting may take up to two hours and shall include a discussion on the City's economic development goals, plans, challenges, past projects, and anything else related to economic development, past, present, or future.
- 4.1.3 Submit a report due June 30 each year, beginning June 30, 2020. The report shall be a letter explaining how funds were spent and how it relates to the Marion County Economic Development Strategic Plan.
- 4.1.4 Payments will be made to the City on the following schedule:
 - a. \$15,000 shall be paid upon signed Agreement and submission of an invoice.
 - b. \$15,000 shall be paid after July 1, 2020, upon receipt and approval of required reports for the prior fiscal year, and submission of an invoice.
 - c. \$15,000 shall be paid after July 1, 2021, upon receipt and approval of required reports for the prior fiscal year, and submission of an invoice.

The City may be asked to give a report in person to the Marion County Board of Commissioners during their weekly board session.

Reports will be submitted to Marion County Community Services: 555 Court Street NE, Ste. 3120, PO Box 14500, Salem, OR 97309 or CSReporting@co.marion.or.us.

Failure to comply with these reporting requirements may result in the suspension of funds, or a termination of the Agreement.

4.2 COUNTY OBLIGATIONS UNDER THE TERMS OF THIS AGREEMENT; COUNTY SHALL:

- 4.2.1 Provide funds to the City, beginning with the execution of this Agreement, as outlined above.
- 4.2.2 Within 60 days of disbursement of funds, contact the City to schedule a meeting with County Economic Development Program staff, as outlined above.

5. COMPLIANCE WITH APPLICABLE LAWS

The parties agree that both shall comply with all federal, state, and local laws and ordinances applicable to the work to be done under this Agreement. The parties agree that this Agreement shall be administered and construed under the laws of the state of Oregon.

IN WITNESS WHEREOF, the undersigned parties have agreed to the terms and provisions stated in this Agreement.

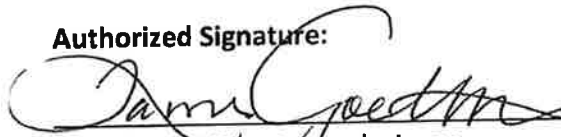
SIGNATURES

This Agreement and any changes, alterations, modifications, or amendments will be effective when approved in writing by the authorized representative of the parties hereto as of the effective date set forth herein.

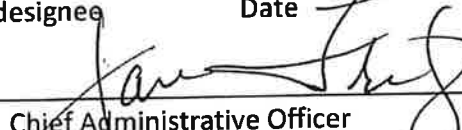
In witness whereof, the parties hereto have caused this Agreement to be executed on the date set forth below.

MARION COUNTY SIGNATURE


Authorized Signature:

 Dec. 24, 2019
Department Director or designee Date

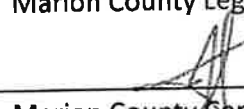
Authorized Signature:

 12/30/19
Chief Administrative Officer Date

Reviewed by Signature:


 12/27/19
Marion County Legal Counsel Date

Reviewed by Signature:

 12/26/19
Marion County Contracts & Procurement Date

CITY OF HUBBARD

Authorized Signature:

 1/14/20
Date

Title:

Mayor

EXHIBIT A

MARION COUNTY ECONOMIC DEVELOPMENT STRATEGY

What is the Benefit of an Economic Development Strategy?

#1: Document a Playbook

#2: Identify Specific Actions and Metrics

Our Values

Partners - Marion County will create a culture of collaboration and convene partners to foster opportunities and derive solutions that break down barriers that impede growth.

Natural Resource Innovation - Marion County's agricultural and forestry industries provide significant employment opportunities in both urban and rural areas. The future of these industries depends on the integration of new technologies and innovation. The county will foster collaboration within the agriculture and technology industries to build a modern and distinct economy.

People - Marion County's actions will have a direct impact on the health, vibrancy, and job opportunities for county residents. Access to employment is a fundamental need for residents. This access is achieved by enhancing the skills of the workforce through training, as well as physically supporting access through the provision of affordable housing and transportation options. Finally, it is important to provide opportunities to start a new business to empower residents and diversify the economic base, especially in rural areas.

Place - Marion County will celebrate and enhance its diverse geographic and demographic assets that offer a range of opportunities for businesses and residents in both rural and urban areas. Additionally, it will focus on creating distinct places, which is an important factor in attracting and retaining a talented workforce.

GDP and Revenue - At its core, local economic development efforts are about increasing the prosperity of the citizens and the ability to provide an array of public services.

Marion County's Role

Marion County has a unique role in that it can **bridge rural and urban communities** through the identification and implementation of goals and actions to achieve a common vision. Economic development stakeholders want and need the county to **serve as a convener** and manager of the Economic Strategy and Action Plan to ensure that multiple stakeholders are engaged and working toward the common vision. Marion County's role will include the following elements:

- Invest grant dollars in alignment with the strategic goals
- Drive and encourage innovative and collaborative solutions
- Monitor and implement the action plan
- Influence policy tied to the strategic goals
- Convene and coordinate opportunities
- Manage the land inventory