



CITY OF SWEET HOME CITY COUNCIL AGENDA

March 08, 2022, 6:30 PM
Sweet Home City Hall, 3225 Main Street
Sweet Home, OR 97386

WiFi Passcode: guestwifi

PLEASE silence all cell phones – Anyone who wishes to speak, please sign in.

Mission Statement

The City of Sweet Home will work to build an economically strong community with an efficient and effective local government that will provide infrastructure and essential services to the citizens we serve. As efficient stewards of the valuable assets available, we will be responsive to the community while planning and preparing for the future.

Meeting Information

The City of Sweet Home is streaming the meeting via the Microsoft Teams platform and asks the public to consider this option. There will be opportunity for public input via the live stream. To view the meeting live, online visit <http://live.sweethomeor.gov>. If you don't have access to the internet you can call in to 541-367-5128, choose option #1 and enter the meeting ID to be logged in to the call. Meeting ID: 473 954 605#

This video stream and call in options are allowed under Council Rules, meet the requirements for Oregon Public Meeting Law, and have been approved by the Mayor and Chairperson of the meeting.

I. Call to Order and Pledge of Allegiance

II. Roll Call

III. Consent Agenda:

- a) Approval of Minutes:
 - i) [2022-02-18 City Council Meeting Minutes - ES \(pg. 3\)](#)
 - ii) [2022-02-18 City Council Meeting Minutes - SP \(pg. 5\)](#)
 - iii) [2022-02-22 City Council Meeting Minutes \(pg. 7\)](#)

IV. Recognition of Visitors and Hearing of Petitions:

- a) Rural Development Initiative (RDI) Presentation

V. Old Business:

- a) [Request for Council Action – Radiator Supply Request \(pg. 11\)](#)
- b) [Request for Council Action - Intergovernmental Agreement with Linn County for Proposed RV Sewage Disposal Facility \(pg. 15\)](#)
- c) [Request for Council Action - Agreement with FAC for Managed Outreach and Community Resource Facility \(pg. 25\)](#)
- d) [Resolution No. 7 for 2022 - Terminating the State of Emergency due to COVID-19 \(pg. 35\)](#)

VI. New Business:

- a) [Request for Council Action - Authorization to Fill a Vacant Position \(pg. 36\)](#)

The location of the meeting is accessible to the disabled. If you have a disability that requires accommodation, advanced notice is requested by notifying the City Manager's Office at 541-367-8969.

- b) [Request for Council Action – Chamber of Commerce Contract \(pg. 38\)](#)
- c) [Request for Council Action – City Manager Recruitment Strategy \(pg. 46\)](#)
- d) [Request for Council Action – Revisions to City Manager Pro Tem Contract \(pg. 166\)](#)

VII. Ordinance Bills

- a) Request for Council Action and First Reading of Ordinance Bills
- b) Second Reading of Ordinance Bills
- c) Third Reading of Ordinance Bills (Roll Call Vote Required)
 - i) [Ordinance Bill No. 2 for 2022 - Ordinance No. 1302 -Centurylink Franchise Agreement \(pg. 168\)](#)

VIII. Reports of Committees:

Ad Hoc Committee on Health
Administrative and Finance/Property
Area Commission on Transportation
Chamber of Commerce
Charter Review Committee
Council of Governments
Legislative Committee
Library Advisory Board
Park and Tree Committee
Solid Waste Advisory Council
Youth Advisory Council

IX. Reports of City Officials:

Mayor's Report
City Manager's Report

- i) [Annual Chamber Banquet Info and RSVP \(pg. 174\)](#)

X. Department Director's Reports (1st meeting of the Month)

Library Services Director

- i) [February 2022 Statistics \(pg. 175\)](#)

Community and Economic Development Director

- i) [February 2022 Monthly Report \(pg. 177\)](#)

Public Works Director

- i) [February 2022 Monthly Report \(pg. 181\)](#)

City Attorney

XI. Council Business for Good of the Order

XII. Adjournment



CITY OF SWEET HOME CITY COUNCIL EXECUTIVE SESSION MINUTES

February 18, 2022, 5:30 PM
Sweet Home City Hall, 3225 Main Street
Sweet Home, OR 97386

WIFI Passcode: guestwifi

PLEASE silence all cell phones – Anyone who wishes to speak, please sign in.

Please sign in if you wish to speak as Executive Sessions are not open to the public.

Call to Order

The meeting was called to order at 5:30 PM.

Roll Call

PRESENT

Mayor Greg Mahler
President Pro Tem Diane Gerson
Councilor Dave Trask
Councilor Susan Coleman
Councilor Angelita Sanchez
Councilor Dylan Richards
Councilor Lisa Gourley (5:35 PM)

STAFF

Blair Larsen, Manager Pro Tem
Brandon Neish, Finance Director
Julie Fisher, Administrative Services Manager
Akin Blitz, Attorney

MEDIA

Benny Wolcott, The New Era
Tim Gruver, Albany Democrat Herald

Mayor Mahler read the Executive Session Announcement.

The Sweet Home City Council will now meet in Executive Session.

The Executive Session is held pursuant to ORS192.660(2)(f) to consider information or records that are exempt by law from public inspection.

Representatives of the news media and designated staff shall be allowed to attend the Executive Session. All other members of the audience are asked to remain outside the room during the Executive Session. Representatives of the news media are specifically directed not to report on or otherwise

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disclose any of the deliberations or anything said about these subjects during the executive session, except to state the general subject of the session as previously announced.

No final action or final decision may be made in executive session.

No decisions were made during the Executive Session.

Adjournment

The meeting adjourned at 6:45 PM.

Mayor

ATTEST:

City Manager Pro Tem – Ex Officio City Recorder



CITY OF SWEET HOME CITY COUNCIL MINUTES

February 18, 2022, 6:00 PM
Sweet Home City Hall, 3225 Main Street
Sweet Home, OR 97386

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Mission Statement

The City of Sweet Home will work to build an economically strong community with an efficient and effective local government that will provide infrastructure and essential services to the citizens we serve. As efficient stewards of the valuable assets available, we will be responsive to the community while planning and preparing for the future.

Meeting Information - This meeting will begin immediately following the City Council Executive Session

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This video stream and call in options are allowed under Council Rules, meet the requirements for Oregon Public Meeting Law, and have been approved by the Mayor and Chairperson of the meeting.

Call to Order

The meeting was called to order at 7:27 PM.

Roll Call

PRESENT

Mayor Greg Mahler
President Pro Tem Diane Gerson
Councilor Dave Trask
Councilor Lisa Gourley
Councilor Susan Coleman
Councilor Angelita Sanchez
Councilor Dylan Richards

STAFF

Blair Larsen, City Manager Pro Tem
Brandon Neish, Finance Director
Julie Fisher, Administrative Services Manager
Akin Blitz, Attorney

Media

Tim Gruver, Albany Democrat Herald

New Business:

The location of the meeting is accessible to the disabled. If you have a disability that requires accommodation, advanced notice is requested by notifying the City Manager's Office at 541-367-8969.

- a) Action Regarding Information and Records Considered in the Preceding Executive Session
Motion to accept the agreement and release for City Manger Ray Towry and authorize the Mayor to sign.

Motion made by Councilor Gourley and seconded by Councilor Richards.

Voting Yea: Mayor Mahler, President Pro Tem Gerson, Councilor Trask, Councilor Gourley, Councilor Coleman, Councilor Sanchez, Councilor Richards

Mayor Mahler stated the Council accepts the resignation of Ray Towry to pursue professional opportunities elsewhere.

Motion to accept the employment agreement with Christy Wurster as presented and authorize the Mayor to sign.

Motion made by Councilor Gourley and seconded by Councilor Richards. Voting Yea: Mayor Mahler, President Pro Tem Gerson, Councilor Trask, Councilor Gourley, Councilor Coleman, Councilor Sanchez, Councilor Richards

Adjournment

The meeting adjourned at 7:35 PM.

Mayor

ATTEST:

City Manager Pro Tem – Ex Officio City Recorder



CITY OF SWEET HOME CITY COUNCIL MINUTES

February 22, 2022, 6:30 PM
Sweet Home City Hall, 3225 Main Street
Sweet Home, OR 97386

WIFI Passcode: guestwifi

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Mission Statement

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This video stream and call in options are allowed under Council Rules, meet the requirements for Oregon Public Meeting Law, and have been approved by the Mayor and Chairperson of the meeting.

Call to Order and Pledge of Allegiance

The meeting was called to order at 6:30 PM.

Roll Call

PRESENT

Mayor Greg Mahler
President Pro Tem Diane Gerson
Councilor Dave Trask
Councilor Lisa Gourley
Councilor Susan Coleman
Councilor Angelita Sanchez

STAFF

Blair Larsen, Manager Pro Tem
Brandon Neish, Finance Director
Julie Fisher, Administrative Services Manager
Lagea Mull, Communications Specialist
Jeff Lynn, Police Chief
Megan Dazey, Library Services Director
Greg Springman, Public Works Director

The location of the meeting is accessible to the disabled. If you have a disability that requires accommodation, advanced notice is requested by notifying the City Manager's Office at 541-367-8969.

MEDIA

Benny Wolcott, The New Era

Motion to approve the absence of Councilor Richards.

Motion made by Councilor Trask, Seconded by Councilor Coleman.

Voting Yea: Mayor Mahler, President Pro Tem Gerson, Councilor Trask, Councilor Gourley, Councilor Coleman, Councilor Sanchez

Consent Agenda:

Motion to approve the consent agenda

Motion made by President Pro Tem Gerson, Seconded by Councilor Coleman.

Voting Yea: Mayor Mahler, President Pro Tem Gerson, Councilor Trask, Councilor Gourley, Councilor Coleman, Councilor Sanchez

- a) Request for Council Action – Appointment to Committees

By approval of the Consent Agenda the following appointments were approved. Bob Briana to the Budget Committee, Bob Dalton and Wally Shreves to the Park and Tree Committee and Kelsey Hicks to the Library Board.

Approval of Minutes:

- a) 2022-02-08 City Council Minutes

Recognition of Visitors and Hearing of Petitions:

Christy Wurster City hired to serve as City Manager Pro Tem introduced herself to the Council and stated she was excited to start tomorrow.

Gerald Shaver asked questions regarding the Managed Homeless and Community Outreach Facility.

Mary Massey spoke in opposition of the Managed Homeless and Community Outreach Facility.

Wes Collins and Will Gerritt with Radiator Supply Company requested support for a pro barbecue competition as a kick off to Sportsman Holiday events in July.

Old Business:

- a) Information Only: Update regarding FAC Facility

Manager Pro Tem Larsen introduced updates to the agreement with FAC. Councilor Gourley expressed concerned over the staff language of \$50,000 allocated towards homeless efforts and stated more funding was allocated with approval of Council. Staff and Council discussed the State of Oregon Budget Law and how additional funds would require a Supplemental Budget.

New Business:

- a) Request for Council Action – Resolution No. 5 for 2022 - Youth Advisory Council Bylaws

Councilor Gerson explained the need to update the YAC Bylaws.

Motion made by Councilor Gourley, Seconded by Councilor Coleman.

Voting Yea: Mayor Mahler, President Pro Tem Gerson, Councilor Trask, Councilor Gourley, Councilor Coleman, Councilor Sanchez

- b) Request for Council Action - Resolution No. 6 for 2022, Library Fine Removal
Library Services Director Dazey requested for permanent removal of library fines for overdue materials approved and recommended by the Library Advisory Board.
Motion made by President Pro Tem Gerson, Seconded by Councilor Coleman.
Voting Yea: Mayor Mahler, President Pro Tem Gerson, Councilor Trask, Councilor Gourley, Councilor Coleman, Councilor Sanchez
- c) Request for Council Action, WWTP Application CU22-04
Manager Pro Tem Larsen introduced the request for a waiver of a Conditional Use permit fee to the City for the expansion of the Wastewater Treatment Plant facility.
Motion made by Councilor Coleman, Seconded by President Pro Tem Gerson.
Voting Yea: Mayor Mahler, President Pro Tem Gerson, Councilor Trask, Councilor Gourley, Councilor Coleman, Councilor Sanchez
- d) Request for Council Action - Authorization to Fill Vacant Positions
Staff explained City Charter states that a Manager Pro Tem only has hiring authority with approval of the City Council. There are four open positions in the Police Department and one in Public Works.
Motion made by Councilor Gourley, Seconded by Councilor Coleman.
Voting Yea: Mayor Mahler, President Pro Tem Gerson, Councilor Trask, Councilor Gourley, Councilor Coleman, Councilor Sanchez

Ordinance Bills

Request for Council Action and First Reading of Ordinance Bills

Second Reading of Ordinance Bills

- a) Ordinance Bill No. 2 for 2022 - Centurylink Franchise Agreement
Ordinance Bill No. 2 for 2022 was read by title only.
Motion to move Ordinance Bill No. 2 to third and final reading.
Motion made by Councilor Trask, Seconded by Councilor Gourley.
Voting Yea: Mayor Mahler, President Pro Tem Gerson, Councilor Trask, Councilor Gourley, Councilor Coleman, Councilor Sanchez

Third Reading of Ordinance Bills (Roll Call Vote Required)

Reports of Committees:

Administrative and Finance/Property

- a) 2022-02-10 Administration, Finance and Property Committee Minutes

Reports of City Officials:

Mayor's Report

Mayor Mahler thanked the Council for all efforts of the past week and to Council Gerson for filling in during the Mayor's absence.

City Manager's Report

Manager Pro Tem Larsen stated he will be handing over duties to Pro Tem Christy Wurster.

Department Director's Reports (2nd meeting of the Month)

Finance Director

- a) Finance Monthly Report - January 2022
A written report was included in the packet.

Police Chief

- a) Police Department Monthly Report
A written report was included in the packet.

City Attorney

No Report

Council Business for Good of the Order

Councilor Gerson requested the speed radar be placed between Clark Mill and 49th. Councilor Sanchez asked for an update on the traffic study and data on any unsafe crosswalks.

Councilor Trask stated his appreciation for Chief Lynn covering patrol and for all department staff working extra hours during a staffing shortage.

Adjournment

The meeting adjourned at 7:26 PM.

Mayor

ATTEST:

City Manager – Ex Officio City Recorder



REQUEST FOR COUNCIL ACTION

Title: Request for Council Action – Radiator Supply Request

Preferred Agenda: March 8, 2022

Submitted By: Julie Fisher, Administrative Services Manager

Reviewed By: Christy Wurster, City Manager Pro Tem

Type of Action: Resolution ____ Motion x Roll Call ____ Other ____

Relevant Code/Policy: City of Sweet Home Financial Policy

Towards Council Goal: Vision Statement: We aspire to make Sweet Home a community people find desirable to live in.
We aspire to create an economically strong environment in which businesses prosper.
Be an effective an efficient government: (5) Continue to implement financial “best” practices.
Economic Strength: (3) Collaborate with regional partners

Attachments: Photos submitted by RSH
Economic Development Fund Report

Purpose of this RCA:

For Council decision on the request from Radiator Supply House to support their nationwide barbeque contest as part of Economic Development efforts in the amount of \$15k.

Background/Context:

Radiator Supply House hosted the first competition last year raising \$13k which was given as prizes to the 41 teams who competed in the event. Although the event was private due to the COVID-19 pandemic regulations, over 400 people attended.

This year Radiator Supply House has guaranteed a \$30k payout to competitors. In addition to the barbeque, there will be beverages and live music. Radiator Supply has a goal to attract over 4,000 people to this Jack Daniels Sponsored event which will be great for our community. The event is scheduled for the July 2nd as a Kick-off to Sportsman Holiday.

The Jack Daniels sponsored event will attract competitors nationwide including Shag Arington from Iron Resurrection and The BBQ Ninja from Florida who have both confirmed. The event is estimated to cost \$75k of which \$25k has been raised by local business sponsors including Ram Trucking, Karla Hogan with HomeSmart, Cascade Timber Consulting, Wendi Melcher with Cadwell Realty, O&M Tire Factory, Buck Sanitation, The Point, Fast Cash, Anderson Enterprises, Travis Luttmmer with Country Financial, and Umpqua Bank. Any support from the City will be used to promote the event and will not be used as payout to competitors.

Radiator Supply has submitted the attached photos and the following link:
<https://www.sweethomenews.com/story/2021/04/14/news/bbq-competition-organizers-aiming-to-bring-big-one-to-sweet-home/24107.html>

The Challenge/Problem:

How do we continue to support Economic Development efforts in a transparent manner that ensures an appropriate return on the taxpayer’s investment?

Stakeholders:

- City Residents. Residents, their friends, and family are the funding source through tourism funds and taxes. They invest taxes and trust us to operate our local government as efficiently as possible.
- City Councilors. Council members are the voice of the citizens we serve. Each member of this group is interested in providing the best service possible. They must balance leadership with representation.
- Business Community. Local organization comprised of business owners. Each business adds to the economic vitality of the community as a whole.
- Tourists: Events such as the nationwide barbeque contest and the Music and Brews events draw tourists who visit our community.

Issues and Financial Impacts:

A Report of the Economic Development Funds have been attached.

Elements of a Stable Solution:

The best use of Economic Development funds to meet Council goals, support Sweet Home businesses, events, and draw Economic Development opportunities to Sweet Home.

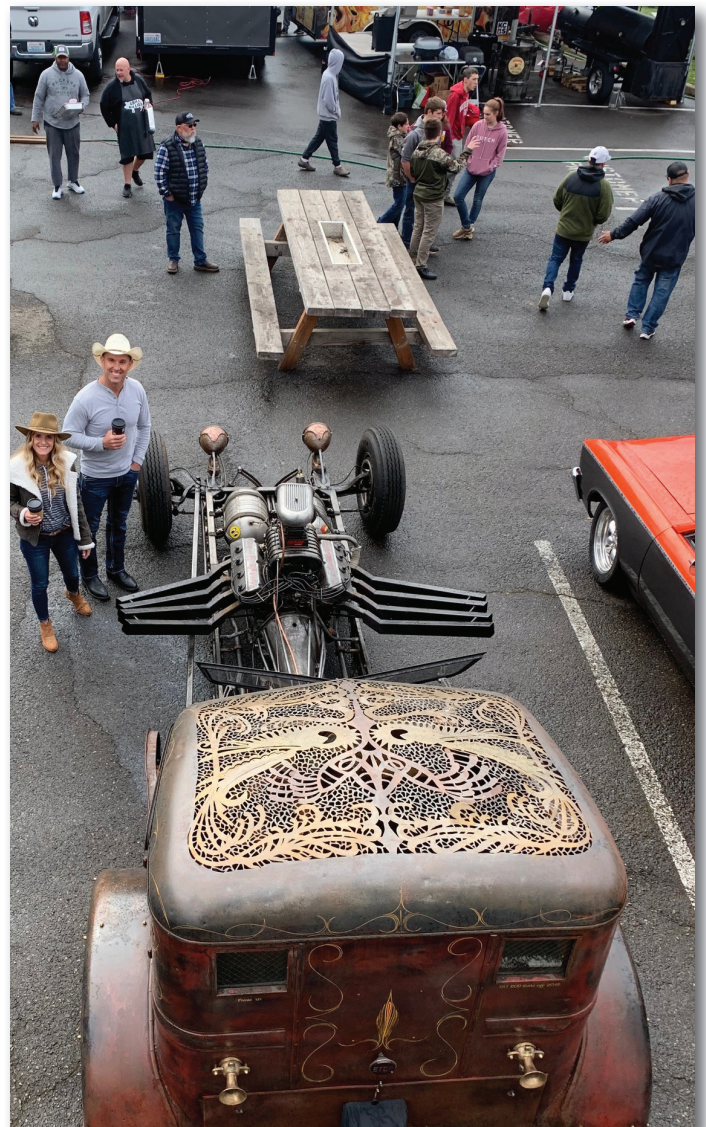
Options:

1. Option #1 – Make a motion to approve the request for \$15,000 to Radiator Supply House for Economic Development purposes.
2. Option #2 – Make a motion to approve the request in a different amount to Radiator Supply House for Economic Development purposes.
3. Option #3 – Make a motion to refer the item to the Administration, Finance, and Property Committee for recommendation to City Council on this request and similar request for Economic Development funds.

Recommendation:

NA

RSH ICEBOX 2021 BBQ EVENT



General Ledger Budget to Actual



User: bneish
 Printed: 3/3/2022 12:55:02 PM
 Period 01 - 13
 Fiscal Year 2022

Account Number	Description	One Year Prior Actual	Budget	Period Amt	YTD Total	Pending Exp	% ExpendCollect
760-000-300-000	BEGINNING FUND BALANCE	-471,482.83	-456,512.00	0.00	-424,678.27	0.00	93.03
760	<i>ECONOMIC & COMMUNITY DEVELOP.</i>	-471,482.83	-456,512.00	0.00	-424,678.27	0.00	93.03
000	Dept	-471,482.83	-456,512.00	0.00	-424,678.27	0.00	93.03
760-006-361-010	Interest	-3,174.47	-8,184.00	0.00	0.00	0.00	0.00
760	<i>ECONOMIC & COMMUNITY DEVELOP.</i>	-3,174.47	-8,184.00	0.00	0.00	0.00	0.00
006	Community & Economic Dev.	-3,174.47	-8,184.00	0.00	0.00	0.00	0.00
760-006-465-320	Professional Services	0.00	0.00	0.00	38,320.45	0.00	0.00
760-006-465-540	Advertising	1,821.59	0.00	0.00	7,500.00	0.00	0.00
760-006-465-612	Operating Supplies	0.00	0.00	0.00	56.99	0.00	0.00
760-006-465-614	Tools & Small Equipment	0.00	0.00	0.00	706.52	0.00	0.00
760-006-465-803	Special Events	41,504.95	0.00	0.00	10,000.00	0.00	0.00
760-006-465-804	CEIP	32,476.75	0.00	0.00	63,770.04	0.00	0.00
760-006-465-809	Grant Expense	289,458.27	0.00	0.00	125,158.00	0.00	0.00
760-006-465-810	Economic Development	0.00	464,696.00	0.00	1,500.00	0.00	0.32
760	<i>ECONOMIC & COMMUNITY DEVELOP.</i>	365,261.56	464,696.00	0.00	247,012.00	0.00	53.16
006	Community & Economic Dev.	365,261.56	464,696.00	0.00	247,012.00	0.00	53.16



REQUEST FOR COUNCIL ACTION

Title: Intergovernmental Agreement with Linn County for Proposed RV Sewage Disposal Facility

Preferred Agenda: March 8, 2022

Submitted By: Blair Larsen, Community & Economic Development Director

Reviewed By: Christy Wurster, Interim City Manager

Type of Action: Resolution ____ Motion X Roll Call ____ Other ____

Relevant Code/Policy: N/A

Towards Council Goal: Aspiration I, desirable community; Aspiration IV, viable and sustainable essential services; Aspiration V, economically strong environment; Goal 3: essential services.

Attachments: Linn County-Sweet Home IGA
Exhibit 1
Exhibit 2
Cost Estimate

Purpose of this RCA:

The purpose of this Request for Council Action is to present a proposed Intergovernmental Agreement (IGA) between Linn County and the City of Sweet Home for development of the access easement to a proposed RV Sewage Disposal Facility. The easement will also provide access and utilities to the proposed Managed Outreach and Community Resource Facility that will be owned and operated by Family Assistance and Resource Center Group (FAC) and will primarily be directed at unsheltered members of the community.

Background/Context:

Linn County, the City of Sweet Home, and FAC have been working toward the creation of both a Managed Outreach and Community Resource Facility for the unsheltered, as well as a RV Sewage Disposal Facility. Linn County has partitioned its property, located just west of the City of Sweet Home Public Works Yard, and currently accessed via 24th Avenue, and is proposing to donate a portion to FAC, and keep the rest for its RV Sewage Disposal Facility.

The current access into the property is inadequate for the proposed uses and is too close to the planned 24th Avenue railroad crossing. Linn County, FAC, and the City all need the properties to be accessed via an easement through the City Public Works Yard. This easement has already been approved by the City Council.

Both developments require water, power, telecommunications, lighting, and road infrastructure within the easement. Linn County has proposed an IGA, and County and City Staff have worked together to draft the attached document, which determines responsibility for the

development of this infrastructure. Also attached are the exhibits to the document, and Staff's cost estimates for the work.

Some members of the Council have proposed that this agreement be discussed in a future City Council work session.

The Challenge/Problem:

How does the City address the impacts of homelessness, and work with another government to develop a tourist-oriented amenity?

Stakeholders:

- Sweet Home Residents – Residents deserve a neat, clean, and orderly city. Unsheltered residents need a place to sleep and keep warm.
- Sweet Home Businesses – Local businesses deserve a city in which they can operate their businesses and serve customers in the community without the negative impacts that typically accompany homelessness. Local business also benefits from the increased tourism activity that would accompany the RV Sewage Disposal Facility.
- Sweet Home City Council – Council members are the voice of the citizens they serve and represent and are responsible for any agreements made with other governments.
- City of Sweet Home Staff – City Staff need to be able to enforce Sweet Home ordinances but are prevented from doing so by court decisions and State law. In addition, Staff need authorization from the Council and a land donation from Linn County in order to move the proposed cooperation with FAC forward.
- Linn County – The County Parks Department is no longer able to meet the demand for RV sewage disposal at its parks in our area, and needs a disposal site that can put waste directly into a sewage treatment system, rather than a septic system.
- Family Assistance and Resource Center Group – FAC desires to serve the unsheltered and others in the community, but needs a site from which to do so, and would like to cooperate with the City to do this.

Issues and Financial Impacts:

Under the proposed agreement, Staff estimates that the cost of improvements for which the City, in partnership with FAC, would be responsible comes to \$77,216. The estimate for the costs for which Linn County would be responsible amount to \$106,503. These estimates include a 10% contingency and assume that all the work is contracted out. Some savings could be gained by either or both parties by conducting some or all the work in-house.

Elements of a Stable Solution:

An ideal outcome would be to partner Linn County for the development of a safe, attractive roadway within the easement, along with all the infrastructure needed to serve both developments.

Options:

1. Do Nothing – Make no agreement with Linn County. This action may result in stalling the donation of County property to FAC.
2. Motion to Schedule a City Council Work Session regarding the Proposed IGA – This would allow the City Council to make further adjustments to the agreement. Any changes would need to be approved by Linn County. The Agreement would then need to be approved in a regular session.
3. Motion to approve the Intergovernmental Agreement with Linn County as presented – This would allow City and County Staff and FAC to move forward with the development of the proposed facilities.
4. Motion to approve the Intergovernmental Agreement with Linn County with changes – The Council may approve the agreement with identified changes. This does not guarantee that Linn County would agree to the changes.

5. Direct staff to investigate other options – Direct staff to research other ways to comply with State Law and address the problem of homelessness in our community.

Recommendation:

Staff recommends any option that moves this project forward (option 2, 3 or 4).

LINN COUNTY – CITY OF SWEET HOME
RV SEWAGE DISPOSAL FACILITY
INTERGOVERNMENTAL AGREEMENT

(Pursuant to Linn County Resolution & Order No. 2022-XXX)

THIS AGREEMENT is made and entered into by and between the City of Sweet Home, a municipal corporation of the State of Oregon, (City) and Linn County, a political subdivision of the State of Oregon, (County) the promises of each being given in consideration of the promises of the other.

RECITALS

1. WHEREAS, ORS. 190.003 et seq. provides for intergovernmental cooperation in the interest of furthering economy and efficiency of local government; and
2. WHEREAS, ORS. 190.003 for purposes of such intergovernmental cooperation defines a unit of local government as including a county, city, district, or other public corporation, commission, authority, entity organized and existing under statute or city or county charter; and
3. WHEREAS, OR 190.010 provides that a unit of local government may enter into a written agreement with any other unit or units of local government for the performance of any or all functions and activities that a party to the agreement, its officers or agencies, have authority to perform; and
4. WHEREAS, County, by and through its Parks Department, desires to site and construct a Recreational Vehicle (RV) Sewage Disposal Facility in the City of Sweet Home on property owned by County; and
5. WHEREAS, City and County desire to make certain improvements (see attached Exhibit 1) within an easement that serves County property and others, including roadway construction, curbs,

sidewalks/multi-use paths, drainage system and domestic water utilities, hereinafter referred to as "Improvements;" and

6. WHEREAS, City and County desire to jointly fund the cost of constructing Improvements.

NOW THEREFORE, the premises being in general as stated in the foregoing recitals, it is agreed by and between the parties hereto as follows:

TERMS OF AGREEMENT

City will develop the plans and specifications for the Improvements. City shall also allow County to construct an RV Sewage Disposal Facility that substantially conforms to the attached "Exhibit 2," if such facility complies with City development and building codes.

A. COUNTY OBLIGATIONS

1. County shall review and comment on the proposed construction plans and specifications prior to construction of Improvements. County shall provide funding to cover the cost of the roadway portion of Improvements, utilizing County-provided services.
2. County shall construct the roadway portion of Improvements at or near the time that the RV sewage disposal facility is constructed. The roadway portion shall include a 28-foot wide gravel road base and 24-foot wide asphalt paving bordered by a 1-foot wide concrete "ribbon," and roadside drainage from 24th Avenue to the eastern boundary of the RV Sewage Disposal Facility.

B. CITY OBLIGATIONS

1. City shall prepare any necessary plans and specification for the Improvements.
2. City shall construct, or cause to be constructed, any domestic water, pedestrian facilities, lighting and landscaping required by City from 24th Avenue to the eastern boundary of the RV Sewage Disposal Facility.
3. City shall construct any required items listed in B. 2. (above) before or in conjunction with County's construction activities.
4. Notwithstanding the above obligations City shall not be required to construct or contribute financially toward the construction of any of the required items listed in B.2 (above), provided that City provides written notice to County no later than 30 days before the County begins construction or 30 days before the County publishes any solicitation for procurement of construction, whichever occurs first.

5. Notwithstanding paragraph B.4., City supports County's efforts to develop its RV Sewage Disposal Facility on its own.

C. GENERAL PROVISIONS

1. This agreement shall become effective upon the date that each party has signed this agreement and shall terminate upon parties completion of all obligations listed below or by mutual consent of both parties. This agreement shall govern the build of the road and utilities described in this agreement, after which the maintenance provisions of that Roadway and Utility Easement granted by deed executed by City February 25, 2022 and accepted by County March X, 2022 shall govern the terms of maintenance.
2. Any termination of this Agreement shall not prejudice any rights or obligations accrued to the parties prior to termination.
3. To the extent allowed by Oregon Constitution and ORS 30.260 through 30.300 each party agrees to defend, indemnify, and hold harmless the other party, its officers, agents, and employees against any claims for injury or damages and all loss, liability, cost, or expense, including court costs and attorney fees, which may result from that party's actions or failures to act pursuant to the terms of this agreement.
4. Upon reasonable written notice and, during the normal business day, each party may inspect, audit and copy the financial management records of the other party pertaining to the services performed under this agreement.
5. At all times each party shall be responsible for its own costs and attorney fees.
6. This agreement and attached exhibits constitute the entire agreement between the parties. Any modification to this agreement shall be in writing signed by the parties.

[Signature page follows]

IN WITNESS WHEREOF, the parties hereto have set their hands and affixed their seals as of the day and year hereinafter written.

CITY OF SWEET HOME

By _____
Mayor

Date _____

APPROVED AS TO LEGAL SUFFICIENCY

By _____
City Attorney

LINN COUNTY, by and through its Board of Commissioners

By _____
Roger Nyquist, Chairman

By _____
William C. Tucker, Commissioner

By _____
Sherrie Sprenger, Commissioner

Date _____

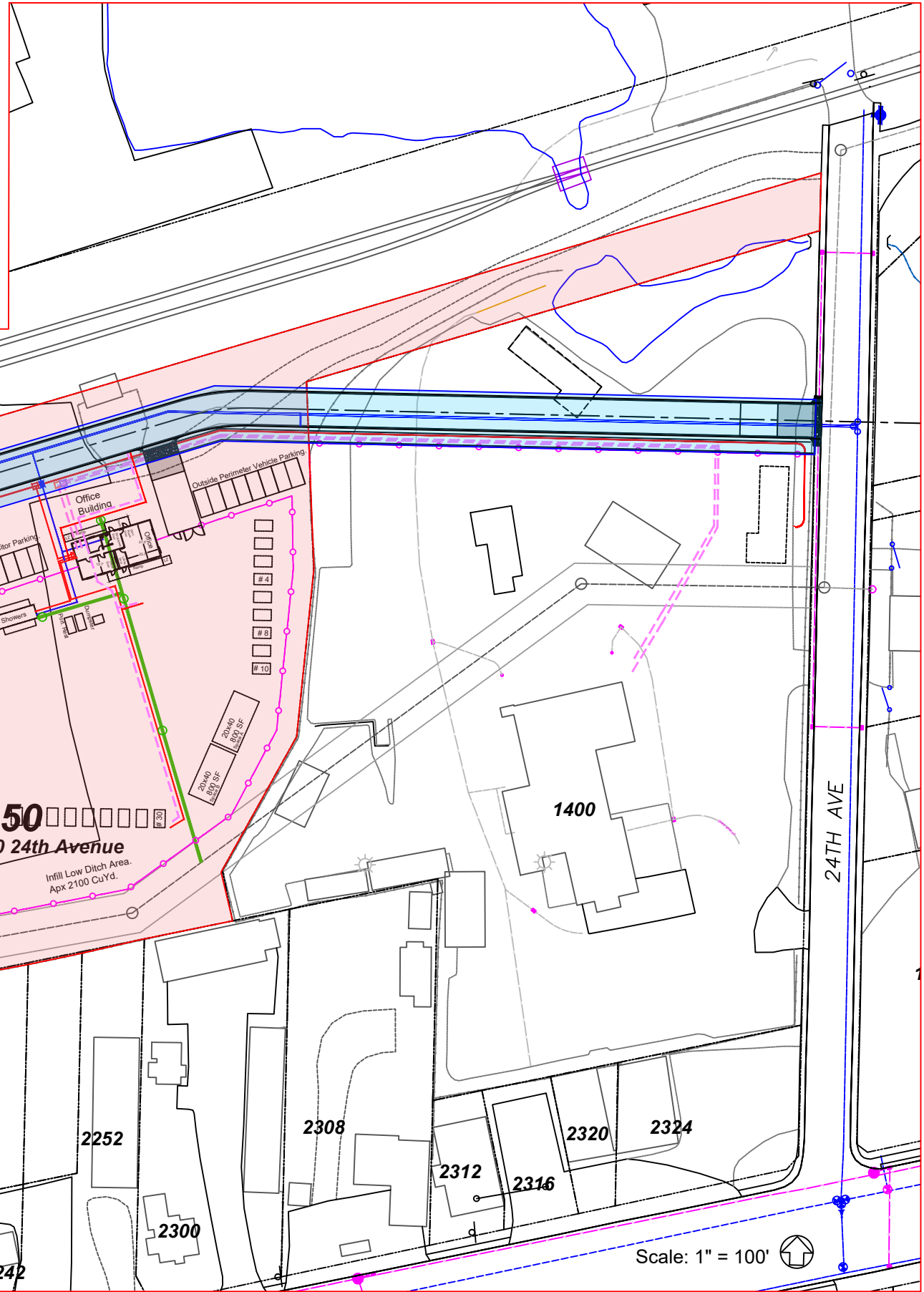
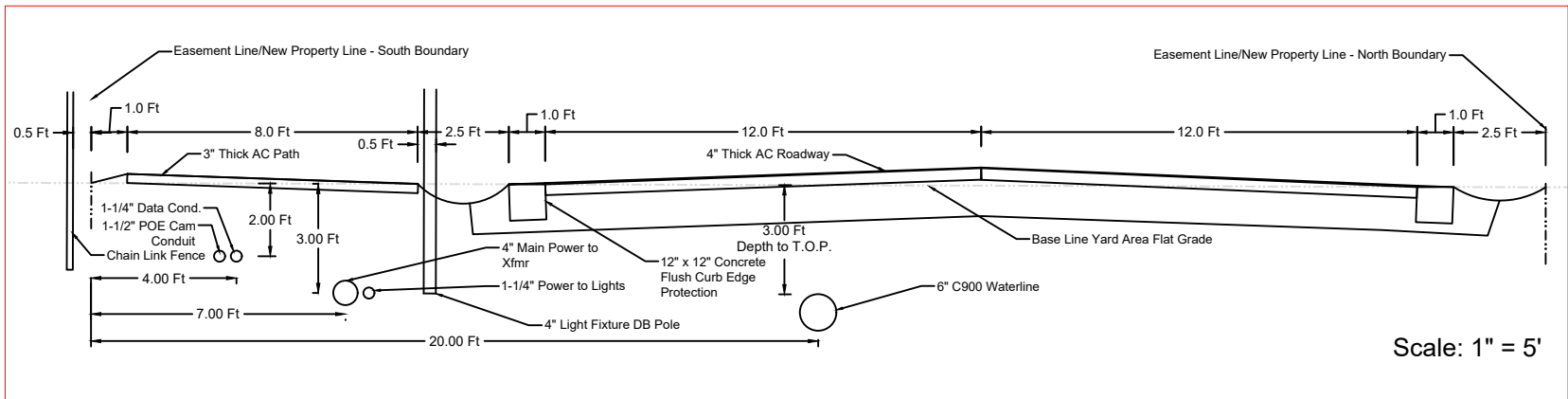
APPROVED AS TO CONTENT

By _____
Darrin L. Lane, Administrative Officer

APPROVED AS TO LEGAL SUFFICIENCY

By _____
Eugene J. Karandy II, County Attorney

RETURN AGREEMENT TO:
Darrin L. Lane
PO Box 100
Albany, OR 97321



1530 24th Avenue : Linn Co Water & RV Dump Sta
 1550 24th Avenue : FAC Facility
 1400 24th Avenue : City Maintenance Department

Exhibit 1
 Access and Utility Connections
 Road & Path Cross Section

City of Sweet Home, CEDD. 2-16-2022
 3325 Main Street, Sweet Home OR 97386

Primary 24th Ave Access
 Area Utilities : Water, Power, Sanitary.



ALBANY AND EASTERN RAILROAD

24TH AVE.

RV DUMP
RECYCLING/TRASH

(P) WATER FILLING STATIONS (2)

(P) OFFICE/STORE

TWO WAY ACCESS ROADWAY

5.0' SIDEWALK

(P) 40.00' WIDE ACCESS
AND UTILITY EASEMENT

(P) PARCEL 1
LINN CO. RV
DUMP STATION
4.968 AC ±

(P) PARCEL 2
CITY OF SWEET HOME
LIVING SHELTER
2.687 AC ±

RV DUMP LANE #1

RV DUMP LANE #2

RV DUMP LANE #3

RV DUMP LANE #4

RV DUMP BY-PASS LANE

CLIENT:
LINN COUNTY PARKS DEPARTMENT
3010 SW FERRY STREET
ALBANY, OREGON 97322
(541) 967-3917

**UDELL ENGINEERING
AND
LAND SURVEYING, LLC**
63 EAST ASH ST.
LEBANON, OREGON 97355
(541) 451-5125 PH.
(541) 451-1366 FAX

CONCEPTUAL LAYOUT
24TH AVE.
RV DUMP STATION
SWEET HOME, OREGON

DATE: NOVEMBER 26, 2021
PROJECT: 21-332 LINN CO RV DUMP STATION
DRAWN BY: BSV
CHECKED BY: BSV

REVIEW COPY
NOT FOR
CONSTRUCTION

PLAN REVISIONS	DATE

Sheet **C 100**
SCALE: SEE BARSCALE

2022 24th Ave Facility Access ROUGH COST ESTIMATE			Funded By:	
28-Feb-22	Unit	Quantity	City/FAC	Linn County
			(\$)	(\$)
Access: Road				
Roadway Base (Excavation & Cr Rk Base)	CY	609		\$36,522
Roadway Surface (AC Paving) Linn County	Ton	442		\$39,819
Roadway Curb/Drainage	L.F.	1280		\$20,480
Path (AC Paving) (470ft x 8ft)	Ton	75	\$7,497	
Utilities w/ Installation				
Water Line (6") & Meter (3/4")	L.F.	640	\$19,200	
Fire Hydrant	Ea.	1	\$7,500	
New Electrical				
Area Lights - City	Ea.	5	\$7,500	
Area Light Conduit	L.F.	640	\$6,400	
Data / Comm Conduits	L.S.	470	\$4,700	
Main Power Conduit-Xfmr	L.F.	470	\$9,400	
Connection to Meter Circuit (PPL Permits)	L.S.	1	\$6,000	
Installation & Permits (Linn Co Elec. Permit)	L.S.	1	\$2,000	
	SubTotal		\$70,197	\$96,821
Subtotal			\$70,197	\$96,821
Contingency (10%)			\$7,020	\$9,682
Project Cost			\$77,216	\$106,503



REQUEST FOR COUNCIL ACTION

Title: Agreement with FAC for Managed Outreach and Community Resource Facility

Preferred Agenda: March 8, 2022

Submitted By: Blair Larsen, Community & Economic Development Director

Reviewed By: Christy Wurster, Interim City Manager

Type of Action: Resolution ____ Motion X Roll Call ____ Other ____

Relevant Code/Policy: N/A

Towards Council Goal: Aspiration I, desirable community; Aspiration IV, viable and sustainable essential services; Aspiration V, economically strong environment; Goal 3: essential services.

Attachments: City of Sweet Home-FAC Memorandum of Understanding
Draft Facility Site Plan

Purpose of this RCA:

The purpose of this Request for Council Action is to present a Memorandum of Understanding (MOU) with Family Assistance and Resource Center Group (FAC) for a Managed Outreach and Community Resource Facility primarily directed at unsheltered members of the community. This facility is planned to be developed on property adjacent to the City's Public Works Yard, which is currently owned by Linn County.

Background/Context:

City of Sweet Home residents have suffered from homelessness and the effects of homelessness for many years. Recent court decisions have limited the City's ability to enforce any ordinances restricting urban camping, sleeping, or otherwise occupying public rights-of-way or public property. For many reasons, the problem has only grown worse in recent years.

Last summer, the State legislature passed a bill exempting facilities for the unsheltered from normal land use rules, removing the City's ability to regulate the location of such facilities if they meet basic safety considerations. This means that an organization can open a facility anywhere in the City if they can do so safely.

For over a year, the City has been working with FAC to create a facility where the unsheltered can keep warm, sleep, and access the services necessary for them to move into permanent housing. Such a facility would enable the City to enforce its urban camping ordinances and direct individuals to the facility, as long as the facility has space available.

Previously, the City and FAC were considering various City-owned sites for this facility. Previous versions of this document included a lease agreement for City property. However, Linn County has indicated a willingness to donate property to FAC for this facility, and the City

Council has expressed a desire to move forward with such an arrangement. FAC still desires to work with the City to develop this site, and the City desires to be involved and have some influence on the rules and policies governing the site. FAC and City Staff have therefore developed the attached agreement for your consideration. A proposed site plan is also attached.

Some members of the Council have proposed that this agreement be discussed in a future City Council work session.

The Challenge/Problem:

How does the City address the impacts of homelessness in a way that meets the needs of the housed, unhoused, and business community, while still following case law and State statutes?

Stakeholders:

- Sweet Home Residents – Residents deserve a neat, clean, and orderly city. Unsheltered residents need a place to sleep and keep warm.
- Sweet Home Businesses – Local businesses deserve a city in which they can operate their businesses and serve customers in the community without the negative impacts that typically accompany homelessness.
- Sweet Home City Council – Council members are the voice of the citizens they serve and represent and are responsible for agreements made with other organizations.
- City of Sweet Home Staff – City Staff need to be able to enforce Sweet Home ordinances but are prevented from doing so by court decisions and State law. In addition, Staff need authorization from the Council regarding the proposed cooperation with FAC.
- Family Assistance and Resource Center Group – FAC desires to serve the unsheltered and others in the community, and would like to cooperate with the City to do this.

Issues and Financial Impacts:

FAC has obtained grant funding of over \$400,000 to create and operate the proposed facility. This funding will cover all development costs except for any City staff time or other contributions. The City budgeted \$50,000 in the current fiscal year to address homelessness, of which \$42,700 remains. This funding would be tapped to pay for Staff time and needed infrastructure improvements.

In addition, the City would commit to providing nighttime security at the site, which is expected to cost approximately \$88,000 annually. This is an unbudgeted expense, and City Staff have not identified a funding source for this expenditure.

Finally, under this agreement the City would donate its old City Hall Annex Building, a manufactured building that is no longer in use, and has been declared surplus property.

Elements of a Stable Solution:

An ideal outcome would be to partner with a non-profit organization for the creation and operation of a facility that provides services for the unsheltered, which would allow the City to follow court decisions and State statutes, but still enforce ordinances that promote a safe, clean, and orderly community.

Options:

1. Do Nothing – Make no agreement with FAC and allow the homelessness situation to continue as it is.
2. Motion to Schedule a City Council Work Session regarding the Proposed Agreement – This would allow the City Council to make further adjustments to the agreement and discuss those adjustments with FAC representatives. The Agreement would then need to be approved in a regular session.
3. Motion to approve the Agreement with FAC as presented – This would allow City Staff and FAC to move forward with the development of the facility.

4. Motion to approve the Agreement with FAC with changes – The Council may approve the agreement with identified changes. This does not guarantee that FAC would agree to the changes.
5. Direct staff to investigate other options – Direct staff to research other ways to comply with State Law and address the problem of homelessness in our community.

Recommendation:

Staff recommends any option that moves this project forward (option 2, 3 or 4).

**FAC Sweet Home Managed Outreach and Community Resource Facility
Memorandum of Understanding
Between
Family Assistance & Resource Center Group and the City of Sweet Home**

I. INTRODUCTION

This Memorandum of Understanding (“Memorandum”), dated March 8, 2022 between **Family Assistance & Resource Center Group** (“FAC”) a Non-Profit organization represented by Shirley Byrd, Executive Director; and **City of Sweet Home** (“City”), represented by Greg Mahler, Mayor, collectively referred to as “the Parties”.

II. PREAMBLES

WHEREAS, **Family Assistance & Resource Center Group** is a Non-profit organization established with the goal of FAC’s mission to establish trust and inspire hope by providing access to resources, services, and education to those who are experiencing homelessness and housing instability. FAC provides a mobile crisis intervention unit that responds to non-criminal situations including substance abuse, mental and emotional crisis, disorientation, welfare check, and dispute facilitation – providing checkups, brief intervention, and transport to services needed. FAC Sweet Home Managed Outreach and Community Resource Facility provides low barrier housing solutions and equity for this highly marginalized and vulnerable Linn County population.

WHEREAS, FAC is a non-profit organization, qualified under Section 501(c)(3) of the United States Internal Revenue Code and duly registered in the United States.

WHEREAS, the City of Sweet Home is an Oregon municipal corporation;

WHEREAS, this Agreement has as its objective the collaboration and participation of both organizations to provide low barrier housing solutions and equity for this highly marginalized and vulnerable Linn County population, and for this reason, this agreement facilitates the establishment of channels of communication that permit the creation and interchange of information, as well as technical, financial and institutional collaboration in the area of low barrier housing.

WHEREAS, the missions of the Parties are complementary;

THEREFORE, the Parties wish to continue working together and in compliance with the following clauses:

III. GOAL

Community cooperation and coordination to provide unhoused solutions, housing and resource solutions for the City of Sweet Home

IV. AREAS OF COLLABORATION

AREAS OF COLLABORATION BETWEEN FAC AND CITY

Learning and building resources to house the marginalized and vulnerable unsheltered community. This includes the sharing of knowledge and lessons learned, organizational development and sustainability, sustainable finance, and housing initiatives. This can include sustainable strategies as well as communications that will build public awareness and support for the unhoused and community services.

V. RESPONSIBILITIES OF Family Assistance and Resource Center Group

DESCRIBE FAC'S RESPONSIBILITIES UNDER THIS AGREEMENT

FAC will work with City to establish a 7-member Policy Board that reports directly to the FAC Board of Directors. The Policy Board will establish mutually amenable methods of coordination which will create, implement, monitor and evaluate policies, procedures and work plans for the FAC Sweet Home Managed Outreach and Community Resource Facility. Membership of the Policy Board shall include: a Sweet Home City Council member and the Sweet Home Police Chief or designee; and may include: a Sweet Home Business Owner, an unhoused member, an unhoused advocate, member with a health care background, and a Sweet Home community member.

FAC shall work with partners and care providers, with the purpose of arranging on site care for clients (which hereinafter includes guests in its meaning).

FAC shall endeavor to connect clients with state, federal, and local programs to empower clients to transition out of homelessness. FAC shall operate the facility with the goal of transitioning each client to permanent housing. FAC shall assist clients to develop an individual healthy lifestyle plan to exit being unsheltered, and regularly review client progress toward the plan.

FAC shall provide quarterly reports to the City entailing the following information:

- Clients entered
- Clients exited
- Services offered
- Client number
- Total hours of service

FAC shall keep records to facilitate client services and document the needs of unsheltered people in Sweet Home.

FAC shall, at its own expense, maintain standard liability insurance for the site, and standard fire insurance for the old City Hall Annex building.

VI. RESPONSIBILITIES OF City of Sweet Home

DESCRIBE CITY'S RESPONSIBILITIES UNDER THIS AGREEMENT

Nighttime Security: City agrees to provide nighttime security for the FAC Sweet Home Managed Outreach and Community Resource Facility. Nighttime shall be from 10 pm to 7 am but may be adjusted by the Policy Board to reflect the actual needs of the Parties.

Old City Hall Annex Building: The City of Sweet Home will contribute the "Old City Hall Annex" Building to be used by FAC at the FAC Sweet Home Managed Outreach and Community Resource Facility. This structure shall be moved from its currently location to the Facility site at FAC's expense.

Infrastructure site preparation: City agrees to provide resources for the Access and Utility Easement to the site as well as site preparation that is agreed upon by both parties (electrical, sewer, water, etc.).

VII. DUE DILIGENCE

The City may request copies of documents to ensure that FAC meets the criteria of a non-profit organization and that FAC meets appropriate standards of capacity, competence, and financial accountability. These documents include but are not limited to the following: a certificate of good standing, a list of the names of all its board members and principal officers, copies of FAC's bylaws and articles of incorporation. FAC agrees to notify the City

immediately of any change in FAC's status or operations, or if any official judicial, legislative, or administrative proceeding is instituted against FAC.

VIII. PRINCIPAL CONTACTS

The Principal Contacts for each the organizations are:

Shirley Byrd
Executive Director
Family Assistance & Resource Center Group
P.O. Box 714
Lebanon, OR 97355
541-224-7503

Blair Larsen
Community and Economic Development Director
City of Sweet Home
3225 Main Street
Sweet Home, OR 97386
541-818-8036

Such Principal Contacts may be changed in writing from time to time by their respective Parties.

IX. USE OF INTELLECTUAL PROPERTY

The parties agree that any intellectual property, which is jointly developed through activities covered under this MOU, can be used by either party for non-profit, non-commercial purposes without obtaining consent from the other and without any need to account to the other.

All other intellectual property used in the implementation of the MOU will remain the property of the party that provided it. This property can be used by either party for purposes covered by the MOU but consent will be obtained from the owner of the property before using it for purposes not covered by the MOU.

X. EFFECTIVE DATES, AMENDMENTS AND TERMINATION

This MOU shall take effect upon signing by both Parties and shall remain in effect for a period of two (2) years from that date unless earlier terminated. Neither party may assign or transfer all or any portion of this MOU without the prior written consent of the other party.

The MOU may be renewed at the end of this period by mutual written agreement by both Parties.

The provisions of this MOU may only be amended or waived by mutual written agreement by both Parties.

Any Party may terminate this MOU and any related agreement, workplan and budget at any time and for any reason by giving thirty (30) days prior written notice to the other Party; provided, however, that if the FAC or the City fails to perform any of its obligations under this MOU, the other party shall have the right to terminate this MOU and any related agreement, workplan and budget immediately upon written notice. Notwithstanding the above provisions for termination, if FAC terminates before ten (10) years, FAC shall pay City the actual cost of improvements and annex building on a sliding scale with a reduction thereof of 10% per year. Current estimated and actual costs are outlined in Exhibit A.

The individuals signing this MOU on behalf of their respective entities represent and warrant (without personal liability therefor) that upon the signature of each, this MOU shall have been duly executed by the entity each represents.

XI. TRANSFER OF FUNDS.

The Parties acknowledge and agree that this MOU creates some financial or funding obligation with both parties, and that such obligations shall arise upon joint execution of an agreement or workplan (which shall include a budget) that specifically delineates the terms and nature of such obligations and that references this MOU. Such agreements or workplans, and budgets, will be subject to funding being specifically available for the purposes outlined therein. Each Party's funds are further subject to that Party's obligation to expend Party funds solely in accordance with the agreed upon budget and the line items contained therein.

XII. NO JOINT VENTURE

The Parties agree that they are not entering into a Legal Partnership, joint venture or other such business arrangement, nor is the purpose of the Parties to enter into a commercial undertaking for monetary gain. Neither Party will refer to or treat the arrangements under this Agreement as a Legal Partnership or take any action inconsistent with such intention.

XIII. INDEMNIFICATION AND HOLD HARMLESS

FAC hereby agrees at its sole expense to indemnify and hold harmless City and its officers, agents, and employees, from any and all claims, actions, suits, liability, loss, costs, attorney's fees, costs of litigation, expenses, injuries, and damages of any nature whatsoever relating to or arising out of the wrongful or negligent acts, errors, or omissions in the services provided under this Agreement by FAC, FAC's agents, subcontractors, and employees to the fullest extent permitted by law; provided, FAC shall be liable only for that percentage of total damages that corresponds to its percentage of total negligence or fault.

FAC's duty to defend, indemnify, and hold City harmless shall not apply to liability for damages arising out of such services caused by or resulting from the sole negligence of City or City's agents or employees.

FAC's duty to defend, indemnify, and hold City harmless shall include, as to all claims, demands, losses, and liability to which it applies, City's personnel-related costs, reasonable attorneys' fees, the reasonable value of any services rendered by the office of the City Attorney, outside contractor costs, court costs, fees for collection, and all other claim-related expenses.

City hereby agrees at its sole expense to indemnify and hold harmless FAC and its officers, agents, and employees, from any and all claims, actions, suits, liability, loss, costs, attorney's fees, costs of litigation, expenses, injuries, and damages of any nature whatsoever relating to or arising out of the wrongful or negligent acts, errors, or omissions in the services provided under this Agreement by City, City's agents, subcontractors, and employees to the fullest extent permitted by law; provided, City shall be liable only for that percentage of total damages that corresponds to its percentage of total negligence or fault.

City's duty to defend, indemnify, and hold FAC harmless shall not apply to liability for damages arising out of such services caused by or resulting from the sole negligence of FAC or FAC's agents or employees.

City's duty to defend, indemnify, and hold FAC harmless shall include, as to all claims, demands, losses, and liability to which it applies, FAC's personnel-related costs, reasonable attorneys' fees, outside contractor costs, court costs, fees for collection, and all other claim-related expenses.

FAC and City hereby certify that this indemnification provision was mutually negotiated.

Unless covered by the indemnities contained in this section, neither FAC nor the City shall be liable to the other in any action or claim for consequential, incidental or special damages, or loss of use. Any protection against liability for losses or damages afforded any individual or entity by these terms shall apply whether the action in which recovery of damages is sought is based on contract, tort (including sole, concurrent or other negligence and strict

liability of any protected individual or entity), statute or otherwise. To the extent permitted by law, any statutory remedies, which are inconsistent with these terms, are waived.

XIV. DISPUTE RESOLUTION

The Parties hereby agree that, in the event of any dispute between the Parties relating to this Agreement, the Parties shall first seek to resolve the dispute through informal discussions. In the event any dispute cannot be resolved informally within sixty (60) calendar and consecutive days, the Parties agree that the dispute will be negotiated between the Parties through mediation if the Parties can agree on a mediator. The costs of mediation shall be shared equally by the Parties. Neither Party waives its legal rights to adjudicate this Agreement in a legal forum.

XV. ENTIRETY

This Agreement, including all annexes, embodies the entire and complete understanding and agreement between the Parties and no amendment will be effective unless signed by both Parties.

XVI. TIME

Time is of the essence of this Memorandum of Understanding and every term, covenant, and condition therein contained.

FOR Family Assistance and Resource Center Group

FOR City of Sweet Home

Shirley Byrd
Executive Director

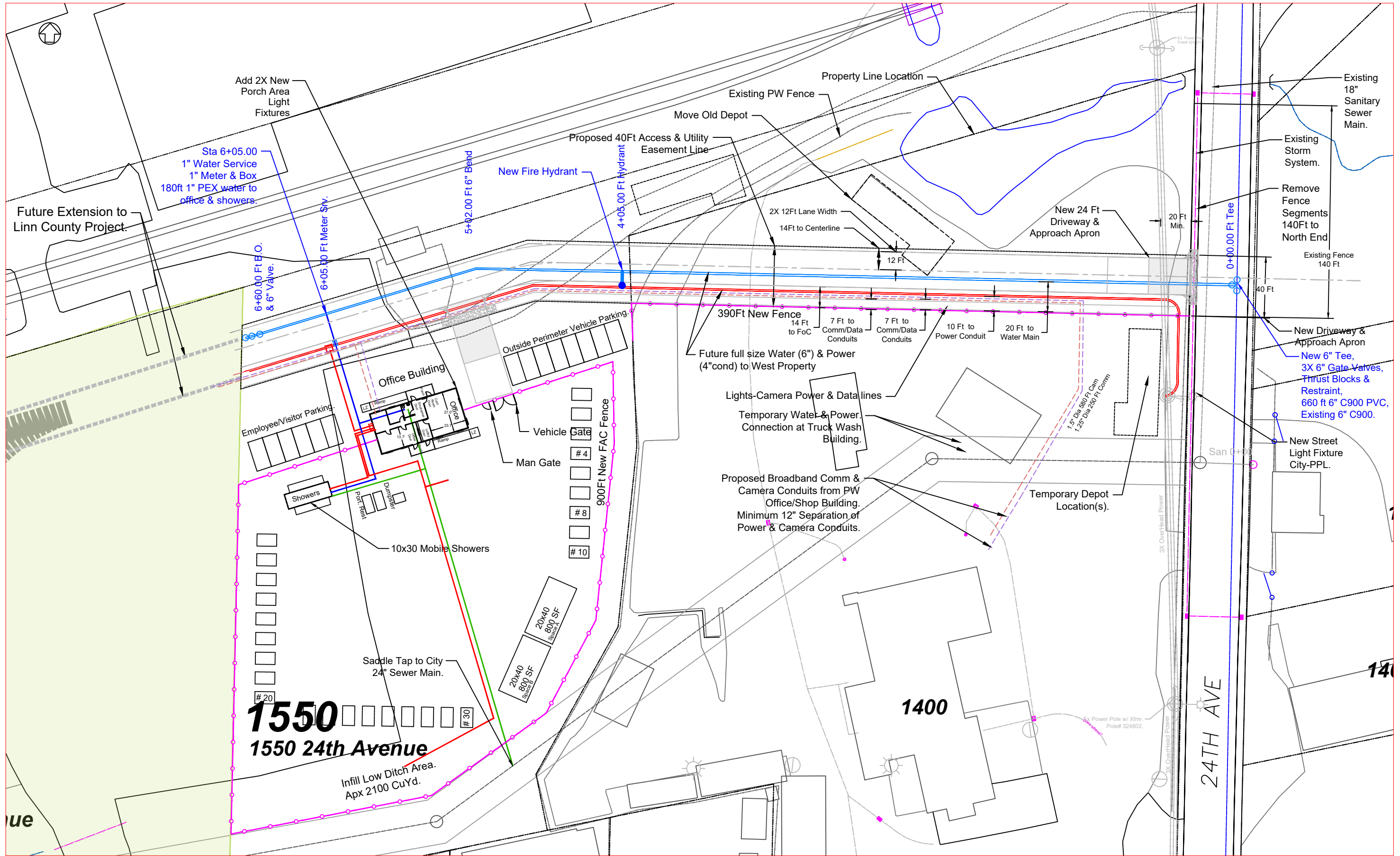
Greg Mahler
Mayor

Wurster

Christy
City Manager Pro Tem

Date: 3/08/22

To Expire: 3/08/24



1550
1550 24th Avenue

1400

24TH AVE

Exhibit "A"
1550 - 24th Avenue

Utility Map - Water, Sewer, Power, Comm, Data.

City of Sweet Home, CEDD. 11/29/2021
 3325 Main Street, Sweet Home OR 97386

Area Utilities, Primary 24th Ave Access
 Managed Homeless Support Site

Exhibit A

2022 24th Ave Facility Access ROUGH COST ESTIMATE			Funded By:			
28-Feb-22	Unit	Quantity	Estimate	FAC	City	Linn County
			(\$)			(\$)
"Old City Hall Annex" Manufactured Building Value:			\$15,000	\$ 15,000		
Access: Road						
Roadway Base (Excavation & Cr Rk Base)	CY	609	\$36,522			\$36,522
Roadway Surface (AC Paving) Linn County	Ton	442	\$39,819			\$39,819
Roadway Curb/Drainage	L.F.	1280	\$20,480			\$20,480
Path (AC Paving) (470ft x 8ft)	Ton	75	\$7,497	TBD	TBD	
Utilities w/ Installation						
Water Line (6") & Meter (3/4")	L.F.	640	\$19,200	TBD	TBD	
Fire Hydrant	Ea.	1	\$7,500	TBD	TBD	
New Electrical						
Area Lights - City	Ea.	5	\$7,500	TBD	TBD	
Area Light Conduit	L.F.	640	\$6,400	TBD	TBD	
Data / Comm Conduits	L.S.	470	\$4,700	TBD	TBD	
Main Power Conduit-Xfmr	L.F.	470	\$9,400	TBD	TBD	
Connection to Meter Circuit (PPL Permits)	L.S.	1	\$6,000	TBD	TBD	
Installation & Permits (Linn Co Elec. Permit)	L.S.	1	\$2,000	TBD	TBD	
SubTotal			\$167,018	TBD	TBD	\$96,821
Subtotal			\$167,018			\$96,821
Contingency (10%)			\$16,702			\$9,682
Project Cost			\$183,719			\$106,503

RESOLUTION NO. 7 FOR 2022

A RESOLUTION OF THE CITY OF SWEET HOME WHICH TERMINATES THE “STATE OF EMERGENCY” CONCERNING COVID-19

WHEREAS, the City of Sweet Home has the authority granted under ORS Chapter 401 and the Sweet Home Municipal Code Chapter 2.52.030, that provides direction to the City, its officials, and others in the event of an emergency that exists within the City; and

WHEREAS, the City Manager, acting as the Emergency Program Manager, under Sweet Home Municipal Code Chapter 2.52 has been responding to the COVID-19 outbreak since March 19 2020; and

WHEREAS, on March 19, 2020, the situation was sufficiently serious that it was necessary to proclaim an emergency within the City of Sweet Home due to the possibility that the spread of COVID-19 may become a pandemic; and

WHEREAS, on March 19, 2020, the Mayor issued a Proclamation of Emergency related to the COVID-19 Pandemic: and

WHEREAS, on March 19, 2020, the City Council ratified and confirmed the Proclamation of Emergency through Resolution No. 4 for 2020 and Resolution No. 5 for 2020; and

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SWEET HOME:

That the Mayor and the City Council hereby declare and proclaim that the emergency previously proclaimed no longer exists based on changing circumstances and improving conditions related to the COVID-19 pandemic, and

IT IS FURTHER DECLARED, that emergency authorization of procurement of goods and services authorized pursuant to ORS 279B.080, and all other applicable laws and rules is hereby terminated and shall no longer be in effect, and

The Proclamation of Emergency issued on March 19, 2020, and ratified by the City Council through Resolution No. 4 for 2020, and Resolution No. 5 for 2020 are hereby terminated and shall no longer be in effect.

This resolution shall become effective immediately upon passage by the City Council and signature of the Mayor.

PASSED by the Council and approved by the Mayor this 8th day of March 2022.

Mayor

ATTEST:

City Manager Pro Tem- Ex Officio City Recorder



REQUEST FOR COUNCIL ACTION

Title: Request for Council Action - Authorization to Fill a Vacant Position

Preferred Agenda: March 8, 2022

Submitted By: Julie Fisher, Administrative Services Manager

Reviewed By: Christy Wurster, City Manager Pro Tem

Type of Action: Resolution _____ Motion X Roll Call _____ Other _____

Relevant Code/Policy: Sweet Home Charter Chapter VI, Section 20 (E)

Towards Council Goal: Invest in long-term staff stability & training

Attachments: NA

Purpose of this RCA:

To review the vacant position and authorize the City Manager Pro Tem to appoint an employee to fill the vacancy.

Background/Context:

Currently there is one vacant position for a temporary seasonal employee in the Public Works Department.

Staff and the City Attorney has concluded that there is no authority to hire a temporary employee under the rules of the Sweet Home City Charter.

The charter states that “the council shall appoint a manager pro tem who shall possess the powers and discharge the duties of the manager during such absence or disability only; provided, however that a manager pro tem shall have no authority to appoint or remove any city officer or employee except with the approval of five members of the council.”

Staff is seeking authorization for the Manager Pro Tem to fill this position based on recommendations from the Public Works Director.

The Challenge/Problem:

During the interim period, how does the City fill vacancies to ensure continuity of operations?

Stakeholders:

- City of Sweet Home citizens – The citizens and businesses in Sweet Home rely on this position to access vital services and enjoy a livable community.
- City of Sweet Home staff – Additional assistance during peak seasonal months ensures that essential functions can continue without interruption and limits burnout of existing employees .

- City of Sweet Home City Council – The City Council reviews and adopts the annual budget which outlines what staffing is for the organization. Additionally, the Council has placed a specific emphasis on investing in staff stability.

Issues and Financial Impacts:

This position is budgeted for the 2022 fiscal year due to end on June 30, 2022.

Elements of a Stable Solution:

The City needs to complete the existing search and fill the seasonal position. This requires an authorization to fill the position from five (5) or more City Councilors.

Options:

1. Do Nothing – Council could choose not to authorize the City Manager Pro Tem to appoint a candidates to this budgeted vacancy.
2. Authorize the City Manager Pro Tem to appoint a temporary seasonal employee– The City Council could choose to allow the Pro Tem to appoint an employee as needed - determined by the Pro Tem and respective Department Heads.

Recommendation:

Staff recommends option 2, move to authorize the City Manager Pro Tem to appoint a temporary seasonal employee.



REQUEST FOR COUNCIL ACTION

Title: Request for Council Action – Chamber of Commerce Contract

Preferred Agenda: March 8, 2022

Submitted By: Julie Fisher, Administrative Services Manager

Reviewed By: Christy Wurster, City Manager Pro Tem

Type of Action: Resolution ___ Motion Roll Call ___ Other ___

Relevant Code/Policy: Type Code/Policy Here

Towards Council Goal: Vision Statement: We aspire to make Sweet Home a community people find desirable to live in.
We aspire to create an economically strong environment in which businesses prosper.
Be an effective and efficient government: (5) Continue to implement financial “best” practices.
Economic Strength: (3) Collaborate with regional partners

Attachments: Chamber Contract – (Draft Track Changes and Final)

Purpose of this RCA:

To approve a contract with the Chamber of Commerce for operation of a visitor center.

Background/Context:

The City has had an agreement with the Chamber of Commerce to operate a visitor center in the City of Sweet Home for several years. In 2016 the City entered into a contract with the Chamber that defined desired outcomes for the first time. Since, staff has worked with the Chamber to refine the reporting and language of the contract.

The Chamber has requested and the Chamber Board of Directors has approved the revisions to the contract.

The Challenge/Problem:

How do we continue to support the operation of a visitor center in a transparent manner that ensures an appropriate return on the taxpayer’s investment?

Stakeholders:

- City Residents. Residents, their friends, and family are the funding source through tourism funds and taxes. They invest taxes and trust us to operate our local government as efficiently as possible.
- City Councilors. Council members are the voice of the citizens we serve. Each member of this group is interested in providing the best service possible. They must balance leadership with representation.

- Business Community/Chamber of Commerce. Local organization comprised of business owners. The Chamber operates for the benefit of its member businesses and the economic vitality of the community as a whole.
- Tourists: Tourists who visit our community may be reliant upon information provided by a visitor center.

Issues and Financial Impacts:

1. The Chamber is dependent upon this funding to operate the visitor center during non-business hours.
2. Tourists and businesses utilize the services the Chamber provides.
3. The contract is for \$15,000 in FY 2022/23, paid out in three installments of \$5,000 each throughout the year.

Elements of a Stable Solution:

Agreement with the Chamber to operate a visitor center in Sweet Home that is palatable to both entities.

Options:

1. Do nothing. The agreement expired June 30, 2021. Failure to negotiate a new agreement may cause closure of the visitor center/Chamber office during peak visitor hours.
2. Approve the contract as presented. By approving the contract, operation of the visitor center will continue with no gap in service.
3. Renegotiate the contract. Council could attempt to direct staff to renegotiate and change terms of the contract. Council would need to give staff direction as to which specific terms of the agreement they'd like revised.
4. Remand the contract to a committee to renegotiate terms. Council can always assign a review of the contract terms to a committee.

Recommendation:

Staff recommends option #2. Approve the contract with the Sweet Home Chamber of Commerce for operation of a visitor center as presented. The contract is fair, and its structure encourages accountability and transparency.

AGREEMENT FOR OPERATION OF THE SWEET HOME VISITOR'S CENTER

This agreement is made and entered into this 8th day of March, 2022 by and between the CITY OF SWEET HOME, an Oregon municipal corporation, hereafter called the "CITY" and the SWEET HOME CHAMBER OF COMMERCE, an Oregon corporation and independent contractor, hereafter called the "CHAMBER".

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In consideration of the mutual covenants and promises set forth herein, the CITY and the CHAMBER mutually agrees as follows:

Section 1: Term: The term of this agreement shall commence on March 8, 2022, terminate on June 30, 2023, and replaces the previous agreement between the City and the Chamber that ended on June 30, 2021.

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Section 2: Payment: The sum to be paid the CHAMBER by the CITY for services rendered shall be in the amount of \$15,000 (fifteen thousand dollars) and is due to the CHAMBER in three installments of \$5,000. Each installment will be paid to the Chamber within 30 days upon receiving the appropriate report as described in Section 5 of this agreement.

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Section 3: The CHAMBER'S responsibilities: The CHAMBER agrees to provide services to the CITY by staffing and maintaining the Visitor's Center, located at 1545 Main St., Sweet Home. The hours of operation will be generally Tuesday through Friday 9:00 am to 4:00 pm, and during peak tourism season, generally Memorial Day through Labor Day, Saturday from 10:00 am to 2:00 pm. The Chamber will open to the public on Monday if volunteers are available. Hours may be adjusted due to holidays, weather, and other normal business demands. With the cooperation of the building owners, the CHAMBER will be responsible for maintenance of the facilities to present a pleasing visual setting for visitors and the community. The CHAMBER will maintain the interior of the building in a clean and efficient manner. Information for events, maps, businesses, and other community relevant communication will be current and inviting.

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Section 4: Insurance: The CHAMBER shall provide the CITY with proof of liability insurance and shall keep such insurance policies in full force and effect.

Deleted: The CHAMBER will update the outside kiosk with current recreational maps and information as available

Section 5: Report: The CHAMBER will provide the CITY, a summary of the CHAMBER'S performance of the previous period by the end of April, August, and December. The report will contain various metrics including:

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1. Number and types of visits differentiating between tourism and regular Chamber business,
2. Phone inquiries differentiating between tourism and regular Chamber business,
3. Web hits differentiating between tourism and regular Chamber business,
4. Facebook activity differentiating between tourism and regular Chamber business, if possible,
5. Informational packets distributed differentiating between tourism and regular Chamber business,
6. Zip codes of visitors differentiating between tourism and regular Chamber business,
7. Zip codes of where information packets are sent differentiating between tourism and regular Chamber business.

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- 8. Samples of advertising efforts of the chamber differentiating between tourism and regular Chamber business
- 9. Other measurable activity.
- 10. A brief recap of various achievements relative to the CHAMBER'S business plan objectives.
- 11. Projected activities related to tourism.

The content of this report can and should be modified as appropriate and agreed upon by both parties.

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Section 6: Assignment: The responsibility for performing the CHAMBER'S services under the terms of this agreement shall not be assigned, transferred, delegated, or otherwise be referred by the CHAMBER to a third party without the prior written consent of the CITY.

Section 7: Status as an Independent Contractor: In the performance of the work, duties and obligations required of the CHAMBER under this agreement, it is mutually understood and agreed that the CHAMBER is always acting and performing as an independent contractor.

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No employee/ employer relationship is created by this agreement. The CHAMBER shall not have any claims under this agreement or otherwise against the CITY for vacation pay, sick leave, retirement benefits, Social Security benefits, Workmen's Compensation benefits, unemployment, or other employee benefits of any kind. The CITY shall neither have nor exercise any control over the methods by which the CHAMBER conducts its work and functions. The sole interest of the CITY is to assure the services covered by this agreement shall be performed in a competent, efficient, and satisfactory manner.

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Section 8: Applicable laws: The law of the State of Oregon shall be used in construing the agreement and enforcing the rights and remedies of the parties.

Section 9: Withheld Payment: The CITY may withhold any future payment should the CHAMBER not perform the duties as required by this agreement.

Section 10: Termination: The CITY can terminate this agreement if the CHAMBER does not abide by the terms thereof or upon no funds being available from the CITY to provide payment.

Section 11: Change of Venue: If the CHAMBER moves from the present location the parties agree to renegotiate, if possible, the terms of this agreement.

Section 12: Time: Time is of the essence of this agreement.

Section 13: Merger: There are no other undertakings, promises, or agreements, either oral or in writing, other than that which is contained in this agreement. Any amendments to this agreement shall be in writing and executed by both parties:

CITY OF SWEET HOME

SWEET HOME CHAMBER OF COMMERCE

Greg Mahler, Mayor

Christy Duncan, COC Board of Directors

~~Christy Wurster, City Manager Pro Tem~~

Melody Reese, Chamber Director

Deleted: Blair Larsen

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CITY OF SWEET HOME

SWEET HOME CHAMBER OF COMMERCE

Greg Mahler, Mayor

Christy Duncan, COC Board of Directors

Christy Wurster, City Manager Pro Tem

Melody Reese, Chamber Director



REQUEST FOR COUNCIL ACTION

Title: Request for Council Action – City Manager Recruitment Strategy

Preferred Agenda: March 8, 2022

Submitted By: Julie Fisher, Administrative Services Manager

Reviewed By: Christy Wurster, City Manager Pro Tem

Type of Action: Resolution ____ Motion Roll Call ____ Other ____

Relevant Code/Policy: Sweet Home Charter

Towards Council Goal: Vision Statement: We Aspire to have an effective and efficient local government.
Be an Effective and Efficient Government (3.) Invest in long-term staff stability and Training.

Attachments: Sample Proposals: Jensen Strategies, Slavin Management, Avery Associates, and Strategic Government Resources

Purpose of this RCA:

The City Council must select a recruitment strategy to be used for the recruitment and selection of the City Manager.

Background/Context:

There are three primary options for recruitment of a City Manager:

1. Recruit for a permanent City Manager utilizing the City Manager Pro Tem Christy Wurster and current City staff.
2. Utilize the services offered by Oregon Cascade West Council of Governments (OCWCOG) through implementation of an intergovernmental agreement for assistance in recruiting the City Manager. This could be accomplished in phases or as a full recruitment package. The cost is based on an hourly rate between \$55 per hour and \$94 per hour. The estimated hours would be based on the work performed with an estimated range between \$1,200 - \$3,000, utilizing some internal staff work, as determined by the City Council.
3. Select and retain an executive search firm to assist in recruiting the next city manager following issuance of a Request for Proposals. The cost for executive firms in similar recruitments have been between \$20,000 to \$30,000. Samples have been included as attachments.

The Challenge/Problem:

Which recruitment strategy will be the most cost effective and attract qualified candidates for the position of City Manager?

Stakeholders:

- Staff– with selection of the recruitment strategy, staff will take to appropriate steps to move forward in the recruitment process.
- City Council– The recruitment efforts will require a series of decisions by the City Council at each stage of recruitment.
- Community– Town Hall meetings will be open to the public to aid in the recruitment efforts.

Issues and Financial Impacts:

The costs associated with the recruitment of the City Manager were unanticipated in the FY 22 budget and could cost up to \$30,000 for consulting services. Additional costs may also include advertising, consultant and candidate travel, accommodations and meals, and background check expenses, and attorney fees associated with contract development.

Elements of a Stable Solution:

The desired outcome will be the selection of a process that results in the successful hiring of the City Manager for the City of Sweet Home.

Options:

1. Option #1 – Make a motion to utilize City Manager Pro Tem Christy Wurster and current City staff to conduct all aspects of the recruitment of a City Manager including advertenting, applicant selection, scheduling of interviews, and negotiation with selected candidate.
2. Option #2 – Make a motion to utilize the Oregon Cascades West Council of Governments for assistance in recruitment for the City Manager.
3. Option #3 – Make a motion to authorize staff to prepare an RFP to select and retain an executive recruitment firm to assist in recruiting a permanent City Manager.

Recommendation:

Option #2 – Make a motion to utilize the Oregon Cascades West Council of Governments for assistance in recruitment for the City Manager.



City Manager Recruitment Proposal

Prepared for:

City of Stayton

October 1, 2021

By:



October 1, 2021

Alissa Angelo
Assistant City Manager
City of Stayton
362 N. 3rd Avenue
Stayton, OR 97383

Dear Ms. Angelo,

Pursuant to your request, we are submitting a proposal for the recruitment of the City of Stayton's City Manager.

There are several factors that set Jensen Strategies apart from other recruitment firms:

1. We are the only private firm in Oregon that specializes in executive recruitments for city and county local governments.
2. Key members of our recruitment team are former public administrators and bring an understanding to the positions we are recruiting.
3. We know Oregon recruitment, public meetings, and public records law to help our clients avoid unnecessary hiring process liabilities.
4. Our firm works regularly with Oregon jurisdictions on other types of projects such as facilitation, collaborative decision-making, strategic planning, organizational development, mediation, and policy analysis. Through this work, we stay current on issues facing Oregon local governments and understand their challenges.
5. Our firm works with local government officials across the state so we are well connected to identify and vet potential candidates that may be the best fit for our recruitment clients.
6. We have worked with numerous Willamette Valley communities including Lebanon, Dallas, Carlton, Sheridan, and McMinnville.
7. We treat our candidates with dignity and respect throughout our recruitment processes.

We appreciate the opportunity to submit our proposal to assist the City of Stayton with this recruitment. It will be our pleasure to partner with the City on this important search.

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,

A handwritten signature in blue ink, appearing to read 'Erik Jensen', followed by a long horizontal line extending to the right.

Erik Jensen
Principal
Jensen Strategies, LLC
(503) 477-8312
erik@jensenstrategies.com

PROJECT SCOPE

Our objective is to help you select the best candidate to serve as the City of Stayton'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 Stayton (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 via 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 phone meeting with designated City staff to finalize project scope and timeline, establish geographic and professional scope, and determine 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 highly valuable qualitative information that can help us find the best candidates for your City's needs.

Deliverables: Up to 12 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 Stayton.

1.4 Stakeholder Meetings and Surveys: 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 Stayton would like to see in its next City Manager. We also have the ability to provide Spanish written and verbal translation services for these surveys and meetings. City staff will be responsible for promoting the Zoom meeting(s) and/or surveys.

Deliverables: One external Zoom stakeholder meeting open to the public and one internal Zoom meeting and/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 Work Session 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, with venues that reach out to diverse candidate populations, 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, and a Jensen Strategies supplementary application form. 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 10 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 provide briefing notebooks with information on all the candidates we interviewed. 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 the selected finalists and receive permission for public disclosure of their candidacy.

Deliverables: Recommendation of up to 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
- Civil litigation

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 feedback concerning their impressions of the finalists, which will help inform the Council's final selection process. As noted before, we have the resources to provide Spanish translation for the meetings and feedback surveys. 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 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 contract negotiations with the selected candidate.

Deliverables: Assistance provided to the City in contract negotiations, not to exceed four 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 Stayton.

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 1	Start-up meeting with City to finalize scope and timeline
Weeks 2 and 3	Stakeholder interviews Virtual public input meeting Staff online survey or input meeting
Week 4	Initial candidate profile draft and finalization
Week 5	City Council work session re draft candidate profile/hiring process
Week 6	Council official adoption of candidate profile/hiring process
Week 7	Recruitment brochure development
Weeks 8 - 11	Position advertisement
Week 12	Initial application screening
Week 13	Preliminary phone interviews
Week 14	Recommendation and selection of finalists
Weeks 15 - 17	Background/reference checks on finalists
Week 18	Finalist virtual receptions, interviews, and selection

RECRUITMENT EXPERIENCE

Jensen Strategies has conducted national recruitments for the following clients and positions. Our recruitments involve an extensive candidate profile development process deriving from major stakeholder interviews, a staff survey, a community input session and City Council and executive management interviews. The adopted profile serves as a guide through all the stages of the recruitment to find the right candidate. City Manager recruitments include preliminary Zoom interviews with semi-finalist candidates and a robust finalist process that includes input from community members and staff, as well as panel interviews with community leaders, local public administrators, and the City Council.

City of Estacada, OR	City Manager (currently recruiting) Recruiter- Erik Jensen
City of Fairview, OR	City Administrator (currently recruiting) Recruiter- Erik Jensen
City of Warrenton, OR	City Manager (currently recruiting) Recruiter- Erik Jensen
City of Hood River, OR	City Manager (2021) Recruiter- Erik Jensen Building Official (2018) Recruiter- *Alice Cannon
City of Scappoose, OR	City Manager (2021) Recruiter- Erik Jensen
City of Sheridan, OR	City Manager (2021) Recruiter- Erik Jensen
City of Carlton, OR	City Manager (2021) Recruiter- Erik Jensen
City of North Bend, OR	City Administrator (2020) Recruiter- Erik Jensen
City of Sisters, OR	City Manager (2017) Recruiter- Erik Jensen
City of Cannon Beach, OR	City Manager (2017) Recruiter- Erik Jensen Community Development Manager (2018) Recruiter- *Alice Cannon Emergency Manager (2018) Recruiter- *Jeff Aprati
Washington County, OR	Chief Human Resources Officer (2020) Recruiter- Erik Jensen Benefits and Leave Manager (2020) Recruiter- Erik Jensen Employee and Labor Relations Manager (2021) Recruiter- Erik Jensen

* no longer with Jensen Strategies

REFERENCES

Jensen Strategies has the honor of being recommended by:

Mayor Jessica Engelke

City of North Bend
835 California Avenue
North Bend, OR 97459
541-756-8500
jengelke@northbendcity.org

Mayor Kate McBride

City of Hood River
211 2nd Street
Hood River, OR 97031
541-490-4813
k.mcbride@cityofhoodrive.gov

Eva LaBonte, Chief Human Resources Officer

Washington County
155 N. First Avenue
Hillsboro, OR 97124
503-618-2346
Eva_LaBonte@co.washington.or.us

Frank Sheridan

City of Sheridan
120 SW Mill Street
Sheridan , OR 97378
503-843-2347
fsheridan@cityofsheridan.com

Christy Martinez, Assistant City Manager

City of Carlton
191 E. Main Street
Carlton, OR 97111
503-852-7575
cmartinez@ci.carlton.or.us

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

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, Associate

Amelia Wallace, Associate, has been with Jensen Strategies since the Fall of 2020 providing recruitment support, facilitation, policy analysis, and product development for clients. She earned her Master of Public Administration (MPA) from the University of Washington Evans School of Public Policy & Governance in Seattle with a concentration on public financial management, local government service, and policy analysis.



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 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.

While in Seattle, Amelia immersed herself in a variety of professional and academic activities. In her work, she served as the graduate intern for the City of Seattle Department of Transportation Curbside Management team providing parking policy research, supporting COVID-19 business relief efforts, and coordinating neighborhood engagement and communication about new Link light rail stations. In her final consulting project for her degree, she worked with the Seattle Office of Civil Rights to develop qualitative analysis data as part of the City's Race and Social Justice Initiative. Outside of class, she led the local University of Washington International City/County Management Association (ICMA) student chapter which offers an assortment of professional development events and networking opportunities including conferences and paid fellowship opportunities to support students' work with small cities across Washington state.

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.

Emily Rehder, Office Manager

Emily Rehder is the Office Manager for Jensen Strategies, LLC . 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.

Emily’s experience as an office manager stems from running a successful supplemental education center for 11 years. Emily holds a Bachelor’s of Arts degree in American Studies from UC Berkeley with an emphasis on Minorities in Education.

Originating from Garden Grove, CA, Emily moved to Oregon over a decade ago and enjoys the seasons and the beauty that the Pacific Northwest offers. She enjoys spending time with her family and dog, Lucy, traveling, reading, hiking, swimming, and wine tasting at all of the amazing Oregon wineries.





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: \$25,000

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 \$1,800)
- Background checks for finalists (typically less than \$1,000 for up to four finalists)
- 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

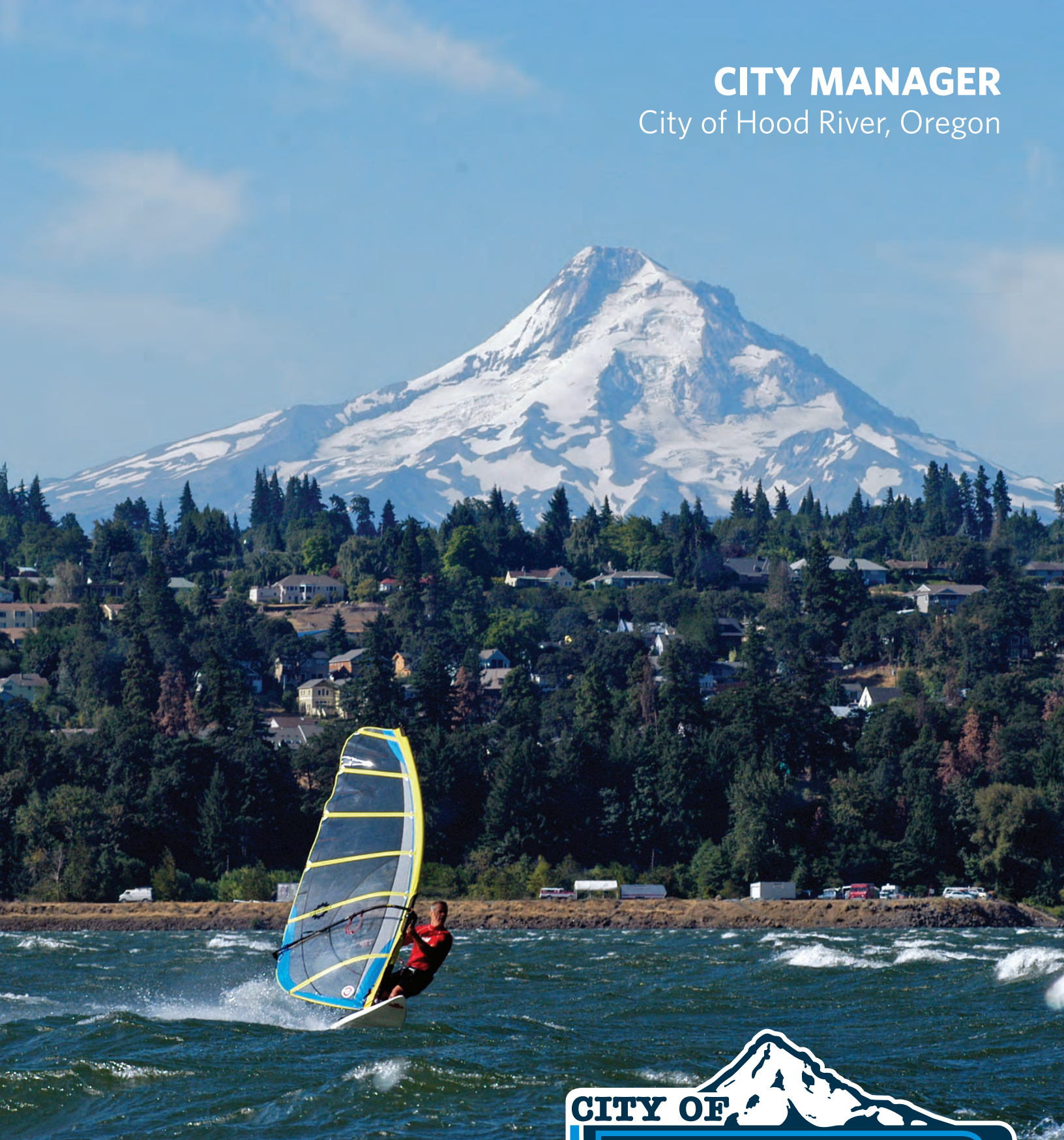
Jensen Strategies carries a professional liability insurance policy through The Hanover Insurance Group in the amount of \$2 million.

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 Hood River, Oregon



CITY MANAGER

Salary range \$130,000 - \$160,000 annually
Plus excellent benefits



THE COMMUNITY

The City of Hood River, Oregon (population 8,565), seat of Hood River County, is located in the heart of the beautiful Columbia River Gorge National Scenic Area. Situated at the confluence of Hood River and Columbia River, just 30 miles north of Mt. Hood, the surrounding area offers a plethora of outdoor recreational sports activities including windsurfing, kayaking, mountain biking, hiking, fishing, golf, and hunting. Within the city, diverse culinary establishments, breweries, wineries, performing arts, and public art provide an appealing urban environment for residents and visitors. Proximity to the Portland metropolitan region also offers access to larger city amenities.

In addition to the beautiful environment, outdoor recreational opportunities, and the small-town character, there are many other local attractions bringing visitors to the area such as the renowned "Fruit Loop," a 35-mile scenic drive through orchards, forests, farmlands, and wine country. Annual festivals, such as the Hood River Blossom Festival and Hops Fest, as well as concerts, and sporting events attract tourists to the region.

Hood River has a quaint, yet vibrant feel, where residents are friendly and welcoming. It is a racially and culturally diverse community with 25 percent of residents representing Hispanic, Black, Asian, and indigenous populations. Residents have strong community pride, and many are active in their community. Families enjoy a high quality of life with a low crime rate, good schools, strong local economy, and excellent healthcare. In 2014, Livability.com named Hood River the fourth best small town in the nation in which to live.



POPULATION

8,565

BUDGET

\$54 Million

FTE POSITIONS

70.1

CITY DEPARTMENTS

Administration

Finance

Fire

Planning

Police

Public Works

Building

Engineering

Parks

Roads

Stormwater

Wastewater

Water

COMMUNITY

Beautiful Natural Environment

National Scenic Area

Outdoor Recreation

Moderate Climate

Small-town Environment

Diversity

Agriculture

Active Tourism

Community Pride

Civic Involvement

Community outdoor recreation space in the City adds to the active and family-friendly ambience with 16 City-owned parks as well as other parks operated by Hood River Valley Parks and Recreation District, Hood River County, and the Port of Hood River. The climate is moderate, experiencing all four seasons with mild winters and warm summers.

THE ORGANIZATION

The City of Hood River employs a council-manager form of government with the City Manager appointed by the City Council. The Mayor is elected at-large for a two-year term and six Councilors are elected at-large for four-year terms. The City of Hood River, a full-service city, is comprised of six departments including Administration, Finance, Fire, Planning, Police, and Public Works (building, engineering, parks, roads, stormwater, wastewater, water). The City employs 70.1 full-time employees, and its 2021-22 budget is \$54 million. In addition, the Urban Renewal Agency budget is \$7.9 million. Note: the current Fire Chief is retiring, and a recruitment process is underway. The next City Manager will be making the final candidate selection.



THE POSITION

Under the collective direction and supervision of the 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 Administrator assumes full leadership and accountability for all City operations, provides professional and expert guidance, spearheads long-term planning efforts, oversees implementation of the [City Council annual workplan](#) 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 build a professional, high-functioning organization. An ability to envision and facilitate organizational change to meet contemporary service delivery needs and efficiencies is important. As a leader, an ability to help the organization envision, plan, and address long-term challenges is essential. Experience in working with unions is helpful. An ability to effectively plan for and address long-term growth is essential. The City Manager should value and practice teamwork, collaboration, transparency, equity, inclusivity, and accountability with staff.
- **Demonstrate responsiveness, accessibility, inclusivity, and collaboration working with the City Council** as the City's policy making body. Be proactive and effective in communicating and addressing policy or other issues important to the Council. An ability to communicate with verbal and written clarity is expected. Maintaining collaborative relationships with all Council members through regular and detailed communication is expected. Enable and facilitate effective and informed Council decision-making processes. Be actively aware of the City's operations and legal obligations. The City Manager should provide expertise to assist the City Council in fulfilling their governing body role.



- **Experience in community development planning** to address growth and maintain long-term quality of life goals. The City Manager should have experience in planning and implementing successful long-term initiatives to revitalize communities. Familiarity with housing affordability, accessibility, and supply issues will be helpful to inform and lead policy development in these areas. Understanding of Oregon land use planning, smart growth, and environmental sustainability is desired. An ability to facilitate community development initiatives with collaboration, inclusivity, and transparency is essential.
- **Ability to maintain, strengthen, and expand the City's community engagement** approaches that foster inclusive community involvement particularly with underrepresented communities. Use approaches that support, facilitate, and encourage citizen engagement in city decision making, and uphold the principles of transparency, inclusion, and public participation. The City Manager should also be engaged, visible, and active in the community respecting of all perspectives, open-minded, a listener, and approachable by all citizens. A commitment to accessibility, transparency, openness, and timeliness, when communicating with all individuals or groups is important. Employing an even-handed approach to differing views and interests will be critical.
- **An appreciation and understanding of the principles and issues related to racial and social equity** is imperative. Experience in operational and policy development approaches that cultivate greater racial and social equity within the City organization and with the community is desired. Demonstrated experience building community engagement relationships with underrepresented communities and managing departmental equity assessments and trainings is helpful.
- **Strong public finance skills** are important and experience with Oregon budget laws and requirements is helpful. The City Manager is expected to be able to take a comprehensive financial planning approach that integrates with City's long-term workplan.
- **Knowledge and experience in infrastructure planning, maintenance, construction, and funding** to manage current and planned sewer, stormwater, water supply, and transportation projects is important. Experience in public facilities' planning and management is essential. The City Manager must have an understanding and ability to engage community and inter-governmental interests in project planning and implementation. Familiarity with energy sustainability approaches and other measures to reduce contributions to climate change is desired.

- **An ability to foster and maintain collaborative and effective intergovernmental working relationships** including with state, peer local governments, and other public service providers to identify and take advantage of mutually beneficial cooperation opportunities. The City Manager needs to be able to navigate complex roles and responsibilities related to public services between agencies.
- **A genuine appreciation** for the unique attributes that make Hood River a friendly town with a strong sense of community. The City Manager should appreciate and embrace these attributes and be an active member of the community.
- **Understanding of the Council-Manager form of government** and the proper roles of bodies and individuals within such governments. Help ensure the City Council, staff, and advisory bodies are all operating effectively with each other and within legally defined roles.

POLICY PRIORITIES

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

- **Housing and Community Development**

Over the last several years, the City Council has prioritized and worked toward addressing the lack of housing supply and diversity in the community. Expanding the accessibility and attainability of housing for residents and workers is an ongoing commitment for the City. Specifically, providing affordable housing options is a central policy area the City Manager will be expected to facilitate and champion. The City is currently seeking to promote and foster development of low- and middle-income housing including the Rand Road housing project. The City also has several active Urban Renewal Districts and is considering additional designations to address growth needs.

- **Diversity, Equity, and Inclusion**

In August 2020, the Hood River City Council passed Resolution 2020-13 for Racial and Social Equity.



The resolution supports systemic change toward eliminating instances of bias and racial/social equity barriers in City programs and services. It also commits the City to eliminating racial and social inequities within the staff, volunteers, and elected officials. The next City Manager will be expected to embrace the tenets and intent of the resolution. In addition, the Manager will need to lead the City's efforts toward tangible and meaningful progress in this area.

• **Infrastructure Improvement Projects**

The City is currently planning and implementing a broad range of major sewer, stormwater, water, and streets projects to update systems and address growth issues. The next City Manager will oversee and help obtain financing for \$50 million of planned sewer/stormwater system improvement projects as well as other infrastructure needs such as streets and water supply. These projects include updates to the wastewater treatment plant, pre-treatment approaches with businesses, a \$6.7 million waterfront stormwater system update, as well as replacing all leaded pipe joints. There are also road and intersection improvements in progress. The City Manager will be expected to lead efforts to address downtown parking issues working with businesses and residents.

• **Community Engagement**

The City of Hood River places great importance on community engagement. It will be important for the next City Manager to continue this priority while striving to increase inclusivity, and equity in citizen participation with the City. The City Manager will be expected to promote, foster, and enhance community outreach, particularly to engage underrepresented communities. In addition, ensuring community awareness and engagement in key policy decisions and major projects will be important.

EDUCATION/EXPERIENCE

A Bachelor's degree in Public Administration, Planning, Political Science, 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 ten years of increasingly responsible experience. Experience and/or training in housing policy, community engagement, public infrastructure management, and union relations is desired.



RECRUITMENT PROCESS

Applications Due

July 28, 2021

Online Video Semi-Finalist Interviews

Week of August 2, 2021

Finalist Interviews and Selection

Week of September 6, 2021

For additional details, application materials, and instructions on how to apply, please visit

www.jensenstrategies.com/recruitment/hoodrivercitymanager

Questions may be directed to:

Erik Jensen, Jensen Strategies, LLC
503-477-8312 or erik@jensenstrategies.com



*The City of Hood River is an
Equal Opportunity Employer.*



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,
- **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

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.

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/carlton-citymanager

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.





JENSEN STRATEGIES

(503) 477-5615

1750 S Harbor Way,
Suite 350
Portland, OR
97201

www.jensenstrategies.com



CITY OF STAYTON, OREGON

Request for Proposal

Executive Search for City Manager

Prepared by Robert E. Slavin on October 1, 2021



3040 Holcomb Bridge Rd. Suite A-1 • Norcross, Georgia 30071 • (770) 449-4656 • FAX (770) 416-0848 • E-mail: slavin@bellsouth.net
www.slavinweb.com

With an affiliates in Burlington, NC; Cincinnati, OH; Louisville, KY; Manteca, CA and Mesa, AZ

October 1, 2021

Alissa Angelo
Assistant City Manager
City of Stayton
362 N. 3rd Avenue
Stayton, OR 97383



Via email: aangelo@ci.stayton.or.us

Re: Request for Proposal — Executive Search Firm Services

Dear Ms. Angelo:

Slavin Management Consultants (SMC) is pleased to submit this proposal to conduct an executive search for the next City Manager of Stayton. The purpose of this project is to help the Mayor and City Council (City Council) to develop and agree to a comprehensive position profile for City Manager and then to identify, recruit and present outstanding candidates who meet these criteria. Once the profile has been developed and approved by the City Council, SMC will have no difficulty identifying quality prospective candidates and becoming immediately productive. It is normal for a City Manager search to take between sixty and ninety days to complete.

SMC is a national firm, strategically based in Norcross, Georgia for easy access to Atlanta's Hartsfield - Jackson International Airport - the world's busiest airport. We have affiliates in Cincinnati, OH; Burlington, NC; Louisville, KY; Manteca, CA and Mesa, AZ.

As a high quality, independent management consulting firm, Slavin Management Consultants is most capable and interested in providing these services to the City. Over the years we have recruited more than 900 local government executives. Our practice include projects is forty-six states including in the Pacific North West Our clients in the Northwest include Baker City, OR; Bothell, WA; the Cowlitz PUD (Longview, WA); The Dalles, OR, Shelton, WA and Springfield, OR.

This proposal commits the highest level of our firm's resources. I, Bob Slavin, will manage and serve as the primary consultant for the project. I am the owner and president of SMC and am among the most experienced recruiters of governmental managers in the nation. I have a strong and proven commitment to providing exceptional recruitment services to public agencies and have received many accolades supporting this work. *I have the authority to bind the corporation.* Mr. John Nowak and Mr. David Krings will assist with the project. Both are highly experienced former local government managers and now experienced human resources consultants.

We are most capable and interested in providing the requested services to the City. Attached to this proposal are the following exhibits: a sample recruitment profile, a pro forma invoice, a client list, our EEO Statement, our Sexual Harassment Policy and a list of our minority and female placements.

Thank you for the opportunity to submit this proposal. We look forward to working with the City of Stayton on this critical and highly challenging project. If you have questions concerning this proposal, please contact me at (770) 449-4656.

Very truly yours,

SLAVIN MANAGEMENT CONSULTANTS

A handwritten signature in blue ink that reads "Robert E. Slavin". The signature is written in a cursive, flowing style.

Robert E. Slavin, President

RES/jf

TABLE OF CONTENTS

Cover Letter

TITLE PAGE AND INTRODUCTION	1
About Stayton, Oregon	1
About Slavin Management Consultants	1
Recent SMC City Manager Placements	2
Project Staffing	5
Robert E. Slavin, President	6
John Nowak, SMC Western Regional Manager	6
David Krings, ICMA-CM, SMC Midwest Regional Manager	7
References	9
PROPOSED WORK PLAN	9
Slavin Management Consultants' (SMC) Results-Oriented Process	9
A. Develop Position Profile	10
B. Identify Qualified Candidates	10
C. Evaluate Prospective Candidates	11
Preliminary Screening and Progress Report	11
D. Selection and Employment	11
In-depth Screening and Final Report	11
E. Establish Evaluation Criteria	12
F. Follow-up	12
G. Reporting	12
H. Guarantees	12
I. Deliverables	12
J. Stayton Staff Involvement	13
K. Project Schedule	13
COSTS	14
Professional Fees	14
Expenses	14

EXHIBITS

Sample Recruitment Profile
Pro Forma Invoice
Client List
EEO Statement
SMC Sexual Harassment Policy
Minority and Female Placements

TITLE PAGE AND INTRODUCTION

Slavin Management Consultants (SMC)
3040 Holcomb Bridge Road, Suite #A-1
Norcross, Georgia 30071

Phone: (770) 449-4656
Fax: (770) 416-0848
email: slavin@bellsouth.net
web site: www.slavinweb.com

Principal: Robert E. Slavin, President

About Stayton, Oregon

The City of Stayton, Oregon was established in 1872 and it was incorporated in 1891. The City is located in Marion County in the Willamette Valley fourteen miles southeast of Salem. Stayton is a regional agricultural and light manufacturing center. The City's 2020 population was 7,880. Stayton is governed by a Mayor and a 5-member City Council. Council members are elected at large to staggered terms. The Mayor presides over Council deliberations and is responsible for preserving order, enforcing the rules of the Council, and determining the order of business under the rules of the Council. The Mayor votes only to break a tie.

The City Manager is appointed by the Mayor, and ratified by the City Council. He or she is responsible for managing the affairs of the City. The City Manager's general responsibilities are attending all meetings of the Council and keeping the Council advised of the affairs and needs of the city, seeing that Council policy is implemented, seeing that all laws and ordinances are enforced, seeing that the provisions of all franchises, leases, contracts, permits and privileges granted by the City are observed, oversight and management of the annual City budget, as well as appointing and supervising all department managers and other employees except as otherwise provided by City Charter. Stayton provides a wide array of municipal services including Finance, Library, Facilities Maintenance, Police, Planning, Swimming Pool, and Public Works which includes Wastewater, Stormwater, Water, Streets and Parks. The City's current total expenditure budget is \$14,945,800. There are 53.2 FTE's.

About Slavin Management Consultants

SMC is an independent management consulting firm formed in 1991 and incorporated in the State of Georgia. We operate nationwide from our home office near Atlanta, Georgia. The principal and only stock holder of the firm is Robert E. Slavin. Mr. Slavin has extensive experience as a local government executive and as a management consultant.

The company provides exceptionally high-quality consulting services to state and local governments, health care providers, transit authorities, utilities, special districts, and private sector clients. Specialty practice areas include executive recruitment, pay and classification, performance appraisal systems, and organization development and training. Our key consultants have conducted successful assignments for hundreds of public sector organizations nationally and offer many references as testimony of our work.

Slavin Management Consultants (SMC) has completed many city/county manager searches over the years. We have local government recruitment experience in all regions of the United States. We have also completed many assistant manager and department head searches for these and other cities and counties.

We use a "critical path" search process which allows our clients to focus attention on the selection process rather than on identifying, recruiting, screening and evaluating candidates. We understand that each client's need for key executives is different and that there is no "best" person for all situations. The best prospects are typically happily employed and not responding to advertisements. These people need to be found and encouraged to become candidates. They are understandably reluctant to apply for positions when their interest could become a matter of public information prior to being assured that the City is interested in their candidacy. Our approach to this assignment will reflect the unique qualities of Stayton.

It will honor the interests of candidates to the extent possible under Oregon law.

In considering our proposal we point out several factors about our firm and our approach that will be of significant benefit to the City:

- We are results oriented. Once the recruitment profile is approved, we “lock” into the criteria established and carefully identify, recruit and evaluate candidates who meet **your criteria**. We do not simply bring forward candidates whom we may already know.
- Our key staff members have extensive experience in conducting executive searches for the public sector throughout the nation.
- We are committed to complete client satisfaction. Our successful placement-oriented approach will ensure that the project work is practical, realistic, timely and that it has the full commitment and support of the City so that a successful placement will be facilitated.
- We use discount airfares and leverage trips between clients whenever possible to reduce expenses to our clients.
- We are leaders in the field of executive search in the public sector and our methodologies are state-of-the-art. We can address all aspects of your assignment.
- Every search that we have conducted has resulted in a selection from our recommended group of candidates. Our experience includes large and small organizations, and chief executives and subordinate level positions. More than 95% of our placements have remained in our client’s positions for more than five years.
- Our style is interactive. That is, we strive to build a partnership with our clients.
- We are experts in EEO/AA recruitment. Approximately 25% of our placements are women and/or minorities.

RECENT SMC CITY MANAGER PLACEMENTS

CLIENT	POP	SEARCH FOR	START DATE	FINISH DATE	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Bothell, WA	46,000	City Manager	8/24/16	11/7/16	Slavin/ Wenbert	Mayor Andy Rheume (206) 999-8835 andy.rheume@bothellwa.gov
Buncombe County, NC	260,000	County Manager	10/29/18	1/7/19	Slavin/ Lipscomb	Chair Brownie Newman (828) 243-0107 newman@buncombcounty.org
Corpus Christi, TX	285,000	City Manager	12/13/18	4/10/19	Slavin/ Wenbert	Mayor Paulette M. Guajardo (361) 826-3100 paulette.guajardo@cctexas.com
Corinth, TX	20,600	City Manager	8/15/16	12/3/16	Slavin/ Krings	Guadalupe Ruiz Human Resources Director (940) 498-3277 gruiz@cityofcorinth.com
Danville, KY	17,000	City Manager	9/16/20	11/30/20	Slavin/Frank	Mayor Mike Perros (859) 238-1200 mayor@danvilleky.org
Daytona Beach, FL	68,900	City Manager	12/08/20	03/12/21	Slavin/Lipscomb	James Sexton (386) 671-8200 sextorj@codb.us

CLIENT	POP	SEARCH FOR	START DATE	FINISH DATE	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Dothan, AL	68,500	City Manager	9/12/18	3/21/19	Slavin	Mayor Mark Saliba (334) 615-3110 mayor@dothan.pog
Evans, CO	21,400	City Manager	10/4/16	1/20/17	Slavin/ Wenbert	Mayor John Morris (970) 475-2209 jmorris@evanscolorado.gov
Georgetown, SC	10,000	City Administrator	3/14/19	5/31/19	Slavin	Mayor Brendon Barber (843) 545-4175 bbarber@cogsc.com
Georgetown County, SC	61,000	County Administrator	11/22/19	3/11/20	Slavin/Lipscomb	Board Chair John Thomas (843) 327-3718 johnthomas@gtcounty.org
Greenville, NC	84,500	City Manager	3/15/17	6/11/17	Slavin	Mayor PJ Connelly (252) 329-4419 amthomas@greenvillenc.gov
Laredo, TX	250,000	City Manager	11/21/19	4/14/20	Slavin/Krings	Carolina "Carol" Thurkettle Talent Management Admr (956) 791-7412 cthurkettl@ci.laredo.tx.us
Lubbock, TX	340,000	City Manager	7/18/16	10/28/16	Slavin/ Wenbert	Mayor Dan Pope (806) 775-2010 dpope@mylubbock.us
Maplewood, MO	8,100	City Manager	3/15/21	6/14/21	Slavin	Mayor Nikylan Knapper (314) 325-9033 n-knapper@city of maplewood.com
Mount Dora, FL	12,500	City Manager	Current	Current	Slavin	Sharon Kraynik Human Resources Dir Ph: (352) 735-7175 krayniks@ci.mount-dora.fl.us
Mount Rainier, MD	8,100	City Manager	3/04/21	7/08/21	Slavin	Mayor Celina Benitz (301) 985-6585 mayorbenitez@mountrainiermd.org
Metro/Plan Orlando	3-County MPO	Executive Director	3/23/18	6/1/18	Slavin	Mr. Jason S. Loschiavo, CPA Director of Finance & Admin MetroPlan Orlando (407) 481-5672 Ext. 310 jloschiavo@metroplanorlando.org
Metropolitan Washington COG (D.C.)	Regional COG & MPO	Chief Financial Officer	3/23/19	9/20/19	Slavin/Frank	Mr. Chuck Bean, Executive Director (202) 962-3214 cbean@mwkog.org
Portage, MI	47,000	City Manager	6/25/19	8/30/19	Slavin/ Krings	Patricia Randall Mayor (269) 393-2311 patricia.randall@portagemi.gov
Quitman, GA	3,703	City Manager	3/17/21	8/03/21	Slavin/Lipscomb	Mayor Nancy Dennard (229) 263-4166 ndennard@quitmanga.gov
Volusia County, FL	550,000	Deputy County Manager	3/18/19	7/21/19	Slavin/Lipscomb	Mr. George Recktenwald County Manager (386) 736-5920 grecktenwald@volusia.org

Project Staffing

This important engagement will be personally managed by Mr. Robert E. Slavin. Under Mr. Slavin's leadership, SMC has completed more than 850 successful executive searches for local governments and non-profit agencies located in approximately forty-five states. Additional members of the proposed search team include Mr. John Nowak and Mr. Davie Krings. Both are highly experienced local government search professionals with significant direct management experience. All team members are long-term members of a variety of professional organizations and stay abreast of new and changing laws, developments and trends by regularly attending specialized workshops, seminars and annual conferences.

Robert E. Slavin, President

Mr. Slavin will manage and serve as the lead consultant for this project. He is a pioneer in public sector and nonprofit executive search. He is among the best known and respected professional recruiters in the business. He is a frequent speaker before professional groups and he has written several articles for professional journals concerning governmental management. By special invitation, Mr. Slavin assisted the United States Office of Personnel Management to define and set up the Senior Executive Service for the Federal Government.

Mr. Slavin began his local government career in 1967. His experience includes twelve years working directly for local governments and it includes seven years as a principal consultant with the government search practice of Korn/Ferry International, the largest private sector search firm in the world. He headed the local government search practices for Mercer/Slavin, Incorporated, Mercer, Slavin & Nevins and Slavin, Nevins and Associates, Inc. Mr. Slavin now heads the executive search practice for Slavin Management Consultants. Clients include state and local governments, nonprofit and private sector businesses all over the United States. His experience includes search assignments for the 1984 Los Angeles Olympic's Organizing Committee.

Mr. Slavin's experience and qualifications include organizational analysis, classification and compensation studies, and assessment centers and human resource's systems studies.

Before being invited to join Korn/Ferry International, Mr. Slavin served as Assistant City Manager/Director of Human Resources for the City of Beverly Hills, California.

While at Beverly Hills, Mr. Slavin conducted many executive level recruitment assignments involving nationwide search and placement. Before joining the City of Beverly Hills, Mr. Slavin was the Assistant Personnel Director for the City of San Leandro, California.

Before San Leandro, Mr. Slavin was on the personnel staff of Santa Clara County, California. His assignments included recruitment, classification and selection for the County's Health Department, Medical Center, Transportation Agency, Sheriff's Office, Superintendent of Schools, Fire Marshall, Assessor's Office, Library System and County Recorder's Office.

Mr. Slavin received his Bachelor of Science degree in Political Science from the University of Santa Clara, and has completed the graduate course work for a Master's degree in Public Administration at California State University at Hayward. He is a Certified Professional Consultant to Management by the National Bureau of Certified Consultants.

Organizations (current and previous)

- International City/County Management Association
- American Society for Public Administration
- International Personnel Management Association
- IPMA - Human Relations Commission
- IPMA - Publications Review Committee
- National Association for Black Public Administrators
- Government Finance Officers Association
- Society for Human Resource Management

- Southern California Public Labor Relations Council
- Southern California Municipal Assistants
- Bay Area Salary Survey Committee

David Krings, ICMA-CM (Retired), SMC Regional Manager

Mr. Krings has over 45 years of experience at the top levels of State, County, and Municipal Governments. In more recent years he has served local governments throughout the United States in a consulting capacity. He is internationally recognized as a state and local government management practitioner and consultant. Dave has been on the professional staff of governors in both Wisconsin and Arkansas. He served as the County Administrator in Peoria County (Peoria) Illinois and Hamilton County (Cincinnati) Ohio. Both Hamilton County and Peoria County received national recognition for innovative, quality management during Dave's tenure. He also served as the Assistant Executive Director for Ramsey County (St. Paul) Minnesota.

In 2005 Mr. Krings began his encore career, still in public service, but in a much broader capacity than in prior years. He is the Midwest Regional Director of Slavin Management Consultants, specializing in local government management searches.

He has served as an adjunct Public Administration instructor for the University of Cincinnati and on the faculty of the University of Illinois, Community Information and Education Service.

His peers recognized his leadership by selecting him as the first person to be both the President of the International City-County Management Association (ICMA) and the President of the National Association of County Administrators (NACA). He continues to serve both organizations as an advocate for professional training and ethical behavior. He also is a former president of County Administrators Associations in Illinois and Ohio.

Dave has a M.A. in public policy and administration from the University of Wisconsin-Madison and a BA from Carroll College (Waukesha, Wisconsin). He has also studied at schools in Denmark and Mexico.

He is a recipient of an American Society for Public Administration chapter Good Government Award and is recognized by International City/County Management Association (ICMA) as a retired credentialed manager.

John E. Nowak, SMC Western Recruitment Manager

Mr. Nowak has more than 35 years of local government management experience 28 of which have been in California including 23 years at the executive level. He has worked for numerous jurisdictions in California and Tennessee ranging in population from 13,000 to 1.8 million. His most recent position was Deputy City Manager in Manteca, California. In addition to his work for Slavin Management Consultants, Mr. Nowak serves as a redevelopment and economic development consultant in California. He served on the 2012-2013 San Joaquin County Grand Jury which oversaw an investigation related to the City of Stockton's bankruptcy. The investigation reviewed the City's financial policies, procedures, and past actions that may have been material causes of its financial deterioration.

Previously Mr. Nowak served as Redevelopment Administrator for San Bernardino County and Deputy City Manager in Culver City, Moorpark, San Gabriel, and San Marino, California. Mr. Nowak was City Manager in San Marino and Lawndale, California. Early in his career, Mr. Nowak served in management positions in Lancaster, California and metropolitan, state, and regional positions in Nashville, Tennessee. He has also served as an economic and redevelopment consultant for the cities of Moorpark and Manteca and for San Bernardino County in California. Mr. Nowak joined Slavin Management Consultants in 2013. He has a Master of Public Administration degree from West Virginia University and a Bachelor of Arts degree in Political Science from Siena College.

Mr. Nowak's career highlights include:

- City Manager in both full-service and contract city organizations;
- Department director of community development/public works functions with 30 employees and \$2.3 million budget in San Gabriel, California;
- Directed community-based preparation of long-range strategic plan in San Marino;
- Revised San Marino Municipal Code writing all related ordinances;

- Managed repairs of earthquake damage in San Marino and San Gabriel including project manager for complete renovations of their city halls;
- Created regional public-private emergency preparedness board in Antelope Valley of California bringing comprehensive approach for disaster planning and recovery among local, state, and federal agencies and private sector;
- Created second California Disaster Recovery Redevelopment Project Area in San Bernardino County Old Fire burn area;
- Prepared and negotiated development agreements for regional lifestyle retail center and Costco in Manteca and regional distribution center in San Bernardino County;
- Negotiated labor agreements with general employee, police, and fire unions in multiple California cities;
- Prepared and managed state grant programs for parks and public safety including nationally recognized program for children’s car seat enforcement;
- Initiated and directed establishment of first cities’ sub-regional Joint Powers Authority in Los Angeles County to address State’s solid waste mandates;
- Established budget preparation and presentation procedures to make budget document more transparent and understandable; and
- Reorganized city departments including police, fire, public works, and community development for improved accountability and operational efficiency.

Professional Affiliations

- International City/County Management Association—served on many Committees including International Committee, Awards Committee, Conference Planning Committee, and Nominating Committee
- League of California Cities/California City Managers Department—past Chairperson of International Committee and Board Member
- Rotary International—past Club President in San Gabriel and Treasurer in Culver City

REFERENCES

Mayor Kevin Dorcy

City of Shelton, WA
 525 W, Cota St.
 Shelton, WA 98684
 City Manager Search (2018)
 (360) 490-8164
kevin.dorcy@sheltonwa.gov

City Manager Search (2020)
 (970) 799-5799
kinbaxter@durangogov.org

Mayor Andy Rheume

City of Bothell
 18415 101st Ave. NE
 Bothell, WA 98011
 City Manager Search (2016)
 (206) 999-8835
andy.rheume@bothellwa.gov

Ms. Marisa Keeney

Manager of Employee Services
 Cowlitz PUD
 961 12th Avenue
 Longview, WA 98632
 Phone: (360) 501-9220
 General Manager Search (2015)
mkeeney@cowlitzpud.org

Ms. Sheri Pierce, MMC

City Clerk
 City of Valdez
 212 Chenega St.
 Valdez, AK 99686
 City Manager Search 2015
 907-834-3408
spierce@ci.valdez.ak.us

Mayor Kim Baxter

City of Durango
 949 E. 2nd Ave.
 Durango, CO 81301

PROPOSED WORK PLAN

Slavin Management Consultants' (SMC) Results-Oriented Process

SMC uses a "critical path" search process which allows its clients to focus their attention on the selection process rather than on identifying, recruiting, screening and evaluating candidates. The best prospects are typically happily employed and do not respond to advertisements. These people need to be found and encouraged to become candidates. They are understandably reluctant to apply for positions when their application could become a matter of public information prior to being assured that the client is interested in their candidacy. SMC has a proven track record of aggressively pursuing these types of "happily employed" candidates to encourage them to submit their applications. SMC's approach to this assignment will reflect the unique qualities of Stayton, and it will honor the confidentiality of candidates to the extent permitted by Oregon law.

SMC would like the City of Stayton to consider SMC's unique qualities and approach identified below that help to distinguish it from other public sector recruiting firms.

- SMC is results-oriented. Once the recruitment profile is approved by the City, SMC will "lock" into the profile's criteria and carefully identify, recruit and evaluate candidates who meet the City of Stayton's criteria. SMC does not simply bring forward candidates that it may already know.
- SMC is committed to complete client satisfaction. SMC's successful placement-oriented approach will ensure that the project work is practical, realistic and timely and that it has the full commitment and support of the client so that a successful placement occurs.
- SMC makes use of resources that go beyond "Google" searches to conduct background checks of potential candidates. In addition and fairly unique to this industry, SMC visits finalists' work sites prior to client interviews to learn first-hand about candidates' management style and work performance.
- SMC are leaders in the executive search field with extensive experience in conducting public sector executive searches throughout the nation.
- SMC's methodologies are state-of-the-art and include advertising in traditional publications, websites and use of SMC's large resume data base to generate quality applicants.
- SMC's style is interactive in that it builds a partnership with its clients.
- SMC uses discount airfares and makes multi-client trips whenever possible to reduce expenses to its clients.
- SMC are experts in EEO/AA recruitment. Approximately 25 percent of its placements are females and/or minorities.
- Every search that SMC has conducted has resulted in a selection from among its recommended group of candidates. SMC's experience includes large and small organizations and chief executives and subordinate-level positions. **More than 95 percent of SMC's placements have remained in their clients' positions for more than five years.**

Slavin Management Consultants recommends the followings proven five-step city manager recruitment process

- Define job qualifications and requirements for the City Manager position -- the "recruitment profile."
- Identify and recruit qualified candidates.
- Evaluate prospective candidates.
- Make recommendations, help in selection and facilitate employment.
- Establish evaluation criteria and follow-up.

Each step of this process is described below.

A. Develop Position Profile

In developing the recruitment profile, we will spend a considerable amount of time at the beginning of the process in Stayton to gather information about the City and to ascertain, the unique challenges of the job and the general environment within which the position functions. To do so, we will meet with each City Council member individually and, with the Council's permission, with staff and community leaders to learn the City's needs, focus and requirements such as experience, education and training as well as preferred management style and personal traits. The community stakeholders we meet with are chosen by the City and often include, leaders from community's education, neighborhoods, industry and business sectors.

Once we have gained the necessary information, we will prepare a draft recruitment profile and review it with the City Council to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the Willamette Valley region, the City of Stayton, the City government, major issues to be faced, the position and the selection criteria established.

B. Identify Qualified Candidates

We will first review our database to find those candidates whom we may already know and/or already have on file who may meet your specifications. Although the above process is valuable, we will rely most heavily on our own contacts in related fields, on national and regional job specific professional associations and on our own experience. In other words, through "networking," we will conduct a professional search for the best-qualified candidates and invite them to apply for the position. In this effort, we utilize appropriate professional organizations, our established contacts, and our knowledge of quality jurisdictions and their employees.

We will prepare classified advertisements and develop a targeted advertising program utilizing ICMA, state and national and regional municipal associations and professional websites and publications. SMC will place these announcements and will acknowledge all resumes received and thoroughly screen all potential candidates.

SMC is proud that approximately 25% of our placements are well-qualified women and minorities. In our effort to achieve diversity, we rely on industry appropriate national and regional minority and women professional associations. We utilize their web sites and publications. We also network to identify and then directly contact and encourage qualified women and minority candidates. Our extensive company data base is also useful in this effort.

C. Evaluate Prospective Candidates

Preliminary Screening and Progress Report

Criteria for the preliminary screening will be contained in the approved recruitment profile. They may include such items as education, technical knowledge, experience, accomplishments, management style, personal traits, etc. Screening of candidates against those criteria will be based on data contained in the resume and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the recruitment profile.

We request that all candidates provide us, in writing, substantial information about their accomplishments and their management style and philosophy. This information is verified and, at the City's option, may be further tested by having the finalists respond to a supplemental questionnaire and/or complete management and leadership style inventories. We interpret these instruments for the City as well.

We will meet with the City Council to provide a progress report on a number of semifinalist candidates. These individuals will be top prospects who clearly meet the City's specifications for the position. With guidance from the City, we will narrow the semifinalist candidate group on the basis of refined criteria. During this meeting we will determine City's expectations relative to interview questions that we will write as well as the candidate rating and scoring processes which will be included in our final report.

D. Selection and Employment

In-depth Screening and Final Report

At this point, we will interview those semifinalist candidates whom the City has the greatest interest in. Proper “fit” is as important as technical ability. We assess both. In order to better assess candidates’ management style and interpersonal characteristics, we personally interview each in his or her present work environment. We will closely examine each candidate's experience, qualifications, achievements, management style and interpersonal skills in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications, skills and achievements.

We conduct in-depth background checks on those individuals who continue to demonstrate their overall suitability for the position. Included are detailed and extensive reference checks which cover a minimum period of ten years. In conducting these, it is our practice to speak directly to individuals who are now or have been in positions to evaluate the candidate's job performance. We ask each candidate to provide us with a large number of references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates.

As part of our evaluation process we conduct credit checks and verify undergraduate and graduate college degrees. We also conduct criminal history, civil court records and driving record checks. At the City's option, we can arrange for assessment centers and/or psychological (or similar) testing of the candidates. (These optional items will result in extra cost.)

We will then meet with the new City Council to present a group of well-qualified finalist candidates for interviews in Stayton. These final candidates will not be ranked because, at this point, they will all be qualified and it will then be a matter of chemistry between the candidates and the City Council that should produce the final selection decision.

Our final report will be presented in a meeting with the City Council. This written report is a comprehensive document. It contains our candidate recommendations, details about the search, interview tips, interview questions, candidate evaluation forms and information about legal vs. illegal inquiries. The report also includes the candidate interview schedule as well as our recommendations relative to timing, sequencing, location, setting, format, and conduct of interviews. The report contains comprehensive information about each recommended candidate. This includes educational and experience information, an evaluation of the candidate's experience relative to the criteria established by the City, a summary of reference comments and a statement of accomplishments and management style prepared by the candidate. Present compensation is also provided for each recommended candidate.

We will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites, appropriate roles for spouses, receptions, etc. We arrange schedules for top candidate interviews, attend City Council/finalist interviews and guide the Council through the candidate evaluation, selection and contract negotiation processes.

We will properly handle any and all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of the City of Stayton and that any public statement should come from the City directly. Under no conditions will we release information to the media unless specifically directed by the City to do so.

We will notify all unsuccessful candidates of the final decision reached. We will continue to work for the City until a suitable candidate is recruited and hired by the City.

E. Establish Evaluation Criteria

Once the new City Manager has been on board for 30 days or so, we will conduct a session with the City Council and with the new City Manager to establish mutual performance criteria and goals for the position.

F. Follow-up

We will follow-up with the City Council and the new City Manager during the first year and assist in making

any adjustments that may be necessary.

G. Reporting

We will keep the City informed, involved in decisions and involved in the search process. We will provide frequent progress reports to the City.

H. Guarantees

We provide a comprehensive set of assurances and guarantees to our executive recruitment clients that include:

- We are committed to excellence. We guarantee the highest quality of work and its success in your environment. To accomplish this, we will continue to work with the City until the City is satisfied with the candidates and a satisfactory candidate is selected and accepts employment.
- We guarantee our work and will redo the search if the position is vacated, for any reason, within two years of the employment date of a candidate selected by the City through our efforts.
- We will never actively recruit any *candidate who we have placed* nor will we actively recruit any *employee* from a client organization for at least two years from the completion date of an assignment.

I. Deliverables

Deliverables include the recruitment profile (draft and final), the advertisement (draft and final), the progress report (presented in person), the final report with interview tips, interview schedule, interview questions, candidate resumes, candidate evaluations, candidate writing samples, rating sheets, ranking forms, tabulation forms and appropriate/inappropriate question list and negotiated employment agreement between the City and the selected candidate.

J. Stayton Staff Involvement

We will request the City Council to assign a City staff member to serve as liaison between the City and Slavin Management Consultants

K. Project Schedule

The search process normally takes between sixty (60) and ninety (90) days to complete and typically follows the following pattern:

Steps	Days			
	1-30	30-45	45-60	60-360
1. Develop Search Process, Recruitment Profile and Advertising Program for City Council Approval	✓			
2. Identify Qualified Candidates, Review Data Base, Network, Receive and Review Resumes	✓	✓		
3. Screen & Evaluate Prospective Candidates		✓		
4. Progress Meeting and Report		✓		
5. Interview and Evaluate Prospective Candidates		✓	✓	
6. Submit Final Report and Recommendations, Assist in Selection, Facilitate Employment			✓	
7. Establish Evaluation Criteria and Follow-up				✓

Approximately twelve semifinalist candidates are presented to the City at the progress meetings. Generally, about five finalist candidates are presented for interviews with the City Council.

SMC is an equal opportunity employer and recruiter, and will not discriminate against any employee or applicant for employment because of race, religion, creed, color, sex, disability or national origin.

COSTS

Professional Fees

Our fees are based on a rate schedule that reflects the experience of the individual assigned. We use a flat fee rate schedule. Therefore, there are no project limitations based on annual salary. For this assignment we are proposing to use only consultants who have specific experience on similar assignments for other clients. We will use senior consultants where appropriate and to reduce the overall cost. We will use staff consultants when feasible. The following tables show the level of involvement by project step and cost.

PROJECT COSTS					
STEPS	ASSIGNED HOURS (Approximate)			RATE (Hr)	FEES
	Project Manager	Consultant	Total		
1. Project Planning/Develop Position Profile/ Prepare Advertising	34		34	80	\$2,720
2. Identify & Recruit Candidate/Acknowledge Resumes	32		32	80	\$2,560
		35	35	35	\$1,225
3. Preliminary Candidate Screening	16		16	80	\$1,280
		4	4	35	\$140
4. Progress Report to City /Reduce Candidate Pool	12		12	80	\$960
		8	8	35	\$280
5. In-depth Candidate Evaluation (Includes on-site consultant interviews with semi-finalist candidates)	36		36	80	\$2,880
		16	16	35	\$560
6. Arrange for & Schedule Final Interviews	4		4	80	\$320
7. Prepare Final Report with Interview Questions and Selection Criteria	8		8	80	\$640
		16	16	35	\$560
8. Present Final Report and Attend Interviews	12		12	80	\$960
9. Assist in Employee Selection	2		2	80	\$160
10. Negotiate Employment Agreement	4		4	80	\$320
11. Establish Performance Goals	6		6	No Charge	\$0
12. Follow-up	4		4	No Charge	\$0
TOTAL HOURS	170	79	249		
TOTAL PROFESSIONAL FEE					\$15,565

Expenses

Consultant Travel Costs: The client pays direct cost for all necessary consultant travel using coach or, when available, lower air rates, corporate hotel rates at moderately priced properties (Holiday Inn or

equivalent), rental cars, using the corporate discount and normal meals. Client controls these costs in the following ways: (1) when appropriate, consultants will accomplish (2) the client pre-approves all work plans including all consultant (and candidate) travel; (3) SMC will comply with the current State of Oregon travel expense per rate schedule.

Office Costs Include: Telephone (\$350 flat fee, billed in two installments), FAX, postage, messenger, copier, and clerical costs.

Average Advertising Costs: Normally about \$2,500. Client controls these costs because the advertising program will be approved by the City prior to implementation.

Expenses for items identified above **will not exceed 55%** of the professional fee or \$8,560.75. Therefore, the total not-to-exceed cost for these services would be **\$24,125.75**.

The cost for finalist candidates travel to Stayton for interviews is in addition to the above not-to-exceed amount. Such costs are impossible to forecast and vary widely dependent on candidate location, spouse involvement, time required for candidates to be in Stayton, etc. The client controls these costs by pre-approving all work plans including all travel. About five candidates are normally recommended for interviews.

Should the City's needs result in additional project scope that significantly increases consultant travel and/or advertising costs, it may be necessary to increase the expense budget for the project.

Your liability to Slavin Management Consultants for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized by you in writing.

We will submit monthly invoices for fees and expenses. It is our practice to bill 30% at the start of the searches, 30% at the end of thirty days, 30% at the end of sixty days, and the remaining 10% shortly after the time the new City Manager accepts employment with the City. Each invoice will be payable upon receipt for professional services.

Expenses will be billed in addition and shown as a separate figure. Attached is a pro-forma invoice showing the level of accounting detail we will provide.

We will comply with all applicable laws, rules, and regulations of federal, state, and local government entities.

Our ability to carry out the work required will be heavily dependent upon our experience in providing similar services to others, and we expect to continue such work in the future. We will, to the degree possible, preserve the confidential nature of any information received from you or developed during the work in accordance with our professional standards.

We assure you that we will devote our best efforts to carrying out the engagements. The results obtained, our recommendations, and any written material provided by us will represent our best judgment based on the information available to us. Our liability, if any, will not be greater than the amount paid to us for the services rendered.

This proposal constitutes the agreement between us. It cannot be modified except in writing by both parties. Our agreement will be interpreted according to the laws of the State of Oregon.

EXHIBITS



Mount Washington

***OUTSTANDING OPPORTUNITY TO
SERVE THE CITIZENS OF
SHELTON, WASHINGTON
AS THEIR
CITY MANAGER***



The Community

Named after David Shelton - a delegate to the Territorial Legislature, the town was originally known as Sheltonville in the late 1800s. The City's early commerce consisted primarily of logging and lumber, farming, dairying and ranching as well as shellfish cultivation.

The City of Shelton is the only city in Mason County which is now the fastest growing county in Washington. Shelton was incorporated on May 19, 1890 as a general purpose municipal government. It operates under the laws of the State of Washington applicable to a non-charter code city under the Council-Manager form of government.

As you approach the City you can glimpse the quiet harbors and homes along the pristine shoreline and the densely forested hills. The community is rich in history, culture, and natural beauty. Located just 25 minutes north-west of Olympia on the shores of Oakland Bay at the southernmost tip of Puget Sound. The City of Shelton includes 6.11 square miles and has approximately 10,700 residents. While the City has increased in population of late, it has managed to preserve its friendly aura and natural environment.



1944 Logging Trucks

The City Government

Until this year, Shelton was the last city in Washington with a three-member commission form of government. Accordingly, a three-member City Commission selected a City Administrator who had day-to-day administrative responsibility for providing municipal services.

Shelton voters just approved a change to a council/manager government which will take effect on May 15, 2018. So this is really Shelton's first City Manager position. Previous City Commissions were well served by former City Administrators and the new City Council is dedicated to ensuring that the City Manager and the Council work successfully together as a team. The new City Manager will be appointed by majority vote of the 7-member new City Council and will be responsible for overall management of City business and the oversight and supervision of all City departments. The City Manager will ensure that the City Council goals, policies and directives are carried out by the appropriate City departments and will also be responsible for preparation of the annual budget, controlling expenditures, human resource management, intergovernmental relations, legislative activities, and a variety of other duties related to management of the City.

The new City Council will consist of the three continuing commissioners and four newly elected members. All are elected at-large on a non-partisan basis to four-year overlapping terms. The Mayor will be selected from the membership. All incumbents and Council candidates are full participants in this City Manager recruitment and selection process.

The City of Shelton has 95 employees and nearly a \$49 million all funds budget. The City's management team consists of the department heads who enjoy collegial and cooperative working relationships. The City provides a wide range of municipal services including:

- City Management
- Municipal Court
- City Clerk
- Legal
- Human Resources
- Information Technology
- Community Development
- Parks and Recreation
- Police Department
- Roads & Streets
- Sewer & Water

The City has a history of working closely with each of the area's local government and community service providers including: Mason County, P.U.D., school districts, the Port, the Economic Development Board, the Chamber of Commerce and service clubs.

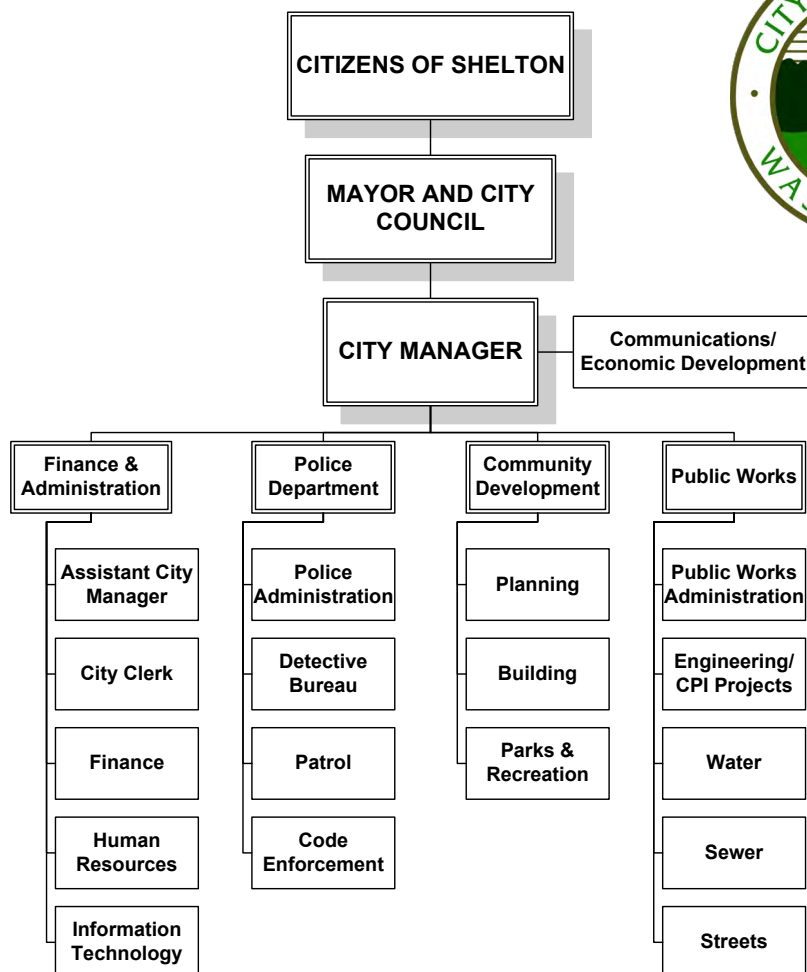
Visit Shelton on the web at : www.ci.shelton.wa.us



Shelton Civic Center (City Hall)

City of Shelton, Washington

Organizational Chart



(Continued from page 2)

Community Issues, Opportunities and Challenges (not prioritized)

- Mason County is now one of the fastest growing counties in Washington.
- By far, most of Shelton’s workforce consists of good City employees who want to work.
- A need was expressed for improved internal and external communications.
- Local schools are good and improving - - voters recently passed a \$65M bond issue to support Shelton’s schools.
- Major City streets and sewer CIP projects underway (Examples: Downtown Connector and Basin 3 Sewer Projects) .
- Future of the 800-acre Shelton Hill development.

- Shelton has significant economic diversity (rich to poor).
- Approximately forty-five percent of Shelton residents live in rental housing.
- Shelton’s housing supply is tight - - there is a need for more housing at all levels.
- Shelton has low crime.
- City finances are tight with significant utility bond debt.
- There is a need to study the organization and staffing to determine how to best allocate the City’s available human and fiscal resources.
- Economic development to increase the City’s tax base.
- Need for an in-depth look at fees and rates including permits and utility costs.

(Continued on page 4)

(Continued from page 3)

The City Manager

Per State Law, (RCW35A), the City Manager serves as the City's Chief Executive Officer. The City Manager provides leadership to City staff, implements policies adopted by the City Council and manages both labor relations and human resources management.

The City Manager will also assist the City Council by providing regular written communication, completing research and information gathering, and by acting as an advisor to the Council concerning policies and City ordinances. Additionally, the successful candidate will represent the City's interest to various county, state and federal agencies.

Minimum Job Requirements

A bachelor's degree from a four-year college or university in public administration, business management, or closely related field is required, and ten years of experience, with a minimum of five years of related experience as a city manager, assistant city manager, or exempt level department head, or any satisfactory combination of experience and training which demonstrates the knowledge, skills and abilities to perform the above duties. A master's degree in a related field and ICMA/CM is preferred.

The Ideal Candidate

The ideal candidate will have been a successful City Manager in a comparably-sized city and will have previous experience in an organization recognized for excellent customer services and continuous improvement.

He or she will have a proven track record of delivering results, building accountability for staff and creating a positive working environment characterized by innovation and collaborative department head teamwork. This Manager will be a strong leader who understands all aspects of municipal government and has an appreciation for the issues, opportunities and challenges currently facing the City. He or she must have proven strengths in budget and financial management, community development, public works, human resources, economic development and capital project management.

The ideal candidate will have a sense of humor and be an energetic and enthusiastic leader with a positive and welcoming personality. This individual will be capable of making tough decisions in a timely manner. Candidates should have a history of progressive, proactive, and innovative program development as well as a reputation for successful follow-

through and implementation.

The City Manager should lead by example, demonstrate personal and professional integrity beyond reproach, and communicate a sense of vision backed by specific goals and objectives with a plan to achieve these goals and measure success.

The competitive candidate will exhibit an open, direct and straight-forward communication style in order to maintain productivity between the City's departments, the City Commission and adjacent cities. Further, the City Manager will be a good listener who works with personnel throughout all levels of the organization in a consistent manner.

The candidate will have sound values and promote teamwork and cooperation as well as have the ability to take the organization to the next level of efficiency.



Paul Bunyon

(Continued on page 6)



SHELTON CONSENSUS COUNCIL GOALS

The following are the Consensus Goals resulting from the interviews of the current City Commission and City Council Candidates conducted in March-April 2018 prior to the April 24, 2018 City Council Election.

COMMUNITY STRATEGIC VISION

- A different focus, long-term vs. short-term, down the road vs. potholes
- Accountability of Council and Staff
- Restore Community Trust and Respect for All Viewpoints
- A "Community By Design" vs. "By Default"
- Vision and Clear Council Goals and Objectives
- Affordability, Sustainability and Liveability

COMMUNITY INFORMATION AND INVOLVEMENT

- Good information and analysis to the Council
- Transparent Decision Making Process
- Good information to the community
- Proactive Community Outreach, Report on Successes and Progress
- Planning Commission, SMPD and other Advisory Committees
- More Ad Hoc (short-term) vs. Standing Committees (ongoing)
- More Open House meetings and Community Issues Forums
- Transparency re. Solid Waste Contract Agreement (Comparative Costs)
- Volunteerism Opportunities
- Comprehensive Plan Updates and Community Involvement

FINANCIAL SUSTAINABILITY

- Reduce Debt and Pay Off Sewer Debt
- Fees and Charges to Recover Cost of Services (Permits and Impact Fees)
- Streamline Permitting Processes
- Plan for coming growth and organizational/staffing/service impacts
- Affordable and sustainable Budget, Taxes and Fees
- Limit new Debt, whether Bonds or Loans
- Financial Policies and Reserves Policy
- Comparative data and analysis, Cost of Service vs. Revenues
- Sustainable CIP funding strategy, rates to Pay-As-Go vs. catch up improvement costs later
- Competitive and Comparative Taxes and Fees/Charges
- Lower Permit Fees? Lower Impact Fees? Don't subsidize Development

- Unfunded Retirement Obligations? Eg. Centralia and Chehalis? LEOFF
- Long-term Water/Sewer CIP and Operations Forecast... 5-Year Financial Forecast
- Review and Revise Budget Process and Information

ECONOMIC DEVELOPMENT

- Urban Growth Area Annexation and Water/Sewer Extension Policy
- Downtown Mainstreet or equivalent Revitalization Program
- Range of Housing Options, including Affordable Low Income Housing...Tiny Homes too?
- Jobs! Shelton H.S. grads moving away despite affordable housing
- More than the "Bedroom Community" for Olympia and Lacey area
- Collaboration between City, EDC and Chamber
- Shelton Hills and related NW area development
- Waterfront and Tourism Strategy?
- Diverse Retail and Industrial Jobs, Tax Base

CUSTOMER SERVICE

- Good customer service for all, vs. "good Old Boys Club"
- Respect for Diversity of opinions and ideas
- Performance Standards and Service Indicators

CITY ORGANIZATION AND BUDGET

- Review City Organization Structure and Staffing to Community Needs and CIP Needs
- Make lots of Small vs. Wow systems and process improvements
- Streets Improvement program and CIP
- More Police
- Jail Alternatives
- Service Indicators and Total Quality Management
- Staff Sustainability and Transition Planning

INTERGOVERNMENTAL/COMMUNITY COLLABORATIONS

- City-County collaboration on UGA/Annexation
- Social Services needs... Opiod/Heroin addiction... Public Health, Courts, Treatment
- Public Health, Hospital and Detox/Mental Health Needs
- PUD, School District, College, Library, City, County, EDC, Chamber

(Continued from page 4)

Compensation & Benefits

- Competitive beginning salary will be negotiable depending on qualifications
- Washington State Retirement System participation
- No Social Security deduction (6.2% City paid Social Security replacement benefit)
- Deferred Compensation
- Longevity Pay after 5 years
- Medical, Dental and Vision Insurance
- Life Insurance
- Cellular telephone allowance
- Long-term disability insurance
- Employee Assistance Program
- Car Allowance
- Ten paid holidays
- Two floating holidays (after 6 months)
- Vacation Accrual & Sick Leave

To Apply

The position will remain open until filled and will move forward immediately upon receipt of a sufficient pool of well-qualified applicants. If interested, please email your resume and cover letter with current salary immediately to: slavin@bellsouth.net.

For additional information about this position, contact Robert E. Slavin, President, Slavin Management Consultants by phone at (770) 449-4656 or by email at slavin@bellsouth.net.



AN EQUAL OPPORTUNITY RECRUITER/EMPLOYER

PRO FORMA INVOICE

INVOICE DATE: _____

CLIENT: _____

ADDRESS: _____

CITY, STATE: _____

Progress billing for professional services
rendered in connection with our agreement:

(Invoice ___ of ___) \$XXXX.XX

Reimbursable expenses at cost:

Airfare	\$ XXX.XX
Hotel	XX.XX
Ground Transportation	XX.XX
Meals	XX.XX
Tips	XX.XX
Telephone	XXX.XX
Clerical Support	XXX.XX
FAX	XX.XX
Messenger Service	XX.XX
Copies	XX.XX
Postage	XX.XX
Misc. Direct Costs	XX.XX

Total Expenses \$XXXX.XX

TOTAL INVOICE \$XXXX.XX

CLIENT LIST BY CATEGORY

The following list of clients represent organizations for which our principal Consultants performed significant project work. This client list spans thirty years of experience of SMC consultants. Please contact SMC if you desire to speak with the individuals who were project contacts.

MUNICIPALITIES

Aiken, South Carolina	Creedmoor, North Carolina
Albany, Georgia	Culver City, California
Alpharetta, Georgia	Dallas, Texas
Anaheim, California	Danville, Kentucky
Ann Arbor, Michigan	Davenport, Iowa
Arlington, Texas	Davie, Florida
Arlington Heights, Illinois	Daytona Beach, Florida
Arvada, Colorado	Decatur, Georgia
Atlanta, Georgia	Decatur, Illinois
Atlantic Beach, Florida	Delray Beach, Florida
Asheville, North Carolina	Del Rio, Texas
Auburn, Maine	Denton, Texas
Aurora, Colorado	Destin, Florida
Austin, Texas	Dothan, Alabama
Bartlesville, Oklahoma	Dubuque, Iowa
Bentonville, Arkansas	Duluth, Georgia
Bergenfield, New Jersey	Dunedin, Florida
Berkeley, California	Durango, CO
Beverly Hills, California	Durham, North Carolina
Birmingham, Alabama	Eagle Pass, Texas
Bisbee, Arizona	East Brunswick Township, New Jersey
Blacksburg, Virginia	Edmond, Oklahoma
Bloomington, Illinois	Elgin, Illinois
Bothell, WA	Enfield, Connecticut
Boynton Beach, Florida	Englewood, Colorado
Branson, Missouri	Escondido, California
Brea, California	Evanston, Illinois
Bridgeport, Connecticut	Fort Collins, Colorado
Broken Arrow, Oklahoma	Fort Lauderdale, Florida
Brownsville, Texas	Fort Smith, AR
Bryan, Texas	Fort Worth, Texas
Burbank, California	Frankfort, Kentucky
Camarillo, California	Franklin, Tennessee
Carson, California	Frisco, Colorado
Cary, North Carolina	Gainesville, Florida
Casper, Wyoming	Gainesville, Georgia
Chapel Hill, North Carolina	Galesburg, Illinois
Charlotte, North Carolina	Garden City, New York
Cherry Hills Village, Colorado	Glastonbury, Connecticut
Chesapeake, Virginia	Glendale, Arizona
Clearwater, Florida	Glen Ellyn, Illinois
Cleveland, OH	Golden, Colorado
Columbia, Missouri	Grand Rapids, Michigan
Columbus, Georgia	Greensboro, North Carolina
Concord, New Hampshire	Gulfport, Florida
Coral Springs, Florida	Hardeeville, SC
Corpus Christi, Texas	Hemet, California
Corta Madera, California	Hercules, California
Corinth, TX	Highland Park, Illinois

Hollywood, Florida
Homestead, Florida
Huntington Beach, California
Independence, Missouri
Independence, Kansas
Iowa City, Iowa
Jacksonville Beach, Florida
Jupiter, Florida
Kalamazoo, Michigan
Kansas City, Missouri
Lake Worth, Florida
Lakewood, Colorado
Lapeer, Michigan
Laramie, Wyoming
Laredo, Texas
Lenexa, Kansas
Liberty, Missouri
Lillburn, Georgia
Little Rock, Arkansas
Long Beach, California
Longmont, Colorado
Manassas, Virginia
Mansfield, Massachusetts
Maplewood, Missouri
Marshfield, Missouri
Miami Beach, Florida
Milwaukie, Oregon
Minneapolis, Minnesota
Miramar, Florida
Modesto, California
Muscatine, Iowa
Neptune Beach, Florida
Newark, Delaware
New Smyrna Beach, Florida
Norfolk, Virginia
Norman, Oklahoma
North Las Vegas, Nevada
North Miami Beach, Florida
Northglenn, Colorado
North Port, Florida
Norwich, Connecticut
Oberlin, Ohio
Ocean City, Maryland
Oceanside, California
Olathe, Kansas
Oklahoma City, Oklahoma
Orlando, Florida
Oxnard, California
Paducah, Kentucky
Palm Bay, Florida
Palm Beach Gardens, Florida
Palo Alto, California
Panama City, Florida
Park Ridge, Illinois
Pasadena, California
Peoria, Illinois
Phoenix, Arizona
Pittsburg, Kansas
Pompano Beach, Florida
Portage, Michigan
Pueblo, Colorado
Richmond, California
Richmond, Virginia
Riverside, California
Riverview, Michigan
Roanoke, Virginia
Rock Hill, South Carolina
Rockville, Maryland
Sacramento, California
St. Louis Park, Minnesota
Salem, Oregon
San Diego, California
San Fernando, California
San Francisco, California
San Jose, California
San Juan Capistrano, California
Sandersville, Georgia
Santa Ana, California
Santa Monica, California
Sarasota, Florida
Shaker Heights, Ohio
Simi Valley, California
Sioux City, Iowa
Snellville, Georgia
South Brunswick Township, New Jersey
Springfield, Missouri
Steamboat Springs, Colorado
Stratford, Connecticut
Storm Lake, Iowa
Sunnyvale, California
Sunrise, Florida
Takoma Park, Maryland
Topeka, Kansas
Titusville, Florida
Thornton, Colorado
Traverse City, Michigan
Topeka, Kansas
Turlock, California
Upper Arlington, Ohio
Urbana, IL
Urbandale, Iowa
Valdez, Alaska
Venice, FL
Virginia Beach, Virginia
Waco, Texas
Warrensburg, Missouri
Washington, Illinois
West Des Moines, Iowa
West Hartford, Connecticut
West Hollywood, California
West Palm Beach, Florida
Wichita, Kansas
Windham, Connecticut
Winston-Salem, North Carolina
Winter Park, Florida
Worthington, Minnesota

Ypsilanti, Michigan

COUNTIES

Adams County, Colorado
Alameda County, California
Albemarle County, Virginia
Arapahoe County, Colorado
Beaufort County, South Carolina
Broward County, Florida
Brown County, Wisconsin
Buffalo County, Nebraska
Buncombe County, North Carolina
Chaffee County, Colorado
Cass County, Michigan
Chesterfield County, Virginia
Clark County, Nevada
Cobb County, Georgia
Dade County, Florida
Dunn County, Wisconsin
Eagle County, Colorado
Escambia County, Florida
Fairfax County, Virginia
Forsyth County, Georgia
Fremont County, Colorado
Fresno County, California
Fulton County, Georgia
Georgetown County, South Carolina
Glynn County, Georgia
Gunnison County, Colorado
Hall County, Georgia
Hamilton County, Ohio
Johnson County, Kansas
Ketchikan-Gateway Borough, Alaska
Lake County, Florida
Lake County, Illinois
La Plata County, Colorado
Leon County, Florida
Lincoln County, North Carolina
Livingston County, Illinois
Los Angeles County, California

Martin County, Florida
McHenry County, Illinois
Mecklenburg County, North Carolina
Mendocino County, California
Mesa County, Colorado
Moffat County, Colorado
Monterey County, California
Muscatine County, Iowa
New Kent County, Virginia
Orange County, New York
Orange County, North Carolina
Palm Beach County, Florida
Peoria County, Illinois
Pinellas County, Florida
Polk County, Florida
Prince William County, Virginia
Ramsey County, Minnesota
St. Louis County, Minnesota
Saline County, Kansas
San Diego County, California
San Luis Obispo County, California
San Mateo County, California
Sarasota County, Florida
Sedgwick County, Kansas
Seminole County, Florida
Sonoma County, California
Springettsbury Township, Pennsylvania
Spotsylvania County, Virginia
Tazewell County, IL
Volusia County, Florida
Wake County, North Carolina
Washtenaw County, Michigan
Whiteside County, Illinois
Whitfield County, Georgia
Yolo County, California

OTHER ORGANIZATIONS

Development Groups

Arrowhead Regional Development, Duluth, Minnesota
Columbia Development Corporation, South Carolina
Fresno Economic Development Commission, California
Fresno Redevelopment Authority, California
GoTopeka, Inc., Kansas
Lincoln Road Development Corporation, Miami Beach, FL
Los Angeles, California, Community

Redevelopment Agency
Mid-American Regional Council, Kansas City, Missouri
West Palm Beach Downtown Development Authority, Florida

Housing Authorities

California Housing Finance Agency
Jefferson County Housing Authority, Alabama
Las Vegas Housing Authority
Memphis Housing Authority, Tennessee
Ocala Housing Authority, Florida

Peoria Housing Authority, Illinois

Libraries

Birmingham, Alabama Public Library
Central Arkansas Library System
Lexington, Kentucky Library System
Metropolitan Library System of Oklahoma
Moline Public Library

Non-Profits and Other Governmental Jurisdictions

California State Government
CDC Federal Credit Union, Atlanta, Georgia
District of Columbia
Fresno Employment and Training Commission, California
Jefferson County Personnel Board, Alabama
Local Government Insurance Trust, Maryland
Los Angeles, California Department of Community Public Health Los Angeles, California Music Center Operating Company
Los Angeles Olympics Organizing Committee
Metropolitan Nashville, Tennessee Arts Commission
Parkland Hospital, Texas
Southwest Florida Regional Planning Council

Professional Associations

American Public Works Association
Association of County Commissioners, Georgia
Georgia Municipal Association
International City/County Management Association
Iowa League of Cities
Missouri Municipal League

School Districts

Adams County School District #14, Commerce City, Colorado
Lake Sumpter Community College, Florida
Dallas Independent School District, Texas

Transportation Agencies

Alameda-Contra Costa Transit District, Oakland, California
Bay Area Rapid Transit District, Oakland, California
Dallas Area Rapid Transit District, Dallas, Texas
Greater Dayton Regional Transportation Authority
Kalamazoo County Transportation Authority
Lee County Port Authority, Florida
Metra (Chicago Commuter Rail System)
MetroPlan Orlando (MPA)
Port Everglades Authority, Fort Lauderdale, Florida
Orlando - Orange County Expressway Authority
Port of Sacramento, California
Riverside Transit Agency, California
San Francisco Bay Area Rapid Transit District, California
Sarasota/Manatee Airport Authority, Florida
Southern California Rapid Transit District

Utilities

Columbus Water Works, Georgia
Greater Peoria Sanitation District
Gulf Shores Utilities
Metropolitan Sewer District of Greater Cincinnati, Ohio
Orange Water and Sewer Authority (North Carolina)
Public Works Commission of Fayetteville, North Carolina
Rivanna Solid Waste Authority, Virginia
Rivanna Water and Sewer Authority, Virginia
Sacramento Municipal Utility District, California
South Florida Water Management District
Spartanburg Utility District, South Carolina

EEO STATEMENT

Slavin Management Consultants (SMC) is committed to building a diverse workforce which reflects the face of the community we serve, honors and respects the differences and abilities of all our employees and residents, and provides employees with the necessary opportunities, tools, and support to achieve their maximum potential.

Equitably managing a diverse workforce is at the heart of equal opportunity. Valuing diversity is the basis for a policy of inclusion. Diversity recognizes and respects the multitude of differences which employees bring to the workplace. Diversity complements organizational values that stress teamwork, leadership, empowerment, and quality service. Diversity means striving to maintain an environment in which managers value the differences in their employees and take steps to ensure that all employees know they are welcome.

To achieve workplace equity and inclusion, SMC will observe the practices outlined below:

- We will ensure that we do not discriminate in employment on the basis of race, color, religion, national origin, sex, age, disability, marital status, sexual orientation, creed, ancestry, medical condition, or political ideology.
- Our recruiting efforts will ensure that applicant pools are both capable and diverse.
- We will make employment decisions based on job-related criteria and will provide opportunities for entry and promotion into non-traditional jobs.
- We will ensure a workplace free of all forms of harassment.
- We will develop a procedure for prompt, thorough and impartial investigations of discrimination or harassment complaints and will act on appropriate measures to provide remedy or relief to individuals who have been victims of illegal discrimination or harassment.

Measures to ensure accountability for managing diversity will be incorporated into the performance management system for supervisors and managers. The chief executive officer will evaluate the effectiveness of our diversity policies and programs.

By creating a workplace where everyone can work towards their maximum potential, SMC will retain quality, productive employees who will provide excellent services to our clients.

SMC SEXUAL HARASSMENT POLICY

Slavin Management Consultants (SMC) is committed to providing a workplace that is free from sexual harassment. Sexual harassment in the workplace is against the law and will not be tolerated. Should the company determine that an allegation of sexual harassment is credible, it will take prompt and appropriate corrective action.

What Is Sexual Harassment?

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitutes sexual harassment when:

- An employment decision affecting that individual is made because the individual submitted to or rejected the unwelcome conduct; or
- The unwelcome conduct unreasonably interferes with an individual's work performance or creates an intimidating, hostile, or abusive work environment.
- Certain behaviors, such as conditioning promotions, awards, training or other job benefits upon acceptance of unwelcome actions of a sexual nature, are always wrong.

Unwelcome actions such as the following are inappropriate and, depending on the circumstances, may in and of themselves meet the definition of sexual harassment or contribute to a hostile work environment:

- Sexual pranks, or repeated sexual teasing, jokes, or innuendo, in person or via e-mail;
- Verbal abuse of a sexual nature;
- Touching or grabbing of a sexual nature;
- Repeatedly standing too close to or brushing up against a person;
- Repeatedly asking a person to socialize during off-duty hours when the person has said no or has indicated he or she is not interested (supervisors in particular should be careful not to pressure their employees to socialize);
- Giving gifts or leaving objects that are sexually suggestive;
- Repeatedly making sexually suggestive gestures;
- Making or posting sexually demeaning or offensive pictures, cartoons or other materials in the workplace;
- Off-duty, unwelcome conduct of a sexual nature that affects the work environment. A victim of sexual harassment can be a man or a woman.
- The victim can be of the same sex as the harasser.
- The harasser can be a supervisor, co-worker, other company employee, or a non-employee who has a business relationship with the Slavin Management Consultants.

SMC's Responsibilities Under This Policy:

If SMC receives an allegation of sexual harassment, or has reason to believe sexual harassment is occurring, it will take the necessary steps to ensure that the matter is promptly investigated and addressed. If the allegation is determined to be credible, SMC will take immediate and effective measures to end the unwelcome behavior. SMC is committed to take action if it learns of possible sexual harassment, even if the individual does not wish to file a formal complaint.

SMC will seek to protect the identities of the alleged victim and harasser, except as reasonably necessary (for example, to complete an investigation successfully). SMC will also take the necessary steps to protect from retaliation those employees who in good faith report incidents of potential sexual harassment. It is a violation of both federal law and this policy to retaliate against someone who has reported possible sexual harassment. Violators may be subject to discipline.

Employees who have been found by SMC to have subjected another employee to unwelcome conduct of a sexual nature, whether such behavior meets the legal definition of sexual harassment or not, will be subject to discipline or other appropriate management action. Discipline will be appropriate to the circumstances, ranging from a letter of reprimand through suspensions without pay of varying lengths to

separation for cause. A verbal or written admonishment, while not considered formal discipline, may also be considered.

Employees' Rights and Responsibilities Under This Policy

Any employee who believes he or she has been the target of sexual harassment is encouraged to inform the offending person orally or in writing that such conduct is unwelcome and offensive and must stop.

If the employee does not wish to communicate directly with the offending person, or if such communication has been ineffective, the employee has multiple avenues for reporting allegations of sexual harassment and/or pursuing resolution.

Employees are encouraged to report the unwelcome conduct as soon as possible to his or her supervisor or to the President of SMC.

In addition to reporting sexual harassment concerns to a responsible SMC official, employees who believe they have been subjected to sexual harassment may elect to pursue resolution in several ways, including:

Mediation: Mediation is an informal way to resolve office problems using a trained mediator who facilitates communication between the parties to the dispute. If an employee chooses to attempt resolution through mediation, management is obligated by Company policy to send a representative to the table. If a resolution is not reached, the parties may continue to pursue their rights in any other appropriate forum.

EEO processes: All SMC employees can file an Equal Employment Opportunity (EEO) complaint with the United States Equal Employment Commission (EEOC). An employee who wishes to file a complaint under EEO procedures must consult an EEO counselor within 45 days of the alleged incident. It is not necessary for an employee to complain to his/her supervisor before approaching an EEO counselor, nor to attempt informal resolution through mediation or other means. EEOC contact information:
<https://eeoc.com>. Phone 1 (800) 669-4000

All SMC employees are required to comply with this policy. Employees are also expected to behave professionally and to exercise good judgment in work-related relationships, whether with fellow employees, business colleagues, or members of the public with whom they come into contact in the course of official duties. Further, all employees are expected to take appropriate measures to prevent sexual harassment. Unwelcome behavior of a sexual nature should be stopped before it becomes severe or pervasive and rises to a violation of law.

MINORITY AND WOMEN PLACEMENTS

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
ALACHUA COUNTY, FL	County Administrator			X
ALBANY, GA	City Manager	X		
	Police Chief	X		
	Assistant City Manager	X		
	Human Resources Director	X		
ASPEN, CO	City Manager		X	
AUSTIN, TX	City Auditor		X	
	City Manager		X	
	Police Chief			X
BERKELEY, CA	City Manager	X		
	Public Works Director			X
BEVERLY HILLS, CA	Sanitation Director	X		
	Library Director		X	
BOCA RATON, FL	City Manager		X	
	Asst. City Manager		X	
BOTHELL, WA	City Manager		X	
BOISE, ID	Chief Financial Officer	X		
BROWARD COUNTY, FL	Assistant Director of Equal Employment	X	X	
	Director of Budget	X		
BOISE, ID	Chief Financial Officer		X	
BRYAN, TX	Municipal Court Judge		X	
	City Manager		X	
BUNCOMBE COUNTY, NC	County Manager	X	X	
CAMARILLO, CA	City Clerk		X	
CARSON, CA	Planning Director		X	
CHAPEL HILL, NC	Transportation Director		X	
	Human Resources Director		X	
CHARLOTTE COUNTY, FL	County Attorney		X	
CENTRAL CITY ASSN. OF THE CITY OF LOS ANGELES (CA)	Director of Security	X		
CHARLOTTE, NC	Neighborhood Services Director	X		
COLUMBIA, MO	Police Chief	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
CORINTH, TX	Director of Economic Development		X	X
CORPUS CHRISTI, TX	City Manager			X
CULVER CITY, CA	Finance Director			X
DANE COUNTY, WI	Director of Human Services		X	
DALLAS INDEPENDENT SCHOOL DISTRICT (TX)	Chief Financial Officer	X	X	
DALLAS, TX	City Attorney		X	
DAYTONA BEACH, FL	City Manager	X		
DECATUR, GA	Chief of Police	X		
DISTRICT OF COLUMBIA	Executive Director Alcoholic Beverage Regulations Commission		X	
DURANGO, CO	City Manager			X
DURHAM, NC	City Manager	X		
	City Manager	X	X	
	Police Chief		X	
	Public Works Director	X	X	
ESCAMBIA COUNTY, FL	Assistant County Administrator	X		
ESCONDIDO, CA	Civic Center Construction Mgr		X	
FRANKFORT, KY	City Manager		X	
EVANSTON, IL	City Manager		X	
FRESNO, CA (PIC)	Executive Director	X		
FORT COLLINS, CO	City Attorney		X	
FORT LAUDERDALE, FL	Fire Chief	X		
FORT MYERS, FL	City Manager	X		
	Police Chief	X		
FORT WORTH, TX	Auditor General		X	
	Police Chief	X		
FRANKLIN, TN	Director of Community Development		X	
FRESNO, CA (PIC)	Executive Director	X		
GAINESVILLE, FL	Equal Employment Director	X		
GEORGETOWN, SC	City Administrator		X	
GEORGETOWN COUNTY, SC	County Manager	X	X	
GLASTONBURY, CT	Human Resources Director	X	X	
GLENWOOD SPRINGS, CO	City Manager		X	
GREENBELT HOMES, INC. (MARYLAND)	Executive Director		X	
GREENSBORO, NC	Assistant City Manager	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
GREENVILLE, NC	City Manager	X	X	
HAMILTON COUNTY, OH	Jobs and Family Services Director		X	
HILLSBOROUGH COUNTY (FL) CHILDREN'S BOARD	Executive Director		X	
HOLLYWOOD, FL	City Manager	X		
JUPITER, FL	Assistant to the City Manager		X	
	Public Works Director			X
KALAMAZOO, MI	City Manager		X	
	Assistant City Manager		X	
LAKE COUNTY, FL	County Attorney		X	
LAKE COUNTY, IL	Purchasing Director		X	
	Human Resources Director	X		
	Assistant County Administrator		X	
LAKE COUNTY, IL HEALTH DEPARTMENT	Executive Director		X	
LAKE WORTH, FL	Utilities Customer Services Manager	X		
LA PLATA COUNTY, CO	Human Services Director		X	
LAREDO, TX	City Manager			X
LEE COUNTY, FL	County Administrator		X	
	Human Resources Director	X		
LINCOLN ROAD DEVELOPMENT CORP.	Executive Director		X	
LONG BEACH, CA	Police Chief	X	X	
	Executive Director, Civil Service Commission			
LONGMONT, CO	City Manager			X
LONGVIEW, CO	Assistant City Manger		X	
LOS ANGELES, COMMUNITY REDEVELOPMENT AGENCY	Sr. Project Manager	X		X
	Project Manager	X		
	Project Manager			X
LOS ANGELES COUNTY (CA) HEALTH SYSTEMS AGENCY	Executive Director	X	X	
	Deputy Exec. Dir.			X
LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH	Public Health Director	X		
LOS ANGELES OLYMPICS ORGANIZING COMMITTEE	Human Resources Director	X	X	
	Director of Venues		X	
MAPLEWOOD, MO	City Manager	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
METROZOO (MIAMI FL)	Director of Marketing		X	
MEMPHIS (TN) HOUSING AUTHORITY	Executive Director	X		
MIAMI (FL) OFF-STREET PARKING SYSTEM	Finance Director			X
MIAMI VALLEY REGIONAL TRANSIT AUTH. (DAYTON, OH)	Executive Director	X	X	
MIRAMAR, FL	City Manager		X	
MISSISSIPPI REGIONAL HOUSING AUTHORITY VIII	Executive Director	X		
MONTEREY COUNTY, CA	Hospital Administrator	X		
MONTGOMERY COUNTY BOARD OF DEVELOPMENTAL DISABILITIES	Executive Director	X	X	
MOUNT DORA, FL	City Manager		X	
NOAH DEVELOPMENT CORPORATION	Executive Director	X		
NEWARK, DE	City Manager	X		
NORFOLK, VA	Human Resources Director	X		
	Senior Engineer		X	
NORFOLK, VA	Social Services Director	X		
OAK PARK, IL	Village Manager		X	
OCALA (FL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
OBERLIN, OH	City Manager		X	
ORLANDO, FL	Fire Chief	X		
ORMOND BEACH, FL	City Manager	X		
OKLAHOMA CITY, OK	City Manager	X		
PALM BAY, FL	Human Resources Director		X	
PALM BEACH COUNTY, FL	Assistant County Administrator		X	
PALM BEACH COUNTY (FL) CHILDREN'S SERVICES BOARD	Executive Director		X	
PALM BEACH COUNTY (FL) HEALTH CARE DISTRICT	Executive Director		X	
PALM BEACH GARDENS, FL	City Manager (1992) City Manager (1999)		X	X
PALO ALTO, CA	City Attorney		X	
PANAMA CITY, FL	City Clerk/Treasurer		X	
PARKLAND, FLORIDA	City Manager		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
PEORIA (IL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
PHOENIX, AZ	Chief of Police			X
POWDER SPRINGS, GA	City Manager		X	
PRINCE WILLIAM COUNTY, VA	County Executive		X	
	Human Resources Director	X	X	
	Fire Chief	X	X	
RICHMOND, CA	City Manager	X		
RICHMOND, VA	Director of Public Health	X		
ROANOKE, VA	Police Chief	X		
	Economic Development Director		X	
	Assistant City Manager	X	X	
	Director of Human Services		X	
ROCKVILLE, MD	Assistant City Manager		X	
SACRAMENTO, CA	Human Resources Director	X	X	
SAGINAW, MI	Police Chief			X
SAN DIEGO, CA	City Manager	X		
SAN FRANCISCO, CA	Assistant City Administrator		X	
SAN JOSE, CA	Police Chief	X		
SANTA MONICA, CA	Deputy City Manager		X	
SANTA ROSA ISLAND AUTHORITY (FL)	Executive Director		X	
SARASOTA, FL	Human Resources Director	X		
SARASOTA COUNTY, FL	Deputy County Administrator	X		
SELMA, AL	Chief of Police	X		
SHAKER HEIGHTS, OH	City Administrator		X	
SOUTH DAKOTA STATE LEGISLATURE	Chief Legislative Analyst		X	
SUNNYVALE, CA	Public Information Officer		X	
	City Clerk		X	
STRATFORD, CT	Human Resources Director		X	
STOCKBRIDGE, GA	City Manager	X		
TAKOMA PARK, MD	City Manager		X	
	Recreation Director	X	X	
	Housing and Community Development Director		X	
	Public Works Director	X		
THORNTON, CO	Public Information Officer		X	
	City Attorney			X
TOPEKA, KS	City Manager	X		
	Police Chief	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
URBANA, IL	Chief Administrative Officer		X	
VALDEZ, AK	City Manager	X		
VENICE, FL	Police Chief		X	
VIRGINIA BEACH, VA	Human Resources Director	X		
VIRGINIA BEACH PARK TRUST (FL)	Executive Director	X		
VOLUSIA COUNTY, FL	County Manager		X	
	Budget Director		X	
	Human Resources Director		X	
	Deputy County Manager		X	
WACO, TX	Deputy City Manager		X	
	Exec. Dir. - Support Services			X
	Assistant City Manager	X		
	Director of Facilities			X
WAKE COUNTY, NC	Human Services Director			X
THE WEINGART CENTER (LOS ANGELES)	Executive Director		X	
WEST COVINA, CA	Planning Director	X	X	
WEST MIFFLIN, PA	Town Administrator		X	
WEST PALM BEACH, FL	Assistant City Administrator	X	X	
WICHITA, KS	Human Resources Dir	X	X	
	Community Services Dir	X	X	
	Communications Director		X	
	Director of Libraries		X	
	Housing and Development Director	X	X	
	City Manager	X		
	City Manager		X	
WYOMING, OHIO	City Manager		X	
YPSILANTI, MI	City Manager	X		
ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)	Executive Director			X



October 6, 2021

Alissa Angelo, Assistant City Manager
City of Stayton
362 N. 3rd Avenue
Stayton, OR 97383

Dear Ms. Angelo:

Thank you for the opportunity to submit our recruitment proposal for the position of City Manager for the City of Stayton. We take great pride in providing our clients exceptional service and excellent results. These successful client partnerships result from an active and comprehensive level of Principal involvement leading to positive business relationships and highly satisfied clients.

We feel well suited to support your city on this search. Currently, we are conducting City Manager recruitments for the California cities of Malibu, Cupertino, Yreka, and Ross, and recently completed City Manager searches for the cities of Tulare, Paso Robles, Sausalito, and Fowler. Additionally, in the past 24 months we've completed City Manager searches for the cities of Stockton, Simi Valley, Hawthorne, Whittier, Port Hueneme, Pinole, and Sand City. Overall, during the past four years our firm has completed 29 city manager assignments including recruitments for the cities of Anaheim, Fremont, Vallejo, Hermosa Beach, Martinez, Half Moon Bay, Visalia, Fullerton, Redding, South El Monte, Monte Sereno, Benicia and Beaumont. We feel the contacts made from these assignments would be highly beneficial to this search and your overall recruitment needs. We are also familiar with Oregon having previously completed projects for Lake Oswego, Astoria, Woodburn and Ashland.

Our extensive database of executives in municipal government provides an excellent foundation for the outreach efforts we describe in our proposal. We've also had extensive interaction with City Councils, City Managers and Assistant City Managers based on our labor relations practice. All of these contacts would be an excellent resource in support of this recruitment.

Following review of our proposal, it is our hope that our history of successful recruitments, our professionalism and positive results we have delivered for our clients will provide the basis for selection of our firm.

This proposal of recruitment services contains the following information:

- Company Overview
- Firm Qualifications/Experience

William Avery & Associates, Inc.
Consultants to Management

3-1/2 N. Santa Cruz Ave., Suite A
Los Gatos, CA 95030
408.399.4424
Fax: 408.399.4423
www.averyassoc.net

- Completed City Manager Recruitments
- Recruitment Team
- Recruitment Strategy
- Recruitment Schedule
- Consulting Fee
- Guarantees & Ethics

Thank you for the opportunity to be considered for this recruitment. If you have any questions, please do not hesitate to call me at 408-399-4424.

Sincerely,

William Avery

William H. Avery

WHA:jmc



PROPOSAL FOR THE CITY OF STAYTON RECRUITMENT FOR CITY MANAGER

William Avery & Associates, Inc. – Overview

William Avery & Associates, Inc. (Avery Associates) is a successful and service focused Management Consulting firm based in Los Gatos, California. Incorporated in 1982, the firm specializes in Executive Search, Labor Relations and Human Resources/Management Consulting.

The firm currently includes two Principals and several key consultants. Bill Avery, the founder of Avery Associates, heads and manages the firm. He oversees the Labor Relations practice and is heavily involved in the search business including leading key searches. Paul Kimura focuses on and manages the Executive Search and Recruitment practice. Key staff members include Bill Lopez, Kristi Ward and Sam Avery, who support the search practice and the firm's administrative staff includes Tomi Ewing, Jackie Collins and Michelle Ross. Temporary staff as needed augments the team.

Mr. Avery, having served in the past as a City Manager, provides the firm with direct experience and knowledge of city administration. Mr. Kimura's expertise in executive, technical and business recruitment, which he gained during his nineteen years of high technology experience, provides the basis for many of the recruitment strategies and tactics utilized by the firm. Their profiles are attached. Collectively and combined, the firms Principals offer exceptional expertise in the area of public sector recruitment and consulting.

Firm Qualifications/Experience – What Differentiates Avery Associates

Exceptional service delivery and a very high quality work product provide excellent results for our clients. This begins with the initial client meetings, which lead to detailed timelines for deliverables followed by weekly recruitment status updates following initiation of the search. Our candidate outreach efforts are professionally and confidentially conducted. The evaluation materials we provide clients are routinely characterized as accurate, comprehensive and of very high quality. We believe more so than any other public sector recruitment firm. This is largely based on our interview system utilizing behavioral interview techniques, which we describe in our recruitment plan. This leads to a quality product with excellent end results for our clients.

The service element is based on two factors: The first is the collective service philosophy from all of our organizational team members. They are each dedicated to providing service and support to clients. The second factor is based on the high level of engagement and participation from the firm Principals in every search assignment. This hands-on involvement includes client interface, identifying and developing the ideal candidate profile and position specification, development of the search strategy, candidate outreach, interviewing and assessment, completion of reference interviews, candidate presentation, final interview facilitation and when desired, negotiation of employment terms with the successful candidate.



City Manager Recruitments Completed within the Past three Years

Organization	Position	Filled
City of Tulare	City Manager	9/2021
City of Paso Robles	City Manager	9/2021
City of Sausalito	City Manager	5/2021
City of Fowler	City Manager	2/2021
City of Foster City	City/District Manager	12/2020
City of Hawthorne	City Manager	3/2020
City of Port Hueneme	City Manager	2/2020
City of Stockton	City Manager	1/2020
City of Simi Valley	City Manager	1/2020
City of Pinole	City Manager	12/2019
City of Whittier	City Manager	11/2019
City of Sand City	City Manager	11/2019
City of Lafayette	City Manager	8/2019
City of Tulare	City Manager	6/2019
City of Martinez	City Manager	3/2019
City of Half Moon Bay	City Manager	10/2018
City of Hermosa Beach	City Manager	9/2018
City of Fremont	City Manager	8/2018

Recruitment Team for the City of Stayton

Bill Avery will serve as the Project Lead for this assignment and will be assisted by Bill Lopez. Mr. Avery will be personally involved in the initial client meetings, development of the ideal candidate profile and search strategy, interviewing and assessment of candidates, the presentation of candidates, attendance at final interviews and will be available throughout the search process to provide other related consulting services.

Recruitment Plan

I. Position Profile and Organizational Assessment

The initial assessment phase is a critical component of the search process. Mr. Avery will individually meet with members of the City Council and as appropriate, members of the City's leadership team to discuss the organizational needs and position requirements and to formalize the job description. Our goal for this aspect of the recruitment process is to:

- Understand the City priorities for this position.
- Develop a clear understanding and consensus on the expertise, experience, education, performance attributes and operational style of the ideal candidate.



- Discuss the goals, objectives, deliverables, and challenges related to this position.
- Gain insight of the various organizational dynamics and departmental issues that exist within the organization.
- Identify the compelling aspects to this opportunity.

The formal position description and a subsequent ideal candidate profile would be developed from the above discussions and incorporated into the formal position announcement. The candidate profile is also utilized in various other means as a marketing tool, for advertising copy, postings, and for other announcements.

II. Development of the Search Strategy

Our search strategy will be developed in conjunction with the organizational assessment. The final approach is based on your input and considerations during the assessment activity. We would incorporate the following elements into this search:

- Original research, which consists of identification and contact of current incumbents or other candidates who meet the profile, but are not actively seeking other employment.
- Development of a targeted candidate list based on our extensive database of key executive contacts, referrals and recommendations from key sources, and other current and former City Management personnel who have extensive contacts and networks in this area.
- Public information sources that include various membership listings such as the League of Oregon Cities, ICMA and the various municipal organizations within the U.S.
- An extensive mailing campaign to current city managers and select assistant managers throughout the U.S.
- Print advertising in ICMA Newsletter, Jobs Available and any other print publications deemed appropriate by the City.
- Internet job postings on national public sector employment bulletin boards, City Management and Municipal association-based web sites, and our company website.

III. Candidate Assessment

Our assessment process involves several “tiers” of evaluation. All candidates responding to this position will initially be evaluated based on their resume and if appropriate, an



extensive phone “screening” by a member of the project team. Candidates who pass the initial “qualifying” criteria are then scheduled for a formal interview with Mr. Avery. These extended personal interviews typically take one hour and a thorough discussion of their experience, accomplishments, management philosophy and interpersonal style takes place.

In interviewing candidates, we utilize a methodology based on “behavioral” interview techniques. Fundamentally, this approach explores a candidate’s past accomplishments and experiences that relate to the position being considered. The philosophy here is that the best indicator of future performance is to evaluate past behavior. This methodology allows the firm to “project” how a candidate would approach and address the key challenges in the new position.

Those individuals who best fit the position requirements will have a Candidate Assessment Report developed by the Principal who conducted the interview. Additionally, two initial reference interviews are performed on these candidates. The reference interviews provide our clients with additional insights on the candidate’s “behavior” and style.

IV. Candidate Presentation

Upon completion of formal interviews, a selection of candidates for presentation is made. We feel our extensive qualification, interview, and reference interviewing process and the knowledge gained during our initial assessment period; enable our client to proceed with fewer rather than more finalists. However, we will not restrict or limit the number of candidates recommended as this decision is related to the overall strength and depth of the candidate pool.

The final candidates are presented in our extensive candidate presentation “book”. Each finalist will have a file consisting of a candidate summary sheet, the submitted cover letter and resume, the Candidate Assessment Report (based on the “behavioral” interview), and two candidate reference interviews. This extensive profile on each recommended candidate continually generates positive feedback from our clients as it provides extensive detail beyond just a resume.

The Candidate book also identifies other candidates who were given secondary consideration, which provides the client insight on others who were interviewed. Candidate summary sheets are created for everyone who submitted a resume would also be included. This provides the client an insight to the level and nature of response for their position.



V. Selection Process

Once the final candidate interview group is identified, we will assist in the structuring of the interview process and coordinate the interview scheduling activity. Our firm will also provide candidates with guidance related to travel planning, hotel accommodations, as well as other interview planning issues. Our firm will also develop potential interview questions and be in attendance during final interviews to help facilitate the process and to lead an end of day debrief and evaluation process.

VI. Position Closure and Follow-Up

Based on the firm’s experience in human resource management and executive search, we are able to assist our clients in formulating appropriate compensation and other employment arrangements. We will be available throughout our retention to assist in this process.

As a matter of policy, Avery Associates monitors the transition and progress of any executive we place with a client. Within the first three to six months following the hired individual joining the City, we will speak with that individual to ensure the transition has effectively occurred. During the same period we will also review the individual’s status with your office.

Recruitment Schedule

We have the capacity to be available within a one-to-two week window to initiate new recruitments.

Task	Scheduled Dates
<i>Search Initiation, Marketing & Advertising Development:</i> <ul style="list-style-type: none"> ▪ <i>Initial meetings with city manager and city staff to define the ideal candidate profile</i> ▪ <i>Develop draft of recruitment brochure for approval by client</i> ▪ <i>Recruitment strategy finalized</i> ▪ <i>Determination of advertising scope and placement deadlines</i> ▪ <i>Brochure designed and printed</i> 	<i>Weeks 1 - 4</i>
<i>Marketing, Advertisement and Outreach Period:</i> <ul style="list-style-type: none"> ▪ <i>Mailing of brochures</i> ▪ <i>Jobs Available</i> ▪ <i>ICMA newsletter and website</i> <i>Preliminary candidate screening</i>	<i>Weeks 4 - 10</i>
<i>Candidate Review - Screening and Finalists Selection</i>	<i>Weeks 9-12</i>
<i>Development and finalization of Interview process and interview questions</i>	<i>Weeks 13-14</i>
<i>Interviews with City</i>	<i>Week 15</i>
<i>Final interviews and reference checks</i>	<i>Week 16</i>
<i>Appointment Offer/Acceptance</i>	<i>Week >17</i>
<i>Report to Work Date</i>	<i>Week >17</i>



Consulting Fee

Based on the services described in our proposal, the professional services consulting fee for this recruitment will be \$19,400. We would provide our first consulting invoice in the amount of \$7,400 at the outset of the search. A second invoice of \$6,000 would be billed with the presentation of candidate recommendations and the final invoice of \$6,000 for the retainer will be submitted at the completion of the search. The consulting fee will be inclusive of all services defined within this proposal unless otherwise stated.

In addition to the Professional Services Fee, normal and direct out-of-pocket expenses associated with the search are charged back to the client. Expenses for this assignment would not exceed \$6,500 without the express consent of the City. These expenses include: advertising, clerical time, supplies, printing, telephone, postage, background checks and consultant travel for client discussions, meetings, local and out-of-area candidate interviews. All expense items are reimbursed "at cost" and will be detailed and billed on a monthly basis.

Guarantees and Ethics

Whenever William Avery & Associates, Inc. is retained; we make several guarantees and commitments to a client. Due to our experience, knowledge and success within the management-consulting field, we assure a client that we will only present candidates who meet a substantial majority of the ideal qualifications that you have outlined. We are also committed to continue our search efforts until a successful candidate is employed.

During our placement efforts, we openly share any relationships, previous experience and knowledge for any candidate we present for consideration. Our commitment and responsibility is to our clients and their best interests.

It is also our practice to replace a candidate who may voluntarily resign during the first year of his/her employment. This same commitment applies if the client finds it necessary to terminate or to request the resignation of the selected individual in the first year for any reason. In either case, we invoice a client only for out-of-pocket expenses incurred in identifying a replacement.



PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES

CITY MANAGER
CITY OF STAYTON, OREGON

October 2021

(This proposal is valid for 90 days)



Strategic Government Resources

P.O. Box 1642, Keller, Texas 76244
Office: 817-337-8581

JJ Peters, President of Executive Recruitment
JJPeters@GovernmentResource.com



October 8, 2021

Hon. Mayor Henry Porter and City Council
City of Stayton, Oregon

Dear Mayor Porter and City Councilors:

Thank you for the opportunity to submit this proposal to assist the City of Stayton in your recruitment for a new City Manager. SGR has the unique ability to provide a personalized and comprehensive recruitment to meet your needs.

I would like to draw your attention to a few key items that distinguish SGR from other recruitment firms and allow us to reach the most extensive and diverse pool of applicants:

- SGR is a recognized thought leader in local government management and is actively engaged in local government operations, issues, and best management practices.
- SGR's Servant Leadership e-newsletter, where all recruitments conducted by SGR are announced, reaches nearly 50,000 subscribers in all 50 states.
- SGR will send targeted emails to our opt-in Job Alert subscriber database of over 6,200 city management professionals.

We recognize that the COVID-19 pandemic has created unique operating challenges for local governments in a myriad of ways, including recruitment efforts. SGR has invested in a variety of technologies that will allow a safe social distancing recruitment process, and we will continue to provide alternatives to in-person meetings, to the extent your organization desires, during this uncertain time.

We are excited about the prospect of conducting this recruitment for the City of Stayton, and we are available to visit with you at your convenience.

Respectfully submitted,

Jennifer Fadden, Chief Operating Officer
JenniferFadden@GovernmentResource.com

TABLE OF CONTENTS

- 1** Company Profile
- 2** Unique Qualifications
- 3** Project Personnel
- 4** Recruitment Methodology
- 5** Projected Schedule
- 6** Costs & Service Guarantee
- 7** References
- 8** Similar Recruitments
- 9** Executive Recruitment Clients
- 10** Sample Position Profile Brochures

Company Profile

Background

Strategic Government Resources, Inc. (SGR) exists to help local governments become more successful by Recruiting, Assessing, and Developing Innovative, Collaborative, and Authentic Leaders. SGR was incorporated in 2002 with the mission to facilitate innovative leadership in local government. SGR is fully owned by former City Manager Ron Holifield, who spent two high-profile decades in city management and served as a City Manager in several cities.

SGR's business model is truly unique. Although we are a private company, SGR operates like a local government association. Most of SGR's principals are former local government officials, allowing SGR to bring a perspective and depth of local government expertise to every project that no other firm can match.

SGR's Core Values are Customer Service, Integrity, Philanthropy, Continuous Improvement, Agility, Collaboration, Protecting Relationships, and the Golden Rule.

SGR is a **full-service firm**, specializing in executive recruitment, interim placements, online training, onsite training, leadership development, psychometric assessments, strategic visioning retreats, one-on-one employee coaching, and other consulting services designed to promote innovation, team building, collaboration, and continuous improvement in local governments. SGR has approximately 700 local government clients in 47 states for all of our business lines combined. SGR has been, and continues to be, a leader in spurring innovation in local government.

SGR has 24 full-time employees, 2 part-time employees, 17 recruiters, and a number of consultants who function as subject matter experts on a variety of projects.

SGR's corporate headquarters is in the Dallas/Fort Worth Metroplex. SGR also has virtual offices in California, Florida, Minnesota, New York, North Carolina, Ohio, Oklahoma, Oregon, and Pennsylvania.

SGR Executive Leadership – Recruitment

- Ron Holifield, Chief Executive Officer
- Jennifer Fadden, Chief Operating Officer
- JJ Peters, President of Executive Recruitment

View all SGR team members and bios at: governmentresource.com/about-us/meet-the-team

SGR's Unique Qualifications

Extensive Network of Prospects

SGR is intent on being a leader in executive recruitment, and we believe it is imperative to be proactive in our mission to build a workforce that represents the communities we serve. SGR reaches an extensive and diverse pool of prospects by utilizing our unequaled network of prospects.

- SGR's Servant Leadership e-newsletter, where your position will be announced, reaches over 49,000 subscribers in all 50 states.
- We will send targeted emails to opt-in subscribers to SGR's Job Alerts.
- Your position will be posted on SGR's Website, GovernmentResource.com, which has more than 36,000 visitors per month.
- Your position will be posted on SGR's Job Board, SGRjobs.com, which averages more than 16,000 unique visitors per month and has over 1,600 jobs listed at any given time.
- SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on Facebook, Twitter, Instagram, and LinkedIn.
- SGR frequently partners with local government associations including League of Women in Government and the Local Government Hispanic Network.
- Approximately 65% of semifinalists selected by our clients learned about the open recruitment through via our website, servant leadership e-newsletter, job board, social media, job alert emails, or personal contact.

Collective Local Government Experience

Our recruiters have years of experience in local government and both regional and national networks of relationships. The entire executive recruitment group works as a team to leverage their networks to assist with each recruitment. SGR team members are active on a national basis, in both local government organizations and professional associations. Many SGR team members frequently speak and write on issues of interest to local government executives. SGR can navigate all of the relevant networks as both a peer and insider.

Equal Opportunity Commitment

SGR strongly believes in equal employment opportunity. SGR does not discriminate and believes that equal opportunity is an ethical issue. SGR quite simply will not enter into an engagement with an entity or organization that directs, or expects, that bias should or will be demonstrated on any basis other than those factors that have a bearing on the ability of the candidate to do the job. You can anticipate that SGR will make a serious and sincere effort to encourage qualified applicants from underrepresented demographic groups to apply. Although SGR obviously cannot, and would not, guarantee the makeup of the semifinalist or finalist groups, SGR does have relationships and contacts nationwide to encourage the meaningful participation of underrepresented minority groups, and we continue to evaluate and improve our processes by embedding a lens of equity and inclusion into our recruitment practices.

Listening to Your Unique Needs

SGR devotes a significant amount of time to actively listening to your organization and helping you define and articulate your needs. We work hard to conduct a comprehensive recruitment that is unique to you. SGR devotes a tremendous amount of energy to understanding your organization's unique culture, environment, and local issues to ensure a great "fit" from values, philosophy, and management style perspectives.

Trust of Candidates

SGR has a track record of remarkable confidentiality and providing wise counsel to candidates and next generation leaders; we have earned their trust. As a result, SGR is often able to get exceptional prospects to become candidates, even if they have declined to become involved in other recruitment processes. Candidates trust SGR to assess the situation well, communicate honestly and bluntly, and maintain their confidentiality to the greatest extent possible.

Accessibility & Communication

Your executive recruiter is accessible at all times throughout the recruitment process and can be reached by candidates or clients, even at night and on weekends, by cell phone or email. In addition, the recruiter communicates with active applicants on a weekly basis and sends Google alerts articles to keep the applicants informed about the community and opportunity.

Comprehensive Evaluation and Vetting of Candidates

SGR offers a candidate screening process that prevents surprises and ensures in-depth understanding. Our vetting process includes:

- Prescreening questions and technical review of resumes
- Cross communication between our recruiters about candidates who have been in previous searches for greater understanding of background and skills
- Comprehensive written questionnaires to gain different insights than typically available on a resume
- Online pre-recorded video interviews that allow search committee members, at their convenience, to view candidates in an interview setting prior to the finalist stage of the recruitment process
- Comprehensive media reports that go far beyond automated Google/LexisNexis searches and are customized to each candidate based on where they have lived and worked
- Comprehensive automated and anonymous reference checks that provide deep insights on candidates' soft skills from a well-rounded group of references
- Psychometric assessments (supplemental cost)
- Comprehensive background checks completed by a licensed private investigation firm
- Advanced exercise, customized to the organization, for finalist candidates

Project Personnel

Lynn Barboza, Senior Vice President

LynnBarboza@GovernmentResource.com

Cell: 702-423-2905



Lynn began her public sector career with the City of Las Vegas (NV) in November of 1990. Throughout her 27-year tenure with the City, she was promoted to increasingly responsible positions in different operational areas including the City Manager’s Office, the City Council Office and Human Resources. She spent the last 5+ years of her time with the City managing the Talent Acquisition team.

Lynn earned her Bachelor of Science degree in Workforce Education from the University of Nevada Las Vegas in 2011 and is a certified instructor for InsideOut Coaching, True Colors (Leadership Style) and is also certified as a “Technology of Participation” facilitator. She is a member of SGR’s Leadership Development Team assisting with training development and delivery, as well as workshop facilitation for local government agencies throughout the U.S.

As an Executive Recruiter who has also been a hiring executive, Lynn brings the client perspective to her role at SGR, along with her experience managing the Talent Acquisition function for a large and progressive public sector agency. She works closely with clients to define the necessary qualifications and desired talents in prospective candidates who will meet their unique business challenges today and most importantly, in the future. Lynn is equally committed to her candidates; she is passionate about learning their story and helping them find the ideal next step in their career path.

Lynn has recruited for every discipline in the public sector, assisting smaller-sized cities/counties and large metropolitan organizations find the perfect addition to their leadership team. She has also recently diversified her skill set, venturing into the private sector and handling healthcare executive placements.

In her free time, Lynn is a volunteer Court Appointed Special Advocate (CASA) for abused and neglected children in the foster care system, an avid cyclist and proud mom of two beautiful daughters and two very special rescue dogs.

Recruitment Methodology

A full-service recruitment typically entails the following steps:

- 1. Organizational Inquiry and Analysis**
 - Develop Recruitment Plan and Timeline
 - Individual Interviews with Key Stakeholders
 - Development of Position Profile Brochure
- 2. Advertising and Marketing, Communication with Applicants and Prospects**
- 3. Initial Screening and Review**
- 4. Search Committee Briefing to Facilitate Selection of Semifinalists**
- 5. Evaluation of Semifinalist Candidates**
 - Written Questionnaires
 - Recorded Online Interviews
 - Media Searches - Stage 1
- 6. Search Committee Briefing to Facilitate Selection of Finalists**
- 7. Evaluation of Finalist Candidates**
 - Comprehensive Media Searches - Stage 2
 - Comprehensive Background Investigation Reports
 - DiSC Management Assessments (supplemental service)
 - First Year Game Plan or Other Advanced Exercise
- 8. Interview Process**
 - Face-to-Face Interviews
 - Stakeholder Engagement (may occur earlier in process)
 - Deliberations
 - Reference Checks (may occur earlier in process)
- 9. Negotiations and Hiring Process**
 - Determine the Terms of an Offer
 - Negotiate Terms and Conditions of Employment
 - Press Release (if requested)

Step 1: Organizational Inquiry and Analysis

Develop Recruitment Plan and Timeline

SGR will meet with the client at the outset of the project to finalize the recruitment plan and timeline. At this time, SGR will also request that the client provide us with photos and information on the community, organization, and position to assist us in drafting the position profile brochure.

Individual Interviews with Key Stakeholders

SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your particular needs. Fully understanding your organizational needs is the most critical part of conducting a successful executive recruitment. In consultation with the Search Committee, SGR will develop a list of individuals to meet with about the position. Individual interviews may include members of the Search Committee, key staff members, peers in other organizations, and/or community leaders to find out more about the position, special considerations, and the political environment. These interviews last approximately 30-60 minutes each and identify issues that may affect the dynamics of the recruitment, as well as develop a composite understanding of the organization's preferences. This process helps with organizational buy-in and will assist us in developing the position profile.

Development of Position Profile Brochure

Following the individual interviews, SGR will develop a draft position profile brochure that is reviewed and revised in partnership with your organization until we are in agreement that it accurately reflects the sought-after leadership and management characteristics.

Step 2: Advertising and Marketing, Communication with Applicants and Prospects

Advertising and Marketing

The Executive Recruiter and client work together to determine the best ways to advertise and recruit for the position. SGR's Servant Leadership e-newsletter, where your position will be announced, reaches over 49,000 subscribers in all 50 states. We will also send targeted emails to opt-in subscribers to SGR's Job Alerts. Your position will be posted on SGR's Website, GovernmentResource.com, and on SGR's Job Board, SGRjobs.com. SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on Facebook, Twitter, Instagram, and LinkedIn. Ads are also typically placed in various state and national publications, targeting the most effective venues for reaching qualified candidates for that particular position.

Communication with Prospects

SGR communicates with interested prospects on ongoing basis during the recruitment process. Outstanding prospects often will not submit a resume until they have done considerable homework on the available position. A significant number of inquiries will be made, and it is essential that the executive search firm be prepared to answer those questions with fast,

accurate, and complete information, and in a warm and personal manner. This is one of the first places a prospective candidate will develop an impression about the organization, and it is an area in which SGR excels.

Communication with Active Applicants

Handling the flow of resumes is an ongoing and significant process. On the front end, it involves tracking resumes and promptly acknowledging their receipt. It also involves timely and personal responses to any questions or inquiries. SGR communicates frequently with applicants to ensure they stay enthusiastic and informed about the opportunity. SGR utilizes Google Alerts and sends weekly update emails to active applicants regarding the organization and community.

Step 3: Initial Screening and Review

SGR uses a triage process to identify high-probability, medium-probability, and low-probability candidates. The triage ranking is focused on overall assessment based on interaction with the applicant, qualifications, any known issues regarding previous work experience, and evaluation of cultural fit with the organization.

In contrast with the triage process described above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to make sure that the minimum requirements of the position are met, and which of the preferred requirements are met. This sifting process assesses how well candidates’ applications fulfill the recruitment criteria outlined in the Position Profile.

Step 4: Search Committee Briefing / Selection of Semifinalist Candidates

At this briefing, SGR will provide a comprehensive progress report and facilitate the selection of up to 12 semifinalists. The presentation will include summary information on the process so far, the candidate pool overall, and any trends or issues, as well as a briefing on each candidate and their credentials. No other firm offers this level of reporting detail and transparency.

Step 5: Evaluation of Semifinalist Candidates

Reviewing resumes is an important and valuable step in the executive recruitment process. However, the simple fact is that resumes can be misleading. They tell you nothing about the individual’s personal qualities or his/her ability to get along with other people. Resumes can also exaggerate or inflate accomplishments or experience. SGR’s responsibility is to go more in-depth than the resume to ensure that those candidates who continue in the process are truly outstanding. SGR’s goal is to have a clear understanding of the person behind the resume and what makes him/her an outstanding prospect for you. The evaluation of semifinalist candidates includes follow-up when appropriate to ask any questions about underlying issues.

Written Questionnaires

SGR will ask semifinalist candidates to complete a comprehensive written exercise designed to provide greater insight into candidate thought processes and communication styles. SGR's written instrument is custom designed around the priorities identified by the Search Committee and usually includes questions focusing on key areas of particular interest to the client. This written instrument will be included in the semifinalist briefing book along with cover letters and resumes submitted by the candidates.

Recorded Online Interviews

SGR will ask semifinalist candidates to complete online interviews. This provides a very insightful, efficient and cost-effective way to gain additional insights to utilize in selecting finalists you want to invite for an onsite interview. The recorded online interviews allow the Search Committee to evaluate technological competence, demeanor, verbal communication skills, and on-camera presence. Online interviews also convey to candidates that the organization is using leading edge technology in its business processes and provide an opportunity for the Search Committee to ask candidates questions on specific topics of special interest. Links to view the online interviews are emailed to the Search Committee members for viewing at their convenience prior to selection of finalist candidates.

Media Searches - Stage 1

"Stage 1" of our media search process involves the use of the web-based interface Nexis Diligence™. This platform is an aggregated subscription-based platform that allows access to global news, business, legal, and regulatory content. These media reports at the semifinalist stage have proven helpful by uncovering issues that may not have been previously disclosed by prospective candidates. The recruiter will communicate any "red flags" to the Search Committee immediately upon discovery.

Step 6: Search Committee Briefing / Selection of Finalist Candidates

Prior to this briefing, SGR will provide each member of the Search Committee with a briefing book on the semifinalist candidates. The briefing book includes cover letters, resumes, and completed questionnaires. The link to view the online interviews is emailed separately to Search Committee members. The purpose of this briefing is to facilitate narrowing the list to up to 5 finalists who will be invited for personal interviews.

Step 7: Evaluation of Finalist Candidates

Comprehensive Media Searches - Stage 2

"Stage 2" of our media search process includes the web-based interface Nexis Diligence™ along with Google as a supplementary tool. By utilizing both, we can provide our clients with an enhanced due diligence process to help vet potential candidates in an efficient and comprehensive manner, which reduces the risk of overlooking important information.

The Stage 2 media search consists of a more complex search, which also includes social media platforms, and has proven helpful in analyzing possible adverse news about the candidate by uncovering issues that may not have been previously disclosed by the candidate. The media search gives the Search Committee an overview of the type and extent of press coverage that a candidate has experienced over the course of their career. View a sample media report at: <http://bit.ly/SGRSampleMediaReport>.

Comprehensive Background Investigation Reports

Through SGR's partnership with a licensed private investigation firm, we are able to provide our clients with comprehensive background screening reports that include the detailed information listed below. View a sample background report at: bit.ly/SGRSampleBackgroundReport.

- Social Security number trace
- Address history
- Driving history/motor vehicle records
- Credit report (if desired)
- Federal criminal search
- National criminal search
- County wants and warrants for previous 10 years
- Global homeland security search
- Sex offender registry search
- State criminal search (for current and previous states of residence)
- County civil and criminal search (for every county in which candidate has lived or worked) for previous 10 years
- Education verification
- Employment verification (if desired)
- Military verification (if desired)

DiSC Management Assessments (supplemental service)

SGR uses a DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management assessment analyzes and reports comprehensively on the candidate's preferences in five vital areas: management style, directing and delegating, motivation, development of others, and working with his/her own manager. View a sample report at: bit.ly/SGRDiscProfileSample. For assessments of more than two candidates, a DiSC Management Comparison Report is included, which provides a side-by-side view of each candidate's preferred management style. View a sample comparison report at: bit.ly/SGRDiscTeamReport.

First Year Game Plan or Other Advanced Exercise

SGR will work with your organization, if desired, to develop an advanced exercise for the finalist candidates. One example of such an exercise is a "First Year Game Plan," a process where finalist candidates are provided with the contact information for elected officials, key staff, and community leaders and then given free rein to make contact with all of them in advance and use those insights to develop a "first year game plan" based on what they know so far.

Feedback is received from the key contacts on their impressions of the finalist candidates from the interactions with the candidates prior to the interviews. This exercise provides the opportunity to evaluate candidates' written and interpersonal communication skills, as well as critical analysis skills.

Step 8: Interview Process

Face-to-Face Interviews

SGR will schedule interviews at a date/time convenient to your organization. This process can be as simple, or as complex, as your organization desires. SGR will help you determine the specifics and assist in developing the interview schedule and timeline. SGR will prepare sample interview questions and will participate throughout the process to make it smooth and efficient.

Stakeholder Engagement

At the discretion of the Search Committee, we will work closely with your organization to engage stakeholders in the recruitment process. Our recommendation is that we design a specific stakeholder engagement process after we learn more about the organization and the community. Different approaches work best in different communities. We will collaborate with your organization to determine which option, or combination of options, will be the most effective for the unique needs of the organization.

- Stakeholder survey (supplemental service, can be provided at an additional cost)
- Interviewing community leaders at the outset of the recruitment;
- Holding a public forum for citizen engagement at the outset of the recruitment;
- Community leader reception;
- Meet and greet;
- Search Committee and key community leader dinner meeting;
- "Round Robin" forum meetings with various community groups during a multi-day interview process.

Deliberations

SGR will facilitate a discussion about the finalist interviews and assist the Search Committee in making a hiring decision or in deciding whether to bring back one or more candidates for a second interview.

Reference Checks

SGR uses a progressive and adaptive automated reference check system to provide insights on candidates' soft skills from a well-rounded group of references. References may include elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, and civic leaders. SGR's reference check platform is anonymous, which is proven to encourage more candid and truthful responses, in turn providing organizations with more meaningful and insightful information on candidates. SGR provides a written summary report to the organization once all reference checks are completed. The timing of reference

checks may vary depending on the specific search process and situation. If the names of the finalists are made public prior to interviews, SGR will typically contact references prior to the interview process. If the names of the finalists are not made public prior to interviews, SGR will typically wait until the organization has selected its top candidate before calling references in order to protect candidate confidentiality.

Step 9: Negotiations and Hiring Process

Determine the Terms of an Offer

Upon request, SGR will provide appropriate employment agreement language and other helpful information to assist you in determining an appropriate offer to extend to your candidate of choice.

Negotiate Terms and Conditions of Employment

SGR will assist to whatever degree you deem appropriate in conducting negotiations with the chosen candidate. SGR will determine and define any special needs or concerns of the chosen candidate, including anything that could be a complicating factor. SGR is experienced and prepared to help craft win-win solutions to negotiation “log-jams.”

Press Release (if requested)

Until you have “sealed the deal,” you need to be cautious in order to avoid the embarrassment of a premature announcement that does not work out. You also want to try to notify all senior staff and unsuccessful candidates before they read about it in the newspaper. SGR will assist with this coordination and with drafting any announcements or press releases.

Satisfaction Surveys

SGR is committed to authentically following the golden rule by providing prompt, professional and excellent communication and always treating every client with honor, dignity and respect. We ask clients and candidates to complete a brief and confidential survey after the completion of their recruitment. This helps us strive to continuously improve our processes and meet the changing needs of the workforce.

Supplemental Service: Post-Hire Team Building Workshop

SGR can provide a customized team building workshop after you hire for the position. SGR utilizes I-OPT, which is a validated measurement tool that shows how a person perceives and processes information. Because people “see” different things when they assess a situation, they are motivated to take various courses of action, so understanding you and your colleagues’ I-OPT Profiles will enable you to work much more effectively as a team. This service can be provided at an additional cost. View sample I-OPT reports at: bit.ly/sampleIOPReports.

Projected Schedule

Schedule will be adjusted at the outset of the search to meet the organization’s needs. Holidays may affect recruitment schedule.

Task	Weeks
<ul style="list-style-type: none"> • Contract Executed • Develop Recruitment Plan, Timeline • <u>Individual Interviews with Key Stakeholders</u> 	Week 1
<ul style="list-style-type: none"> • <u>Deliverable</u>: Position Profile Brochure • Search Committee Reviews and Approves Brochure 	Weeks 2-3
<ul style="list-style-type: none"> • Advertising and Marketing • Accept Applications • Communication with Prospects and Applicants 	Weeks 4-7
<ul style="list-style-type: none"> • Initial Screening and Review 	Week 8
<ul style="list-style-type: none"> • <u>Search Committee Briefing</u> / Select Semifinalists • Questionnaires and Recorded Online Interviews • Media Searches - Stage 1 	Week 9
<ul style="list-style-type: none"> • <u>Deliverable</u>: Semifinalist Briefing Books and Online Interviews 	Week 10
<ul style="list-style-type: none"> • <u>Search Committee Briefing</u> / Select Finalist Candidates 	Week 11
<ul style="list-style-type: none"> • Comprehensive Media Searches - Stage 2 • Comprehensive Background Investigation Reports • DiSC Management Assessments (supplemental service) • First Year Game Plan or Other Advanced Exercise 	Weeks 12-13
<ul style="list-style-type: none"> • <u>Deliverable</u>: Finalist Briefing Books 	Week 14
<ul style="list-style-type: none"> • <u>Face-to-Face Interviews</u> • Stakeholder Engagement (may occur earlier in process) • Deliberations • Reference Checks (may occur earlier in process) • Negotiations and Hiring Process 	Week 15

Recruitment Costs & Service Guarantee

Not-to-Exceed Price: **\$24,900**

Not-to-exceed price includes:

- **Professional Service Fee - \$18,500**
- **Expenses:**
 - **Position Profile Brochure & Marketing - \$1,500**
 - Production of a professional position profile brochure
 - Custom-designed graphics for social media and email marketing
 - Announcement in SGR's 10 in 10 Leadership and Innovation e-newsletter
 - Two (2) email blasts to SGR's opt-in Job Alert subscribers for the relevant job category
 - Featured job placement on SGR's website
 - Featured ad on SGR's job board
 - Promotions on SGR's social media pages – Facebook, Twitter, LinkedIn, and Instagram
 - **Semifinalist Recorded Online interviews** for up to twelve (12) semifinalists - **\$225 each**
 - **Comprehensive Media Reports** for up to five (5) finalists - **\$500 each**
 - **Comprehensive Background Investigation Reports** for up to five (5) finalists - **\$400 each**
 - **Comprehensive Reference Checks** with individual reports for up to five (5) finalists - **\$225 each**
 - **Up to Two (2) onsite visits** by the Recruiter to the Organization. Meals are billed back at a per diem rate of \$10 for breakfast, \$15 for lunch, and \$25 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead. **Travel will be dependent on COVID restrictions in place at the time and take into consideration the health and safety of team members of both SGR and the Organization.**

Supplemental Services

The supplemental services listed below are not included in the not-to-exceed price:

- **Ad placements, as approved by the organization, will be billed back at actual cost with no markup for overhead.**
- There may be an additional charge for changes made to the Position Profile Brochure after the brochure has been approved by the organization and the position has been posted online.

- Additional online interviews (over and above the twelve (12) included in the not-to-exceed price above) are offered for \$225 per candidate.
- Additional comprehensive media reports (over and above the five (5) included in the not-to-exceed price above) are offered for \$500 per candidate.
- Additional background investigation reports (over and above the five (5) included in the not-to-exceed price above) are offered for \$400 per candidate.
- Additional reference checks (over and above the five (5) included in the not-to-exceed price above) are offered for \$225 per candidate.
- There is a cost of \$175 per candidate for the DiSC Management Profile.
- Semifinalist and finalist briefing materials will be provided to the search committee via an electronic link. Should the organization request printing of those materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost.
- Additional in-person visits (over and above the two (2) in-person visits included in the not-to-exceed price above) by the Recruiter will be billed over and above the not-to-exceed price. Meals are billed back at a per diem rate of \$10 for breakfast, \$15 for lunch, and \$25 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead.
- Candidates are reimbursed directly by the organization for travel expenses.
- SGR will conduct a Stakeholder Survey for \$1,000. SGR provides recommended survey questions and sets up an online survey. Stakeholders are directed to a web page or invited to take the survey by email. A written summary of results is provided to the organization.
- If desired, the Recruiter will travel to the communities of the finalist candidates to conduct onsite visits. Site visits will be charged at a day rate of \$1,000 per day, plus travel expenses. Meals are billed back at a per diem rate of \$10 for breakfast, \$15 for lunch, and \$25 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead.
- A half-day onsite post-hire team building workshop is offered for \$4,000, plus travel expenses and \$150 per person for I-OPT reports.
- In the unexpected event the organization requests that unusual out of pocket expenses be incurred, said expenses will be reimbursed at the actual cost with no mark up for overhead.
- If the organization desires any supplemental services not mentioned in this section, an estimate of the cost and hours to be committed will be provided at that time, and no work shall be done without approval. Supplemental services will be billed out at \$250 per hour.

Billing

The professional service fee for the recruitment is billed in three equal installments during the course of the recruitment. The initial installment is billed after the position profile brochure has been created. The second installment is billed after semifinalists are selected. The final installment is billed at the conclusion of the recruitment. Expenses and supplemental services will be billed with each of the three installments, as appropriate.

Service Guarantee

SGR guarantees that you will be satisfied with the results of the full service recruitment process, or we will repeat the entire process one additional time and charge only for expenses. Additionally, if you select a candidate (that SGR has fully vetted) who resigns or is released within 18 months of their hire date, SGR will repeat the process one additional time and charge only for expenses. If the organization circumvents SGR's recruitment process and selects a candidate who did not participate in the full recruitment process, the service guarantee is null and void. We also guarantee that we will not directly solicit a candidate we bring to you for another job.

Executive Recruitment References for Lynn Barboza, Senior Vice President

City of Sherwood, Oregon
Population: 20,000
Russell Griffin, City Councilor
GriffinR@sherwoodoregon.gov
City Manager Recruitment, 2021

City of Lago Vista, Texas
Population: 8,000
Ed Tidwell, Mayor
mayor@lago-vista.org
804-832-3759
City Manager Recruitment, 2021

City of Chanhassen, Minnesota
Population: 27,000
Jake Foster, Assistant City Manager
JFoster@ci.chanhassen.mn.us
952-227-1118
City Manager Recruitment, 2021

City of Santa Fe, Texas
Population: 13,000
Jason Tabor, Mayor
mayor@ci.santa-fe.tx.us
409-925-6412
City Manager Recruitment, 2020

City of Castroville, Texas
Population: 3,000
Darrin Schroeder, Mayor Pro Tem
district5@castrovilletx.gov
210-232-4737
City Administrator recruitment, 2020

City of Nacogdoches, Texas
Population: 33,000
Mario Canizares, City Manager
canizaresm@nactx.us
936-559-2501
City Attorney, 2021

City & County Manager/Administrator Recruitments, 2018-Present

In Progress

- Bridgeport, Texas (pop. 6,500) - City Manager – Kevin Hugman
- Flower Mound, Texas (pop. 79,000) - Town Manager – Larry Gilley
- Fort Collins, Colorado (pop. 175,000) - City Manager – Mark McDaniel
- Johnson City, Tennessee (pop. 65,000) - City Manager – Doug Thomas
- Klamath Falls, Oregon (pop. 22,000) - City Manager – JJ Peters
- Levelland, Texas (pop. 13,000) - City Manager – Jay Singleton
- Madisonville, Texas (pop. 4,500) - City Manager – Kevin Hugman
- Manor, Texas (pop. 14,000) - City Manager – Margie Rose
- Mont Belvieu, Texas (pop. 6,500) - City Manager – Kevin Hugman
- Snoqualmie, Washington (pop. 14,000) - City Administrator -Lynn Barboza
- Tolland, Connecticut (pop. 15,000) - Town Manager – Doug Thomas
- Wickenburg, Arizona (pop. 7,500) - Town Manager – Marsha Reed

2021

- Bainbridge Island, Washington (pop. 25,000) - City Manager – Ron Holifield
- Breckenridge, Texas (pop. 5,000) - City Manager – Larry Gilley
- Briarcliff Manor, New York (pop. 8,000) - Village Manager – Patti Dwyer
- Chandler, Arizona (pop. 270,000) - City Manager – Lynn Barboza/Doug Thomas
- Chanhassen, Minnesota (pop. 27,000) - City Manager – Lynn Barboza
- Chickasha, Oklahoma (pop. 16,000) - City Manager – Gary Holland
- Choctaw, Oklahoma (pop. 12,000) - City Manager – Gary Holland
- Clermont, Florida (pop. 44,000) - City Manager – Doug Thomas
- Kennett Square, Pennsylvania (pop. 6,000) - Borough Manager – Doug Thomas
- Lago Vista, Texas (pop. 8,000) - City Manager – Lynn Barboza
- Lamar, Colorado (pop. 7,500) - City Administrator – Larry Gilley
- Monett, Missouri (pop. 9,000) - City Administrator – Kurt Hodgen
- North Port, Florida (pop. 77,000) - City Manager -Doug Thomas
- Port Chester, New York (pop. 30,000) - Village Manager – Patti Dwyer/Doug Thomas
- Sherwood, Oregon (pop. 20,000) - City Manager – Lynn Barboza
- Spokane, Washington (pop. 220,000) - City Administrator -Ron Holifield

2020

- Argyle, Texas (pop. 4,000) - Town Administrator – Doug Thomas
- Bay City, Texas (pop. 17,000) - City Manager – Mike Tanner
- Bedford, Texas (pop. 49,000) - City Manager – Larry Gilley
- Boerne, Texas (pop. 16,000) - City Manager – Mike Tanner

- Castroville, Texas (pop. 3,000) - City Administrator – Lynn Barboza
- Clinton, Connecticut (pop. 13,500) - Town Manager -Doug Thomas
- Commerce, Texas (pop. 9,000) - City Manager – Larry Gilley
- Covington, Georgia (pop. 14,000) - City Manager – Kurt Hodgen
- DeSoto, Texas (pop. 56,000) - City Manager – Margie Rose
- Duncanville, Texas (pop. 40,000) - City Manager – Margie Rose
- Hutchinson, Kansas (pop. 42,000) - City Manager – Kurt Hodgen
- Hutto, Texas (pop. 30,000) - City Manager – Doug Thomas
- Iola, Kansas (pop. 5,500) - City Administrator – Bill Peterson
- Johns Creek, Georgia (pop. 84,000) - City Manager – Kurt Hodgen
- Joplin, Missouri (pop. 50,000) - City Manager – Kurt Hodgen
- Miami, Oklahoma (pop. 13,500) - City Manager – Larry Gilley
- Mission Hills, Kansas (pop. 3,500) - City Administrator – Lissa Barker
- Nacogdoches, Texas (pop. 33,000) - City Manager – Ron Holifield
- Santa Fe, Texas (pop. 13,000) - City Manager – Lynn Barboza
- Tigard, Oregon (pop. 53,000) - City Manager – Kurt Hodgen
- Westworth Village, Texas (pop. 3,000) - City Administrator – Kurt Hodgen

2019

- Blaine, Minnesota (pop. 65,000) - City Manager – Doug Thomas
- Bullard, Texas (pop. 4,000) - City Manager -Bob Turner
- Campbell County, Wyoming (pop. 46,000) - Commissioners’ Administrative -Director/County Administrator – Doug Thomas
- Canyon, Texas (pop. 15,000) - City Manager – Larry Gilley
- Copperas Cove, Texas (pop. 34,000) - City Manager – Bob Turner
- Killeen, Texas (pop. 145,000) - City Manager -Ron Holifield
- Kingsville, Texas (pop. 26,000) - City Manager – Mike Tanner
- Lamar, Colorado (pop. 7,500) - City Administrator – Larry Gilley
- Lenexa, Kansas (pop. 55,000) - City Manager- Cory Smith
- Mineral Wells, Texas (pop. 15,000) - City Manager – Larry Gilley
- Orange, Texas (pop. 19,000) - City Manager – Bob Turner
- Palm Coast, Florida (pop. 86,000) - City Manager – Doug Thomas
- South Windsor, Connecticut (pop. 26,000) - Town Manager – Doug Thomas
- Springfield, Oregon (pop. 62,000) - City Manager – Ron Holifield
- Terrell, Texas (pop. 17,000) - City Manager – Kurt Hodgen
- Tolland, Connecticut (pop. 15,000) - Town Manager – Doug Thomas
- Vail, Colorado (pop. 5,000) - Town Manager – Doug Thomas
- Venus, Texas (pop. 5,000) - City Administrator – Margie Rose
- Victoria, Texas (pop. 67,000) - City Manager – Mike Tanner
- West Lake Hills, Texas (pop. 3,000) - City Administrator -Mike Tanner

- Anna, Texas (pop. 14,000) - City Manager – Bob Turner
- Bethany, Oklahoma (pop. 19,000) - City Manager – Gary Holland
- Cameron, Missouri (pop. 10,000) - City Manager – Kirk Davis
- Clackamas County, Oregon (pop. 400,000) - County Administrator – Doug Thomas
- Clallam County, Washington (pop. 75,000) - County Administrator – Ron Holifield
- Clark County, Washington (pop. 471,000) - County Manager – Doug Thomas
- Coffeyville, Kansas (9,500) - City Manager – Gary Holland
- Craig, Colorado (pop. 9,000) - City Manager – Larry Gilley
- Erie, Colorado (pop. 26,000) - Town Administrator – Ron Holifield
- Forney, Texas (pop. 19,000) - City Manager – Ron Holifield
- Freeport, Texas (pop. 12,000) - City Manager – Larry Gilley
- Fulshear, Texas (pop. 9,500) - City Manager – Mike Tanner
- Green Cove Springs, Florida (pop. 7,500) - City Manager – Doug Thomas
- Humble, Texas (pop. 15,000) - City Manager – Mike Tanner
- Jacksonville, Texas (pop. 14,000) - City Manager -Bob Tanner
- Jupiter, Florida (pop. 60,000) - Town Manager – Doug Thomas
- Lawton, Oklahoma (pop. 94,000) - City Manager – Gary Holland
- Lebanon, Missouri (pop. 15,000) - City Administrator – Doug Thomas
- Lockhart, Texas (pop. 13,500) - City Manager – Larry Gilley
- Marshall, Texas (pop. 24,000) - City Manager - Larry Gilley
- Murfreesboro, Tennessee (pop. 130,000) - City Manager – Doug Thomas
- Nixa, Missouri (pop. 21,000) - City Administrator – Kirk Davis
- Paducah, Kentucky (pop. 25,000) - City Manager – Doug Thomas
- Pflugerville, Texas (pop. 60,000) - City Manager – Larry Gilley
- Plant City, Florida (pop. 38,000) - City Manager – Doug Thomas
- Riverside, Missouri (pop. 3,000) - City Administrator – Kirk Davis
- Smithville, Missouri (pop. 10,000) - City Administrator – Kirk Davis
- Springfield, Missouri (pop. 167,000) - City Manager – Kirk Davis
- Sunnyvale, Texas (pop. 6,500) - Town Manager – Bob Turner
- West University Place, Texas (pop. 14,000) - City Manager – Mike Tanner
- Wethersfield, Connecticut (pop. 26,000) - Town Manager – Doug Thomas

Population number is approximate population at the time the recruitment took place.

SGR Executive Recruitment Clients 2013 to Present Include:

Arizona

- Avondale
- Chandler
- Mesa
- Wickenburg

Arkansas

- Fort Smith
- Hot Springs

California

- Encinitas

Colorado

- Arvada
- Aurora
- Brighton
- Combined Regional Communications Authority (Fremont County)
- Commerce City
- Craig
- Durango
- Englewood
- Erie
- Fort Collins
- Golden
- Gunnison
- Lamar
- Mountain View Fire Protection District
- Northglenn
- Vail
- Wheat Ridge

Connecticut

- Clinton
- Fairfield
- Hartford
- Manchester
- South Windsor

Connecticut, continued

- Tolland
- Wethersfield

Florida

- Boynton Beach
- Brevard County
- Clermont
- DeLand
- Fernandina Beach
- Fort Lauderdale
- Government Services Group, Inc.
- Green Cove Springs
- Indian River County
- Jupiter
- Lakeland
- Lee County
- Nassau County
- North Port
- Ormond Beach
- Palm Coast
- Plant City
- Port St. Lucie
- River to Sea TPO
- Sarasota County
- Tamarac
- Winter Haven

Georgia

- Albany
- Alpharetta
- Covington
- Johns Creek

Indiana

- Clarksville

Iowa

- Ames
- Davenport
- Des Moines Water Works

Kansas

- Coffeyville
- Hutchinson
- Iola
- Johnson County
- Johnson County Park & Recreation District
- Lawrence
- Lenexa
- Mission Hills
- Olathe
- Overland Park
- Shawnee
- Topeka
- Wyandotte County/Kansas City, Kansas
- Valley Center

Kentucky

- Paducah

Louisiana

- Shreveport

Maryland

- Cecil County Government

Michigan

- Ann Arbor
- Kalamazoo County Consolidated Dispatch Authority
- Lansing
- Midland
- Muskegon Heights

Minnesota

- Blaine
- Chanhassen

Mississippi

- Hancock County Port and Harbor Commission

Missouri

- Ballwin
- Cameron
- Cape Girardeau
- Grandview
- Joplin
- Lebanon
- Monett
- Nixa
- Parkville
- Riverside
- Sikeston
- Smithville
- Springfield
- St. Charles

Montana

- Bozeman
- Great Falls

Nevada

- Clark County
- Las Vegas
- Washoe County

New Mexico

- Farmington
- Four Corners Economic Development Corp.
- Lea County
- Los Lunas

New York

- Briarcliff Manor
- Port Chester
- Rye

North Dakota

- Mountrail-Williams Electric Cooperative
- Williston

Ohio

- Beavercreek
- Franklin County

Oklahoma

- Altus
- Bethany
- Broken Arrow
- Chickasha
- Choctaw
- Glenpool
- Lawton
- Miami
- Miami Office of Economic Development
- Oklahoma Municipal League
- Owasso
- Stillwater

Oregon

- Clackamas County
- Eugene
- Hermiston
- Klamath Falls
- Lane Regional Air Protection Agency
- Sandy
- Sherwood
- Springfield
- Tigard

Pennsylvania

- Kennett Square

Tennessee

- Johnson City
- Murfreesboro

Texas

- Abilene
- Addison
- Alamo Heights
- Alice
- Allen
- Alvin
- Amarillo
- Angleton
- Anna
- Argyle
- Arlington
- Austin
- Azle
- Bastrop
- Bastrop Economic Development Corp.
- Bay City
- Baytown
- BCFS Health & Human Services
- Bedford
- Bell County
- Bellaire
- Belton
- Boerne
- Breckenridge
- Brenham
- Bridgeport
- Brownsville
- Brushy Creek Regional Utility Authority
- Bullard
- Burkburnett
- Burleson
- Canadian
- Canyon
- Capital Area of Texas Regional Advisory Council (CATRAC)
- Carrollton
- Castroville
- Cedar Park
- Celina

Texas, continued

- Citizens for Progress
- City Center Waco
- Clute
- Coleman
- College Station
- Colleyville
- Commerce
- Copperas Cove
- Corpus Christi
- Dallas County
- Dallas County Park Cities M.U.D.
- Del Rio
- Denison
- Denison Area Chamber of Commerce
- Denton
- Denton County Fresh Water Supply District No. 1-A
- Denton County Transportation Authority
- DeSoto
- Dickinson
- Duncanville
- Eagle Pass
- Edinburg
- El Paso
- El Paso MPO
- Elgin
- Ennis
- Euless
- Fairview
- Farmers Branch
- Fate
- Ferris
- Flower Mound
- Forney
- Fort Worth
- Freeport
- Frisco
- Fulshear
- Garland

Texas, continued

- Georgetown
- Georgetown Chamber of Commerce
- Gonzales Economic Development Corp.
- Granbury
- Grand Prairie
- Grapevine
- Green Valley Special Utility District
- Gun Barrel City
- Harris County ESD No. 48
- Henderson
- Highland Park
- Humble
- Hutto
- Hutto Community Development Corp.
- HJV Associates
- Irving
- Jacksonville
- Jacksonville Economic Development Corp.
- Joshua
- Katy
- Kaufman
- Kilgore
- Killeen
- Kingsville
- Kyle
- Lago Vista
- Lake Dallas
- Lake Worth
- Lakeway
- Lamesa
- Lancaster
- League City
- Leander
- Levelland
- Levelland Economic Development Corp.
- Liberty Hill
- Lindale
- Little Elm
- Lockhart

Texas, continued

- Longview
- Longview Economic Development Corp.
- Lubbock
- Lubbock Power & Light
- Madisonville
- Manor
- Marble Falls
- Marshall
- McKinney
- McKinney Economic Development Corp.
- Memorial Villages Police Department
- Mesquite
- Messer Rockefeller & Fort
- Midland
- Mineral Wells
- Missouri City
- Mont Belvieu
- Montgomery
- Mount Pleasant
- Mount Pleasant Economic Development Corp.
- MPACT CDC
- Nacogdoches
- Nederland
- New Braunfels
- North Central Texas Council of Governments (NCTCOG)
- North Texas Municipal Water District
- North East Texas Regional Mobility Authority
- North Hays County Emergency Services District No. 1
- North Texas Municipal Water District
- North Richland Hills
- North Texas Emergency Communications Center (NTECC)
- Odessa
- Orange
- Palestine

Texas, continued

- Paris
- Pearland
- Pflugerville
- Piney Point Village
- Plainview
- Plano
- Port Arthur
- Port Lavaca
- Port Neches
- Portland
- Princeton
- Red Oak
- Reeves County
- Richardson
- Riverbend Water District
- Rockwall Economic Development Corp.
- Round Rock
- Round Rock ISD
- Rowlett
- Royse City Community Development Corporation
- Saginaw
- San Angelo
- San Antonio ISD
- San Marcos
- San Marcos/Hays County EMS
- San Patricio County Economic Development Corp.
- Santa Fe
- Seagoville
- Sealy
- Sherman Economic Development Corp.
- Snyder
- Socorro
- South Grayson Special Utility District
- South Padre Island
- Southlake
- Stephenville
- Sunnyvale

Texas, continued

- Sweetwater
- Tarrant County 9-1-1 District
- Taylor
- Temple
- Terrell
- TexAmericas Center
- Texas City
- The Colony
- Trophy Club Municipal Utility District
- Tyler
- Upper Brushy Creek Water Control & Improvement District
- Venus
- Victoria
- Waco
- Waxahachie
- Weatherford
- Webster
- West Lake Hills
- West University Place
- Westworth Village
- Wichita Falls
- Willow Park
- Wills Point
- Wilmer

Virginia

- Orange County

Washington

- Bainbridge Island
- Bellevue
- Blaine
- Burien
- Des Moines
- Richland
- Shoreline
- Snohomish County Fire District #5
- Snoqualmie
- Spokane
- Spokane Regional Transportation Council
- Spokane Valley
- Whitworth Water District #2

Wyoming

- Campbell County
- Casper

CITY MANAGER

Sherwood, Oregon



City of
Sherwood
Oregon

Home of the Tualatin River National Wildlife Refuge

EXECUTIVE SEARCH
PROVIDED BY





Shore of the Tualatin River National Wildlife Refuge

SHERWOOD, OREGON

THE COMMUNITY

If the City of Sherwood, Oregon, sounds like something out of a fairytale, then just wait until you see it in person. This idyllic 4.1 square mile community is located on the southern edge of the Portland metropolitan area. One of the most beloved parts of Sherwood is the Tualatin River National Wildlife Refuge home to nearly 200 species of birds, over 50 species of mammals, 25 species of reptiles and amphibians, and a wide variety of insects, fish, and plants. People can experience wildlife in their natural habitat and enjoy nature the way it's meant to be.

Sherwood offers quaint shopping and dining in Old Town, 67 acres of gorgeous parkland, high-quality schools, and entertaining arts and cultural events. This is one of the fastest-growing cities in Oregon, with a population of almost 20,000. With this growth comes thriving businesses, modern amenities, and a ranking as the state's 30th largest city — all with the small-town charm and friendliness that defines Sherwood.

An affluent bedroom community located in Oregon Wine Country, Sherwood is recognized for its high quality of life, well-regarded schools, and has been consistently ranked as one of the top five safest cities in Oregon.

New industrial park development is currently underway, primarily in the City's Tonquin

Employment Area, which consists of 200 acres of developable land. The Trammell Crow Company is currently developing a large corporate park consisting of 530,000 square feet of new industrial buildings on 47 acres; Phelan Development is developing three new buildings at 235,000 square feet, and Harsch Investment Properties is preparing an application for the development of 900,000 square feet of new multi-tenant industrial buildings on 60 acres in that area. Other major developments include the Cedar Creek Plaza, mixed-use retail, medical, and senior residential space; a Hampton Inn; and a new 362,000 square feet Sherwood High School. The City has begun planning for the development of the 1,300-acre Sherwood West expansion area, which will include large-scale employment options as well as residential and other developments. The community-owned Sherwood Broadband offers businesses and residents a robust all-fiber optic network.

Residents and visitors alike flock to the Sherwood Robin Hood Festival held in July, which is one of the oldest and most unique community events in Oregon. It features medieval activities including an old-fashioned community parade with Maid Marian and her court, Robin Hood and his Merry Men; the International Archery Tournament alongside archers from Nottingham, England; a wonderful Renaissance Village; a traditional Knighting Ceremony; swordplay and fencing; shows; a Castle

MAJOR EMPLOYERS

Allied Systems Company
Sherwood School District
Safeway
Target
Providence Medical Group

THE COMMUNITY *continued*

Building Contest; and more. You can also see shows at the Sherwood Center for the Arts and go on their Summer Art Walk. Other events include the Cruisin' Sherwood Car Show, with hundreds of classic and custom cars, and the Sherwood Wine Festival, celebrating Willamette Valley wines, Oregon-made artisan foods, local vendors, and live music.

Sherwood is located in Washington County (population 620,080) with access to State Highway 99 and I-5. Sherwood has a median income of \$103,512, with an average home value of \$527,500.



MISSION STATEMENT

Provide high-quality services for all residents and businesses through strong relationships and innovation in a fiscally responsible manner

CORE VALUES

Citizen Engagement
Community Livability
Community Partnerships
Community Pride
Fiscal Responsibility
Transparent Government
Quality Service
Forward Thinking

GOVERNANCE AND ORGANIZATION

The City of Sherwood operates under a council-manager form of government. The Council comprises the Mayor and six City Councilors, all elected at-large. City Councilors serve four-year terms with a three consecutive term limit. The Mayor serves a two-year term with no term limit. The City Council has various short- and long-term goals focused on economic development, infrastructure, livability, public safety, fiscal responsibility, citizen engagement, and diversity, equity, inclusion, and accessibility (DEIA).

Sherwood's FY 2020-21 annual budget is \$40.1 million and the ad valorem tax rate is \$3.2975 per \$1,000 of valuation. There is no sales tax in Oregon.

ABOUT THE POSITION

CITY OF SHERWOOD'S ADMINISTRATION DEPARTMENT MISSION

To implement the overall policy goals of City Council, by drawing upon the assets of City staff and by utilizing the resources within the community.

Appointed by and reporting to the Mayor and City Council, the City Manager is the chief administrative and executive officer of the City, responsible for the day-to-day operations of the organization and its 122-member workforce. Current direct reports include members of the Department Leadership team who oversee: Public Works, Community Services, Community Development, Information Technologies/Sherwood Broadband, Finance, Police, City Recorder, Human Resources, and an Executive Assistant.

Additional primary responsibilities include:

- Research, analyze and provide accurate, timely, and highly responsible policy advice to the Mayor and City Council that aligns with the core values, goals, and priorities established by the Board.
- Lead capital improvement and strategic planning activities; keep the Mayor and Council abreast of project status and consult, as needed, to ensure key initiatives stay on track.
- Plan, direct, and coordinate through Sherwood's leadership team, the work plan for the City; assigning projects and programmatic areas of responsibility to ensure successful completion of City Council goals.
- Establish, within City policy, appropriate service and staffing levels; monitor and evaluate the efficiency and effectiveness of service delivery methods and procedures.
- Oversee the development and administration of the annual City Budget; actively directing the forecasting of funds needed for staffing, technology, and materials; controlling expenditures and keeping the City Council fully informed regarding the economic performance of the City.
- Develop and maintain positive and productive working relationships with local government agencies and other external stakeholders.





KEY PRIORITIES AND PROJECTS

- **Economic Development** – With its proximity to the Greater Portland Metropolitan area and high quality of life, the City of Sherwood is a sought-after location for prospective developers and residents alike. Single and multi-family homes comprise 79% of Sherwood’s assessed valuation with only approximately 8% of residents working within the City. As a result, the City Council has established Economic Development as its top priority. Sherwood’s new City Manager will be an integral part of ensuring the successful execution of strategies to support new commercial/industrial development and diversification of the City’s tax base.
- **CIP/Infrastructure Planning & Implementation** – The new City Manager will work with the City Council to prioritize infrastructure needs to support Sherwood’s Economic Development goals. High priority projects include pedestrian connectors between Sherwood East and West, expansion of Sherwood Broadband Utility service, evaluation of Urban Growth Boundary Expansion options, and engagement with the Urban Renewal Agency (URA).
- **Citizen Engagement** – Sherwood’s new City Manager will lead efforts to develop and implement a proactive City communications plan to keep residents informed, increase transparency, and promote community engagement. This program should feature the implementation of a new website platform, citizen surveys, and other innovative methods to maximize inclusiveness.
- **Fiscal Stewardship** – The incoming City Manager will be expected to possess strong financial acumen and balance fiscal stewardship with the overall needs of the community, employing strategies that support the City’s ability to continue delivering high-quality municipal services.
- **Operational Efficiency & Continuous Improvement** – Optimizing the use of process improvements and technology to enable Departments to advance best business practices for the benefit of the organization and the residents of Sherwood is a high priority. The next City Manager should be comfortable with exploring innovative approaches to address organizational and community issues and subsequently lead efforts to prioritize projects to ensure successful strategy implementation.
- **Regional Partnerships** – Sherwood’s City Manager will build upon and strengthen existing relationships with community partners (i.e., School District, Washington County, Tualatin Valley Fire & Rescue, YMCA, Chamber of Commerce, etc.) to meet the evolving needs of residents.

IDEAL CANDIDATE

The successful candidate for this role will have demonstrated success in strategic and visionary planning, innovation, responsiveness, and empowerment of a strong, seasoned, and committed leadership team.

Additional attributes of the ideal candidate include:

- Ability to lead with courage and conviction, exhibit decisiveness, and advance the collective direction of the Council.
- Track record of fostering a culture of learning, mentorship, recognition, accountability, and professional growth.
- A proactive, effective, honest, and transparent communicator.
- Someone who can provide and articulate the City’s vision, be forward-thinking, and anticipate potential issues.
- A leader who values business principles for management and operations while also understanding how to successfully navigate and achieve in a public sector setting.
- Command of project management principles and methodologies.
- Ability to successfully manage change in challenging circumstances.
- A servant leadership mentality with a passion for public service; a genuine and accessible “people person” who will seek out opportunities to engage with members of the Sherwood team and community.



EDUCATION AND EXPERIENCE

The minimum educational requirement for this position is a bachelor’s degree in a relevant field from an accredited college or university. A master’s degree, ICMA-CM, and/or CPM is highly desirable. The City is seeking candidates with five or more years of experience as a City Manager, Deputy City Manager, Assistant City Manager or senior-level public administrator in a full-service city or comparable organization of similar size and complexity to Sherwood.

COMPENSATION AND BENEFITS

The target hiring range for this position is \$146,000 to \$185,000, depending on qualifications. Candidates are encouraged to discuss their specific compensation needs with the Recruiter. The City also offers a comprehensive benefit package including medical, dental and vision coverage; enrollment in the Oregon Public Employees Retirement System (with 6% employee contribution); and generous paid leave. Complete benefit details will be provided later in the application process.



APPLICATION PROCESS

Please apply online: <http://bit.ly/SGROpenRecruitments>

Qualified candidates are invited to include a letter of introduction accompanied with their resume. For more information on this position contact:

Lynn Barboza, Senior Vice President
LynnBarboza@governmentresource.com
702-423-2905



The City of Sherwood is an equal opportunity employer dedicated to a policy of non-discrimination. It is the policy of the City of Sherwood to grant hiring and promotion preference to qualified and disabled veterans in accordance with ORS 408.230. Applicants selected as finalists for this position will be subject to a comprehensive background check.

RESOURCES

City of Sherwood
sherwoodoregon.gov

Sherwood Economic Development
sherwoodoregon.gov/economicdevelopment

Sherwood Comprehensive Plan
sherwoodoregon.gov/planning/page/comprehensive-plan-ii

Sherwood Chamber of Commerce
sherwoodchamber.org

Washington County Visitors Association
wcva.org

SOCIAL MEDIA





CITY MANAGER

Tigard, Oregon

EXECUTIVE SEARCH PROVIDED BY





THE COMMUNITY

Located in the beautiful Pacific Northwest, Tigard, Oregon with a population of 53,148 is a family-oriented community in Washington County (population 601,592) and part of the Portland, Oregon metropolitan area. Tigard offers a unique mix of qualities that attract a growing number of residents and businesses, blending the amenities of a modern city with the friendliness of a small town. The 12th largest city in Oregon, Tigard boasts more than 16 miles of paved trails and 540 acres of parks, greenways, and open spaces providing nature lovers with a variety of scenic outdoor recreational opportunities to enjoy. Oregon's famed beaches and the Columbia Gorge are all accessible as day trips too. With a diverse economy, strong schools, and community connections, Tigard is one of the most livable cities in Oregon.

The community is situated directly off I-5 and Highway 217, and plans are underway for new light rail connectivity between downtown Portland and Tigard. Learn more about the Southwest Corridor Light Rail Project [here](#).

A key player in the regional economy with a talented and highly skilled workforce, Tigard has developed a strong tax base and a diverse business community. The city's historic and walkable downtown offers unique shopping and dining establishments, transit connections, and access to bike and pedestrian trails. The

City, in partnership with business stakeholders, is transforming downtown with quality of life enhancements including places to live and work, public art, LED street lights, and multiple trails and transit connections that will create a walkable destination for residents and visitors alike.

Community members enjoy an array of annual community events including the Festival of Balloons, Egg Hunt, July 4th Celebration, Movies in the Park, Street Fair, Main Street Trick or Treat, Downtown Holiday Tree Lighting, and Victorian Christmas Celebration. Two Farmers' Markets, open May – October are also destinations for residents and guests throughout the region.

The median household income in Tigard is \$75,795, and the median home value is \$375,100.



GOVERNMENT AND ORGANIZATION

Tigard operates under the Mayor/Council form of government which utilizes a city manager to act as the administrative head of the government of the city. The City Council is comprised of the Mayor and four City Council members, all elected at-large, and serving four-year terms, with a two-term limit. A non-voting youth Councilor also serves on City Council. The Council appoints a City Manager who serves as the Chief Operating Officer and policy advisor of the organization and who leads, directs, and oversees all City departments, and the financial, budget management, and planning efforts.

The City's 333 employees deliver a comprehensive slate of municipal services to Tigard with an annual budget of \$190 million, and an ad valorem tax rate of \$2.5131 per \$1,000 of assessed value. Financially stable, the City has a bond rating of Aa1/AA+ from Moody's and Standard and Poor's and is regularly awarded the Government Finance Officers Association (GFOA) award for excellence in both budget and audit reporting. Reporting directly to the City Manager are a portion of the department directors, with the responsibility split with the Assistant City Manager, there is also an Executive Assistant, Senior Management Analyst and Management Analyst in City Management, overseen by the Assistant City Manager.

CHALLENGES AND OPPORTUNITIES

Both Tigard and the nation have been irrevocably changed in the last several months due to the COVID-19 pandemic and the focus to improve racial equality and opportunities for all people. The City has been active in promoting community discussions on institutional racism, and with wide input from residents, is creating a Public Safety Advisory Board and developing an Anti-Racism Action Plan.

In May, voters approved a \$0.29 Police Services Levy to provide additional eight police officers and advanced crisis intervention and conflict de-escalation training for officers.

The City has responded to the local effects of the COVID-19 pandemic in several ways, including the creation of the Commercial Assistance and Relief for Economic Stability (CARES) and Resident Aid Fund of Tigard (RAFT) programs. Tigard CARES leveraged \$300,000 in City funds into more than \$3.2 million in business support through grants, loans, and micro-loans via an unprecedented collaboration with regional Community Development Financial Institutions (CDFI) partners. With an equity lens and a focus on supporting historically disadvantaged firms, Tigard has gathered and disbursed, Federal, State, and County funds to help sustain more than 430 local businesses.

It will be important for the next City Manager to focus on several priorities and initiatives:

- The new City Manager must be highly capable of translating the policy direction of the Council into effective City operations, respect and support Council's role as a policymaker, and help them accomplish their goals.
- The Leadership Team is well experienced and will benefit from a strong leader to help them develop more cohesiveness, clarity, and direction in how they function as a team, align around a common purpose, and be better perceived as implementing and achieving Council goals and objectives.
- Alignment of the updated Strategic Plan, Council Goals and Objectives, and Performance Audit measures, including a focus on anti-racism, equity, and COVID compliance, will be a major focus for the new City Manager.
- It will be important for the next City Manager to work with the Mayor and Council Members to establish clear roles and to maintain an appropriate balance between Council expectations and the staff's capacity to deliver results.
- Several important projects will require the new City Manager's leadership and guidance including implementation of a new enterprise software system (Total Tyler ERP), the potential light rail project, and new police, public works, and public services buildings. Infrastructure planning, funding, and implementation experience will be imperative.

Values for City of Tigard Staff:

Respect and Care
We will treat people well

Do the Right Thing
We will go the extra mile to
exceed expectations

Get it Done
We will focus on solutions –
not excuses

City Council Goals:

Ensure the City's continued financial stability and sustainability while providing mandated services. Seek ways to fund and increase services valued by the community.

Invest and connect key areas of the city to promote economic growth and community vitality.

Ensure Tigard grows and develops in a smart and inclusive manner.

Enhance two-way communication to understand community priorities and involve the community in the decision-making process.

Enhance walkability and pedestrian connectivity.

IDEAL CANDIDATE

The new City Manager will be working with a very focused, high-energy, City Council with high standards and expectations. The chosen candidate will be a visionary leader, innovative, strategic thinker, and multi-tasker, who is ethical, honest, approachable, and an excellent communicator. The ideal candidate will value diversity in people, opinions, and backgrounds and will be an advocate for social and racial justice and equity.

The Council seeks a demonstrated leader who can unify, inspire, motivate, and encourage staff to achieve great results, pursue excellence as a high-performing organization, and skillfully evaluate talent and performance. The new City Manager will be an advocate for continuous learning and development, set clear expectations and priorities, allow department directors to lead without micromanaging, and hold all staff accountable for delivering exceptional service to the community.

The ideal candidate will be a proactive and transparent leader who can build trust among staff, department heads, and the Mayor and Council, and can enhance teamwork by asking good questions and being a good listener.

The next City Manager should have a strong financial and budgeting background and experience working through financial challenges. It will be important for the chosen candidate to spend time during the first 12 months in the position learning about local issues and creating productive relationships with staff, as well as the local and regional stakeholders involved with important projects including transportation, budget, park funding, COVID recovery, and downtown development.



EDUCATION AND EXPERIENCE

The successful candidate must have a bachelor's degree in public or business administration, public policy, finance, or a related field. The new City Manager must have seven (7) to ten (10) years of management or administrative experience in a municipal setting including five (5) years of management and supervisory experience, or a combination of government and private experience which would provide the required knowledge, skills, and abilities.

The ideal candidate will have held leadership roles in comparably sized communities or organizations with a comparable budget and personnel oversight, as well as possess the skills and abilities to manage multiple direct reports. Solid experience in working directly with and reporting to elected officials or a board of directors is essential.

Familiarity with Oregon-specific laws related to land use, purchasing, labor relations, ethics, and public meetings along with experience in data analytics, performance measurements, and Lean Six Sigma is a plus.

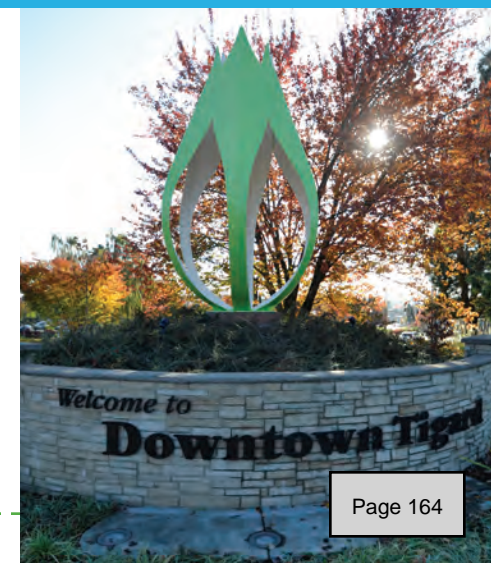
Any combination of education and experience that would provide the knowledge, skills, and abilities needed for the position will be considered.



COMPENSATION AND BENEFITS

The compensation for this position is \$150,228 - \$201,192 annually commensurate with qualifications and experience. Benefits include excellent health and dental plans with employee monthly contributions ranging from \$75 to \$225. Other benefits include life, and long-term disability insurance, a voluntary employee benefits account (VEBA), vehicle and cell phone allowances, a generous leave package, and an employee wellness program.

The City's offers a 401A retirement plan with an 11% employer contribution, and a 457(b) deferred compensation plan with a City match of 3%.





APPLICATION PROCESS

Please apply online at <http://bit.ly/SGROpenRecruitments>

For more information on this position contact:
Kurt Hodgen
Sr. Vice President, Executive Recruitment
SGR
Kurt.Hodgen@GovernmentResource.com
540-830-0531



This position is open until filled.

The City of Tigard is an Equal Opportunity Employer and values diverse perspectives, backgrounds, and life experiences.

We are committed to building a workforce of diverse voices to impact decision making, drive growth, and better serve our community.

Applicants selected as finalists for this position will be subject to a comprehensive background check.

Applicants who wish to request Veteran's Preference will need to submit a DD214 form with their resumes.

Diverse candidates are encouraged to apply.

RESOURCES

City of Tigard, Oregon
tigard-or.gov

FOLLOW CITY OF TIGARD





REQUEST FOR COUNCIL ACTION

Title: Request for Council Action – Revisions to City Manager Pro Tem Contract

Preferred Agenda: March 8, 2022

Submitted By: Julie Fisher, Administrative Services Manager

Reviewed By: Christy Wurster, City Manager Pro Tem

Type of Action: Resolution ____ Motion X Roll Call ____ Other ____

Relevant Code/Policy: City of Sweet Home Fleet Policy

Towards Council Goal: WE ASPIRE to have an effective and efficient local government.
Invest in long-term staff stability & training.
Continue to implement financial “best” practices

Attachments: NA

Purpose of this RCA:

Authorize revisions to allow the City Manager Pro Tem the use of a City vehicle.

Background/Context:

The City Council extended an offer of employment to Christy Wurster for the position of City Manager Pro Tem for the City of Sweet Home during the time for which a permanent City Manager is sought.

A contract was approved by the City Council, but staff is requesting a revision to include the use of the City Manager vehicle by adding the following language to the contract:

Manager Pro Tem will be allowed use of city vehicle for work and “on call” purposes. Manager Pro Tem understands the use of the vehicle will be reported by the city and taxed according to the IRS rules. City-owned cars are provided solely for business activities and should not be used for any other purposes other than di minimis stops. Manager’s use will be consistent with City Policy regarding safety and use privileges.

The Challenge/Problem:

How do we update the City Manager contract in a manner that is fair to the community and employee?

Stakeholders:

- City Residents. Residents deserve the best professional administration available to them at a fair value.
- Council Members. Council members are the voice of the citizens we serve. Each member of this group is interested in providing the best service possible and return on the taxpayer’s investment. They must balance leadership with representation.

- *Management Team*. Comprised of six department heads, each with a responsibility to the citizens and Mayor to run their day-to-day operations as efficiently as possible.

Issues and Financial Impacts:

The use of the vehicle will be reported by the city and taxed according to the IRS rules.

Elements of a Stable Solution:

Approve a contract that strikes a balance between the needs of the community and fair compensation for employees.

Options:

1. Option #1– Make a motion to authorize the revisions to the City Manager Pro Tem to allow use of the City Manager vehicle and authorize the Mayor to sign.
2. Option #2 – Deny the staff request for revisions to the contract.

Recommendation:

Option #1– Make a motion to authorize the revisions to the City Manager Pro Tem to allow use of the City Manager vehicle and authorize the Mayor to sign.

ORDINANCE NO. 2 FOR 2022
ORDINANCE NO. 1302

AN ORDINANCE GRANTING A FRANCHISE BY THE CITY OF SWEET HOME TO CENTURYTEL OF OREGON, dba CENTURLINK, ITS SUCCESSORS AND ASSIGNS, THE RIGHT TO FURNISH, SELL AND DISTRIBUTE TELECOMMUNICATIONS SERVICES TO THE CITY AND TO ALL PERSONS, BUSINESSES AND INDUSTRIES WITHIN THE CITY AND THE RIGHT TO ACQUIRE, CONSTRUCT, INSTALL, LOCATE, MAINTAIN, OPERATE AND EXTEND INTO, WITHIN AND THROUGH SAID CITY ALL FACILITIES REASONABLY NECESSARY TO FURNISH, SELL AND DISTRIBUTE A TELEPHONE PLANT, TRANSMISSION LINE OR LINES AND TO TRANSMIT COMMUNICATIONS IN AND TO THE CITY OF SWEET HOME TO ALL PERSONS, BUSINESSES AND INDUSTRIES WITHIN THE CITY AND THE RIGHT TO MAKE REASONABLE USE OF ALL STREETS AND OTHER PUBLIC PLACES AS MAY BE NECESSARY, AND FIXING THE TERMS AND CONDITIONS THEREOF.

THE CITY OF SWEET HOME DOES ORDAIN AS FOLLOWS:

ARTICLE I - Definitions

For the purpose of this franchise, the following words and phrases shall have the meaning given in this Article. When not inconsistent with the context, words used in the present tense include the future tense, words in the plural number include the singular number, and words in the singular number include the plural number. The word "shall" is mandatory and "may" is permissive. Words not defined in this Article shall be given their common and ordinary meaning.

1.1 "City" refers to and is the City of Sweet Home, Linn County, Oregon, and includes the territory as currently is or may in the future be included within the corporate boundaries of the City of Sweet Home.

1.2 "City Council" refers to and is the legislative body of the City of Sweet Home.

1.3 "Company" refers to and is CenturyTel of Oregon, Inc. dba CenturyLink and its successors and assigns.

1.4 "Communications Facilities" refer to and are only those facilities reasonably necessary to provide telecommunications services within the City.

1.5 "Facilities" refer to and are all facilities reasonably necessary to provide telecommunications services into, within and through the City and include plants, works, systems, lines, equipment, underground links, switches, wires and radio links.

1.6 "Public Utility Commission" refers to and is the Public Utility Commission of the State of Oregon or other authority succeeding to the regulatory powers of the Public Utility Commission of the State of Oregon.

1.7 "Revenues" refer to and are those amounts of money which the Company receives from its customers within the City for the sale of exchange access services, as authorized by ORS 221.515 and 403.105, from the Company under rates, temporary or permanent, authorized by the Public Utility Commission, adjusted for refunds, the net write-off of uncollectible accounts, corrections or other regulatory adjustments.

1.8 "Streets and Other Public Places" refer to and are streets, alleys, viaducts, bridges, roads, lanes, easements, public ways and other public places in said City.

ARTICLE II - Grant of Franchise

Section 1. Grant of Franchise. The City hereby grants to the Company, for the period specified and subject to the conditions, terms and provisions contained in this Ordinance, the right to furnish, sell and distribute any telecommunications or telecommunications-related services to the City and to all persons, businesses and industries within the City; a non-exclusive right to acquire, construct, install, locate, maintain, operate and extend into, within and through the City all facilities reasonably necessary to provide communication facilities to the City and to all persons, businesses and industries within the City; and a non-exclusive right to make reasonable use of all streets and other public places as may be necessary to carry out the terms of this Ordinance.

Section 2. Term of Franchise. The term of this franchise shall be for ten (10) years, beginning March 8, 2022 and expiring March 8, 2032.

ARTICLE III - Franchise Fee

Section 1. Franchise Fee. In consideration for the grant of this franchise, the Company shall collect and remit to the City a sum equal to seven percent (7%) of the Revenues.

Section 2. Payment Schedule. For the franchise fee owed on revenue received after the effective date of this Ordinance, payment shall be made in quarterly installments due on or before the last day of the month following the end of each calendar year quarter. Payments at the beginning and end of the term of this Ordinance shall be prorated. All payments shall be made to the City Manager. The City Council, or any committee appointed by the City Council, shall have access to the books of the Company for the purpose of auditing or checking to ensure that the franchise fee has been correctly computed and paid.

Section 3. Franchise Fee Payment in Lieu of Other Fees. Payment of the franchise fee by the Company is accepted by the City in lieu of any occupancy tax, license tax, permit charge, inspection fee or similar tax, assessment or excise upon the privilege of doing business or in connection with the physical operation thereof, but does not exempt the Company from any lawful taxation upon its real property, sales and use taxes or any other tax not related to the franchise or

the physical operation thereof, or assessment of fees for building permits or land use permits for structures and construction projects located outside of streets and rights of way.

ARTICLE IV - Conduct of Business

Section 1. Conduct of Business. The Company may establish, from time to time, such rules, regulations, terms and conditions governing the conduct of its business as shall be reasonably necessary to enable the Company to exercise its rights and perform its obligations under this franchise; provided, however, that such rules, regulations, terms and conditions shall not be in conflict with the laws of the State of Oregon or the City of Sweet Home.

Section 2. Tariffs Available Online. The Company shall make available online copies of all its tariffs currently in effect and on file with the Public Utility Commission. Said tariffs shall be available for inspection by the public.

Section 3. Compliance with PUC Regulations. The Company shall comply with all rules and regulations adopted by the Public Utility Commission.

Section 4. Compliance with Company Tariffs. The Company shall furnish communication facilities within the City to the City and to all persons, businesses and industries within the City at the rates and under the terms and conditions set forth in its tariffs on file with the Public Utility Commission.

Section 5. Applicability of Company Tariffs. The City and Company recognize that the lawful provisions of the Company's tariffs on file and in effect with the Public Utility Commission are controlling over any inconsistent provision in this franchise dealing with the same subject matter.

ARTICLE V - Construction, Installation & Operation of Company Facilities

Section 1. Location of Facilities. Company facilities shall not interfere with the City's water mains, sewer mains, gas mains or other municipal use of streets and other public places. Company facilities shall be located so as to cause minimum interference with public use of streets and other public places and shall be maintained in good repair and condition.

Section 2. Excavation and Construction. All construction, excavation, maintenance and repair work done by the Company shall be done in a timely and expeditious manner, which minimizes the inconvenience to the public and individuals. All such construction, excavation, maintenance and repair work done by the Company shall comply with all applicable codes of the City of Sweet Home, the State of Oregon and the United States of America. All public property whose use conforms to restrictions in easements disturbed by Company construction or excavation activities shall be restored as soon as practicable by the Company at its expense to as good as or better than its former condition. The Company shall comply with the City's requests for reasonable and prompt action to remedy all damage to streets or dedicated easements and City utilities contained therein where the Company is performing construction, excavation, maintenance or repair work. The City reserves the right to restore property and remedy damages caused by

Company activities at the expense of Company in the event the Company fails to perform such work within a reasonable time after Notice from the City.

Section 3. Relocation of Company Facilities. If at any time the City requests the Company to relocate any distribution line service connection, or other facility installed or maintained in streets or other public places in order to permit the City to change street grades, pavements, sewers, water mains or other City works, such relocation shall be made by the Company at its expense. The Company is not obligated hereunder to relocate any facilities at its expense, which were installed in private easements obtained by the Company, the underlying fee of which was, at some point subsequent to installation, transferred to the City. Following relocation, all property shall be restored to as good as or better than its former condition by the Company at its expense. The City will reasonably exhaust alternatives not requiring relocation in all cases.

Section 4. Service to New Areas. If during the term of this franchise the boundaries of the City are extended, the Company shall extend service to areas not served by any other telephone company in accordance with the Company's tariffs and applicable laws.

Section 5. Restoration of Service. In the event the Company's communications system, or any part thereof, is partially or wholly destroyed or incapacitated, the Company shall use due diligence to restore its system to satisfactory service within the shortest practicable time.

Section 6. Rules and Regulations. All lines and equipment constructed under this grant shall be constructed in accordance with established practices as prescribed by applicable REA specifications and drawings and the rules and regulations of the Public Utility Commission of the State of Oregon, and its duly or legally constituted successors in authority; and the rights and privileges herein granted in said streets, alleys and public highways shall be subject at all times to such ordinances and reasonable regulations as are now or shall hereafter be ordained or passed by said City concerning similar uses and excavations in the care of streets, alleys and public highways.

Section 7. Safety Regulations by the City. The City reserves the right to adopt, from time to time, reasonable regulations in the exercise of its police power which are necessary to ensure the health, safety and welfare of the public, provided that such regulations are not destructive of the rights granted herein and not in violation of any state or federal laws. The Company agrees to comply with all such regulations, now existing or duly adopted, in the construction, maintenance and operation of its facilities and in the provision of telecommunications services within the City.

Section 8. Inspection, Audit and Quality Control. The City shall have the right to inspect, at all reasonable times, any portion of the Company's system used to serve the City and its residents. The City also shall have the right to inspect and conduct an audit of Company records relevant to compliance with any terms of this Ordinance at all reasonable times, but no more than once per year. The Company agrees to cooperate with the City in conducting the inspection and/or audit and to correct any discrepancies affecting the City's interest in a prompt and efficient manner. Each party shall pay its own expenses in connection with any such audit, unless a material irregularity is found during such audit, in which case the Company shall pay the reasonable cost of such audit.

Section 9. Maps. The Company shall prepare and submit to the City a map showing the location of its distribution system within the City, showing location of all appurtenances incident

to the distribution system, insofar as such facilities can reasonably be determined. The map shall be revised no more frequently than annually by the addition of the information hereby required as the system is extended or revised. The City agrees that any such maps shall not be used by it or disseminated to the public for use in locating underground facilities.

Section 10. Tree Trimming. Subject to the provisions of this ordinance, the Company may prune trees, when necessary in public right of way, for the operation of the utility lines, wires or other appurtenances, provided such pruning shall be performed by or supervised by a certified arborist, and it shall be done without cost or expense to the City.

The Company shall provide a written notice to the City Public Works Department and property owner and resident at least ten (10) business days prior to any pruning to be done on the property. The City recognizes that a ten (10) day notice may not be possible in emergency situations; however, the City does encourage the Company to provide as much advance notice to property owners and residents as is reasonably possible under such emergency circumstances.

ARTICLE VI - Indemnification of the City

Section 1. City Held Harmless/Insurance. The Company shall maintain its structure, apparatus and other equipment as to afford all reasonable protection against injury or damage to persons or property therefrom, and the Company shall save the City harmless from all liability or damage and all reasonable expenses necessarily accruing against the City arising out of the exercise by the Company of the rights and privileges hereby granted, provided such liability or damage was not caused by the City.

Section 2. Notice to Company. The City will provide prompt notice to the Company of any claim or action against the City arising out of the exercise by the Company of its franchise rights.

Section 3. Payment of Expenses. The Company shall pay for all expenses relating to the publication of notice and ordinances arising out of the process for obtaining this franchise.

ARTICLE VII - Assignment; Saving Clause; Amendment

Section 1. Assignment. The Company shall not transfer or assign any rights under this franchise to a third party, excepting only corporate reorganizations of the Company not including a third party, unless the City shall approve such transfer or assignment in writing. Approval of the transfer or assignment shall not be unreasonably withheld.

Section 2. Saving Clause. If any portion of this franchise Ordinance is declared illegal or void by a court of competent jurisdiction, the remainder of the Ordinance shall survive and not be affected thereby. In such case, the parties shall proceed with due diligence to attempt to draft provisions that will achieve the original intent.

Section 3. Amendment. This franchise agreement may be amended by written amendment, signed by both parties.

Section 4. Replacement. Upon the effective date of this ordinance it shall replace and supersede Ordinance No 2 for 2010, Ordinance No 1216, which was the prior franchise agreement between the parties.

PASSED by the Council and approved by the Mayor this 8th day of March, 2022.

CITY OF SWEET HOME, OREGON

By: _____

Title: Mayor _____

APPROVED:

CenturyTel of Oregon, Inc.
dba CenturyLink

By: _____

General Manager
Oregon / Washington

ATTEST:

City Manager Pro Tem/Ex-Officio City Recorder

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THE ROARING 2022's
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5PM



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City of Sweet Home
 Sweet Home Public Library
 1101 13th Avenue
 Sweet Home, OR 97386
 541-367-5007

Sweet Home Public Library

Statistics

February 2022	Last month January 2022	This month	Year to date 2022	Previous year (total)
Patron Activity				
OPAC Logins	208	202	410	3081
SIP2 Logins	621	576	1197	6775
Main Door Count	1810	1779	3589	n/a
Circulation and Renewals				
Checkouts	2375	2369	4744	28723
Renewed items	685	906	1591	9125
E-audio & E-book checkouts	246	460	706	5491
Total items checked out	3306	3735	7041	43339
Holds Requested				
Holds by Staff	82	105	187	1683
Holds by OPAC	118	83	201	1495
Item Counts				
Total items in library	32375	32559	32559	32879
Public Access Computers				
Logins	195	176	371	2104
Resource Sharing Savings				
Cost savings	2537.85	2592.76	5133.61	n/a
Items borrowed by consortium libraries	172	157	329	n/a
Items borrowed from consortium libraries	208	188	396	n/a

Events

We gave out over 60 Valentine's Craft kits. We have give out over 30 St. Patrick's Day craft kits so far in February.

Community Read discussions are coming up in April. We are reading Braiding Sweetgrass by Robin Wall Kimmerer. Books are available now, courtesy of the Friends of the Library.

Projects ongoing

We have finished updating seating in the library.

Over 100 award winning graphic novels have been ordered for teens to check out.

We have completed weeding for age and condition for almost all library collections and have updated content as necessary.

Working with the High School to have classes visit the Library for orientation sessions soon!

MEMORANDUM



TO: City Council
Christy Wurster, Interim City Manager
Interested Parties

FROM: Blair Larsen, Community and Economic Dev. Director

DATE: March 8, 2022

SUBJECT: Community and Economic Development Department Report for February, 2022

The Community and Economic Development Department (CEDD) consists of the City's Building, Planning, Engineering, Economic Development, Code Enforcement, and Parks and Recreation programs. The following is a summary of activities and notes on current projects from February 1st, to February 28th, 2022.

1. BUILDING

- Summary of Building Program Permits Issued.

Permit Category	February, 2022	January, 2022	2022 YTD	2021 Total	2017-2021 Annual Average
Residential 1 and 2 Family Dwellings	3	0	3	23	28.0
Residential Demolition	1	0	1	9	8.2
Residential Manufactured Dwellings	0	0	0	16	13.8
Residential Mechanical Permits	9	10	19	120	110.2
Residential Plumbing	2	2	4	35	28.8
Residential Site Development	0	0	0	0	1.2
Residential Structural	4	1	5	56	48.8
Commercial Alarm or Suppression Systems	0	0	0	11	3.4
Commercial Demolition	0	0	0	4	3.4
Commercial Mechanical	0	3	3	19	14.6
Commercial Plumbing	1	1	2	9	11.0
Commercial Site Development	1	0	1	3	2.8
Commercial Structural	5	0	5	45	41.4
Total Permits	26	17	43	350	315.6
Value Estimate of All Permits	\$2,133,779.68	\$109,366.60	\$2,243,146.28	\$16,811,721.35	\$17,061,471.73
Fees Collected	\$24,480.06	\$3,143.47	\$27,623.53	\$250,671.91	\$233,439.18

2. PLANNING

- Summary of Final Decisions of Planning Division Applications:

Application Type	February, 2022	January, 2022	2022 YTD	2021 Total	2017-2021 Annual Average
Annexations	0	0	0	0	0.4
Code Amendments	0	0	0	1	0.8
Conditional Use	0	0	0	11	8.0
Partition	0	2	2	20	9.0
Planned Development/ Subdivision	0	0	0	4	1.2
Property Line Adjustments	1	3	4	21	12.0
Vacation	0	0	0	0	0
Variance	0	0	0	1	4.4
Zoning Map Amendment	0	0	0	4	2.2

- 9 Land Use Applications were submitted in February.
- 10 Land Use Applications are pending final approval.
- 3 Fence Permits were issued in February.
- The overhaul of development code portions of the Sweet Home Municipal Code (SHMC) is progressing as planned. The Planning Commission is now meeting twice every month until they have completed their review of the new draft. Once the Planning Commission has completed their review, they will make a recommendation to the City Council, after which the Council will have an opportunity to review the document and consider changes.
- The City has received a grant from the State to update our Transportation System Plan and create an Area Plan for the undeveloped land on the north side of the City. A consultant for the work is now on board, and the City has met with them to kick off the project.
- The City has also received a State grant for a Housing Needs Analysis (HNA). The consultant has been selected and will begin work soon. The purpose is to ensure that the City has both sufficient residential lands, and the proper mix of types and densities. This project is now underway, and Staff are meeting with the consultants every two weeks on the project.
- The next Planning Commission meetings are scheduled for March 3rd, 2022.

3. ECONOMIC DEVELOPMENT

- Dougherty Landscape Architects (DLA) continue to work on the Downtown Streetscape and Parking Plan. We applied for and received a CARES Act (COVID response) grant from Linn County for this project in the amount of \$10,000. DLA has submitted additional drafts, which staff are now reviewing. The final meeting for the project took place on December 14th, and the City has just received the final reports from DLA. After Staff review the final reports, we will bring it before the Council for final adoption.
- Now that the land swap agreement for 24th Ave has been approved, Staff is working on the land use applications and surveys. The Planning Commission has approved the partition. The survey is now complete, and it will soon be recorded with Linn County.

- Linn County’s sale of the Weyerhaeuser mill site to Josh Victor is now complete. Staff will continue to work with him, as it does with all property owners, to ensure that development is fully compliant with Sweet Home ordinances. Staff will also continue to communicate the City’s goals for the area to Mr. Victor.

4. CODE ENFORCEMENT

- Summary of Actions.

Case Status	February, 2022	January, 2022	2022 YTD	2021 Total	2018-2021 Annual Average
New Complaints	6	11	17	92	84.00
New Officer-Detected Violations	2	6	8	74	74.00
Violations Resolved	3	9	12	166	286.25
Complaints Noted with No Violation Found	2	0	2	16	22.75
Open Cases at End of Period	3	12	3	12	20
Citations	0	0	0	7	4.00
Abatements	1	0	1	1	0.33
Enforcement Type	February, 2022	January, 2022	2022 YTD	2021 Total	2018-2021 Annual Average
Animal	1	2	3	35	46.50
Blight	0	0	0	2	1.25
Illegal Burn	0	0	0	1	1.75
Illegal Dumping	1	0	1	0	0.50
Illegal Parking	1	1	2	11	9.75
Illegal Sign	0	0	0	1	2.75
Junk/Abandoned Vehicle	1	2	3	4	9.00
Minimum Housing	0	0	0	0	3.25
Occupying an RV	0	3	3	26	42.00
Open Storage	1	7	8	31	67.25
Other	1	1	2	11	20.75
Public Nuisance	1	1	2	17	48.5
Public Right-of-way	0	0	0	2	12.75
Tall Grass & Weeds	0	0	0	65	122.75
Vacant Lot	0	0	0	0	0.25

The City’s Code Enforcement Officer responds to complaints submitted through the City’s website, and actively patrols the City and works to resolve identified code violations.

5. PARKS

- The Park and Tree Committee will meet next on March 16, 2022.

- Construction of Sankey Park Improvements is continuing. Construction on the play structures and concrete has been completed, as well as much of the lighting installation. Some electrical, and irrigation, work remains.
- Design work is underway for a new park adjacent to City Hall. The Park will include a donated playground structure and dog park.

6. OTHER PROJECTS

- The Council has authorized ownership of the sculpture in the ODOT right-of-way near the East Linn Museum, and we have received a proposed Intergovernmental Agreement from ODOT. However, Citizens have come forward seeking to add a roofed structure over the artwork to protect it from the weather. Staff is working with ODOT to modify the IGA in order to allow the construction of a roofed structure. Staff inquired to learn if City acquisition of the property was a possibility. Initially, ODOT informed us that such action was not a possibility. However, after additional follow-up, ODOT is indicating that a right-of-way vacation is possible, which would add some of the property to the East Linn Museum property. ODOT has begun work on this transfer of property, and Staff is coordinating with them and the East Linn Museum to complete the transaction. In the interim, City Staff have applied a clear “log oil” treatment to preserve the surface of the logger statue.
- Willow Street Neighborhood LID: Staff recently met with representatives of several state agencies at a “one stop” meeting and have a tentative plan for financing that will include a package of both forgivable loans and other loans with very attractive interest rates.
- The ODOT Foster Lake Sidewalk Project: Budgetary constraints have required that the project be limited to one side (the north) of US 20. The new scope also removes the section underneath the railroad bridge and calls for a soft-surface path in that location to be constructed by the City. Construction has been delayed until 2022, but engineering work is continuing throughout 2021. The Council recently approved an updated IGA with ODOT for this project. Staff is working out the details of the necessary waterline relocation work.
- The CEDD systems analysis is ongoing. This project will “map” out all department processes so that efficiencies can be identified, delays can be removed, and operations can be made easier for both customers and staff. These process maps will be documented for staff continuity and to share with other departments. Staff turnover has caused some delays but will provide new opportunities for improvement in this project.
- Staff is working with ODOT on a pedestrian crossing at 22nd Avenue and Main Street. State Funding has been identified, and we have an agreement with ODOT on what improvements will be constructed and where. This will come at little to no cost to the City. This improvement will be combined with an existing ODOT project to replace ADA ramps at intersections on Main Street. The Council recently approved an IGA with ODOT for this project.
- CEDD Staff have been developing designs for the budgeted City Hall renovation and emergency generator installation.
- CEDD Staff continue to provide key support for the efforts to create a managed homeless facility.

MEMORANDUM



TO: Christy Wurster, City Manager Pro-Tem
 FROM: Greg Springman, Public Works Director
 DATE: March 8, 2022
 SUBJECT: Public Works Activities Report – February 2022

This memorandum provides a brief periodic update of specific projects, WTP/WWTP O&M and Compliance status, and activities performed by the Public Works Department.

This table section summarizes work done on key maintenance activities.

Work Type	February, 2022	January, 2022	2022 YTD	2021	3 Yr Avg
Bathrooms/Garbage	17	19	36	169	503
Catch Basin Inspection/cleaning	1	1	2	6	28
Leaf Collection	0	0	0	1637	666
Hydrant Flushing	0	0	0	324	302
Locates	56	45	101	491	486
Meter Re-Read	72	74	146	1060	777
Mowing	1	0	1	40	84
Playground EQ Inspection	17	5	22	49	56
Pothole Repair	32	86	118	514	597
Sewer CCTV Miles	0.14	0.00	0.14	0.16	2
Street Sweeping Miles	95	130	225	893	2374
Water Main Repair	2	1	3	9	10
Water Service Repair	0	7	7	20	41
Water Turn Ons/Offs	53	43	96	677	877
Total Completed Work Orders	548	411	959	6050	6973

WWTP and WTP Key Performance Indicators (KPIs)

	January, 2022	December, 2021	2022 YTD	2021	5 Yr Avg
Potable					
MG Treated	28.57	28.56	28.57	363.99	406.97
Backwash Water in MG	2.35	2.86	2.35	30.07	19.92
Ave daily demand in MG	0.92	0.92	0.92	1.00	1.12
Sanitary					
MG Treated	100.6	117.38	100.60	641.31	586.99
Max Daily Flow in MG	6.01	5.89	6.01	5.89	6.08
Average Flow in MG	3.245	3.79	3.25	1.76	1.61

* MG is Million Gallons

Note: Sweet Home Wastewater treatment plant experienced 11 exceedances and a SSO event for the month of January 2022.

- On 1/3/2022 at 1:37pm heavy rains, I&I greatly increased the incoming flow to the treatment plant. An unknown amount of rain-diluted wastewater flowed to the designed Ames Creek bypass structure. Our treatment facility was running at or above the continuous design capacity of 6.0MGD during the event, which ended on 1/8/2022 at 4:00 AM. An SSO Reporting form was submitted separately.
- On 1/04/2022 Max daily TSS pounds was 1544.3 on a permit limit of 690 pounds
- On 1/05/2022 Max daily TSS pounds was 1052.6 on a permit limit of 690 pounds
- On 1/05/2022 Weekly Avg TTS pounds was 1298.4 on a permit limit of 520 pounds
- On 1/25/2022 Max daily TSS pounds was 886.7 on a permit limit of 690 pounds
- On 1/26/2022 Max daily TSS pounds was 1966.8 on a permit limit of 690 pounds
- On 1/26/2022 Weekly Avg TTS pounds was 1426.7 on a permit limit of 520 pounds
- On 1/26/2021 Weekly Avg TTS mg/L was 77.5 on a permit limit of 30.0
- Monthly Average TSS pounds was 792.2 on a permit limit of 350 pounds
- Monthly Average TSS mg/L was 30.6 on a permit limit of 20.0
- Monthly TSS % removal was 62.9 % on a permit limit of 70%

Additionally, on 1/04/2021 we had an E-coli MPN of 721.5 as a violation on the max limit of 406. We elected to take the violation rather than resample as we were in an SSO event, and it was unlikely that we would test out of the violation. A Noncompliance Reporting form was submitted separately.

We have suspicions that our outside laboratory made a procedural error with our effluent TSS on 1/26/2022. We had effluent TSS 116 mg/L with an influent of 117mg/L. Coupled with only an E. Coli of 41.1 on the 26th which would indicate our effluent was cleaner then the TSS would indicate. We have ordered the laboratory equipment to start testing TSS inhouse to help alleviate these concerns.

Current & Upcoming Projects

Wastewater Treatment Plant Improvement Project

Scope: Upgrades to equipment & processes for DEQ Compliance

Status: Engineer of Record (West Yost) completing WWTP Final Design Phase I and Phase II. West Yost will provide Council a WWTP Improvement Project update in April 2022.

Small Diameter Water Main Replacement

Scope: Engineer of Record and Staff has identify aged water mains throughout the 54 miles of water distribution system. Staff and West Yost will take a phase approach to replace the 5 miles of small diameter water mains.

Status: Phase I & Phase II project documents will be presented to Council in March 2022. Engineer of Record and Staff will continue to provide updates as available.

Sankey Park Improvements

Scope: Install new paths, lighting, and playground equipment.

Status: Project was completed by January 2022. Final concrete path was poured in February 2022. Minor punch list of lighting remains to be finished by PW Staff.

2021 Overlay Project

Scope: Overlay multiple streets through the community.

Status: Phase I and Phase II construction has been completed for FY 21.

Water & Stormwater Master Plans – West Yost

Scope: Develop Water & Stormwater Master Plans to support development

Status: Kick off meetings for both projects commence October 2021. Staff will provide periodic updates. Projects scheduled for completion in July 2022.

Backwash Pump Evaluation – West Yost

Scope: Evaluate feasibility of adding a backwash pump and using clearwell for filter backwashes and the corresponding effects on the distribution system and treatment.

Status: Design completed by West Yost, materials starting to be ordered for 1st stage of project. Contract approved by council to Pacific Excavation, pre-construction meeting occurred in January 2022.

Finished Water Pump Evaluation – West Yost

Scope: Evaluate feasibility to add a Variable Frequency Drive (VFD) to the current finish water pumps to maintain a constant level in clearwell to help facilitate Backwash Pump.

Status: Design completed by West Yost, materials starting to be ordered for 1st stage of project. Contract approved by council to Pacific Excavation, pre-construction meeting occurred in January 2022.

Fluoride at WTP

Scope: Fluoride system at WTP has failed/End of life budgeted for replacement FY21/22.

Status: PW Staff obtaining quotes for replacement. Staff will present topic to Council for discussion.

Streaming Current Monitors Replacement

Scope: The Streaming Current Monitors (SCMs) have failed at the WTP and are at end of life.

Status: PW staff have obtained a quote from our Integrator of Record and are proceeding on this project utilizing that contract. Project completed in February 2022.

Wastewater Filter Belt Press

Scope: Filter Belt Press was installed in approx. 1974 and is an operational and financial challenge to keep operating, looking to prepurchase new dewatering equipment for the wastewater treatment plant as part of the upgrade project.

Status: PW staff currently working with Engineer of Record to confirm sizing of dewatering equipment.