

RESOLUTION NO. 2619

Introduced by All Commissioners

A RESOLUTION ADOPTING STANDARDS, CRITERIA, AND POLICY DIRECTIVES FOR  
HIRING A CITY MANAGER FOR THE CITY OF WARRENTON AND REPEALING ALL  
RESOLUTIONS IN CONFLICT

WHEREAS, under Section 21 of the City Charter, the City Commission is responsible for appointing the City Manager; and

WHEREAS, it is desirable for the City Commission to adopt standards, criteria, and policy directives for the selection and appointment of a City Manager; and

NOW, THEREFORE, BE IT RESOLVED AS FOLLOWS:

Section 1. The standards, criteria, and policy directives the City will use as a guideline in recruiting and considering City Manager candidates during the selection process will be the City Manager Job Description as set out in Exhibit A, the City Manager Profile as set out in Exhibit B, and Hiring Procedures as set out in Exhibit C.


Section 2. When the Commission is engaged in the steps that involve the discussion and selection for further consideration of individual candidates and the interviewing of candidates, the Commission may elect to conduct discussions and interviews in executive session, subject to the provisions of the Oregon Open Meetings Law. However, final action on hiring a City Manager will be taken in an open meeting.

Section 3. All previous resolutions related to the hiring of a City Manager are hereby repealed.

Section 4. This resolution shall take effect immediately upon its passage.

Adopted by the City Commission of the City of Warrenton this 25<sup>th</sup> day of January 2022.

APPROVED

  
Henry A. Balensifer III, Mayor

ATTEST

  
Dawne Shaw, CMC, City Recorder

## EXHIBIT A

### CITY OF WARRENTON CLASS SPECIFICATION

#### CITY MANAGER

##### **DEFINITION**

Under the general direction of the City Commission, directs and coordinates the activities of all City departments and implements policy as established by the City Commission.

##### **DISTINGUISHING CHARACTERISTICS**

The position of City Manager is established by City Charter and is the administrative head of the City.

##### **EXAMPLES OF DUTIES**

The duties listed below are examples of the work typically performed by employees in this class. An employee may not be assigned all duties listed and may be assigned duties which are not listed below. Marginal duties (shown in *italics*) are those duties which are least likely to be essential functions for any single position in this class.

1. Meets with the City Commission in regular and special meetings, gives information and transmits special or regular reports covering the affairs and needs of the City and its varied issues of municipal operations; and advises Commission members in their deliberations on policy or legislative matters.
2. Meets with the public to provide information and assistance regarding City ordinances and policies; receives private citizen questions and complaints on a wide variety of issues and attempts to resolve problems to the satisfaction of all parties.
3. Directs staff in the administration of all ordinances and the provisions of all franchises, leases, contracts, permits, and privileges granted by the City.
4. Appoints and removes all City officers and employees except as otherwise provided by the City Charter; directly and through subordinate supervisors, directs and controls the work of City staff and City departments; assigns and transfers employees as necessary to obtain efficiency in City operations.
5. Administers the City personnel system including recruitment and selection, performance appraisals, collective bargaining, labor contract administration, grievance resolution and employee terminations.

6. Supervises and participates in the preparation of the annual City budget as the Budget Officer; reviews and approves departmental budget requests for submission to the Commission as appropriate, submits the estimates of revenues and expenditures to the Budget Committee; prepares or directs the preparation of such special reports as the Budget Committee or City Commission may require.
7. Seeks out financial resources available to the City such as revenue sharing, economic development grants; supervises the preparation of special grant requests.
8. Meets with representatives of other cities, the county and other governmental agencies on varied problems involved in the coordination of City services and agreements with those of other governmental units; attends meetings of various bodies directly involved in the City's operation such as the Planning Commission and provides staff assistance where requested; corresponds with other governmental agencies, private groups, and individuals on varied aspects of City business.
9. Supervises the operation of all public utilities owned and operated by the City.
10. Serves as purchasing agent, approving purchase orders and payments.
11. Exercises general supervision over all City property.
12. Confers with City staff and others on varied operating and administrative problems, proposed and reviews departments plans, programs and procedures and suggests new innovations or methods to improve the standard of services rendered by the City.

## **QUALIFICATIONS FOR EMPLOYMENT**

### **Knowledge and Ability**

#### Knowledge of:

1. Municipal government organization, powers, functions and relationships with other governmental jurisdictions.
2. Principles and practices of public administration as applied to the management of diversified municipal government services.
3. Principles and practices of public budgeting, financial management, personnel management, and records management.

4. Principles and methods used in employee-management negotiations, procurements, public works contract bidding and administration, and other aspects of municipal government operations.

Ability to:

1. Establish and maintain cooperative and harmonious working relationship with City legislative and administrative officials and employees, representatives of business and government organizations and the general public.
2. Develop and prepare effective and complete correspondence and administrative reports.
3. Make effective presentations to various groups.
4. Analyze complex problems and complete research in solving them.
5. Plan, assign, direct and review the work of others.
6. Analyze and implement municipal public service projects and programs.
7. Analyze public policy and present and apply finding.

**Experience and Training**

The knowledge, ability and skill listed above may be gained through various types of education, training and experience. A typical way to acquire the required knowledge, ability and skill is listed below.

Seven years of experience in municipal government management preferably as a city manager or assistant city manager. Graduation from a four-year college or university with major course work in public administration or related field.

**PHYSICAL DEMANDS AND WORKING CONDITIONS**

Deadlines and shifting priorities are frequently part of the daily routine. Interruptions are frequent from various City staff, telephone calls, and office visitors. Some travel by car is required to attend meetings and training sessions. Availability and transportation is required to attend meetings outside of normal business hours.

Physical demands include sitting for prolonged periods; occasional lifting of files, stacks of paper, reference and other materials; moving from place to place between and within the office, as well as in outdoor locations to inspect

development sites; some reaching for items above and below desk level. Environment is generally clean with limited exposure to conditions such as dust, fumes, odors, or noise.

## EXHIBIT B

# WARRENTON CITY MANAGER RECRUITMENT CITY MANAGER PROFILE

### Required Minimum Education / Experience

The City Manager position requires a bachelor's degree in public administration, planning, political science, or related field, and at least three years of upper-level local government management experience.

### Preferred Education / Experience

The City prefers a candidate with an advanced degree in public administration or related field (e.g., Master of Public Administration), and at least five years of increasingly responsible experience. Experience and/or training in public finance, planning or urban renewal, human resources, and union relations is highly desired.

### Desired Skills / Attributes

#### Leadership and Management

The City Manager should be an experienced administrator and leader with an ability to provide clear direction, manage multiple departments, balance priority initiatives, and develop and inspire staff to foster a responsive organization that meets contemporary service delivery needs and efficiencies. As a leader, an ability to provide professional guidance to effectively help the organization envision and plan for long-term growth and other challenges is essential. The City Manager should value and practice teamwork, collaboration, transparency, and inclusivity. The Manager should be supportive of staff as their primary representative with the City Commission and community while promoting a culture of accountability and excellent work. A management style that is highly organized, ethical, approachable, humble, team-oriented, respectful of all viewpoints, objective, patient, and friendly is important.

#### Public Finance

The City desires a City Manager with strong budgeting and finance abilities to take a comprehensive financial planning approach that plans for the City's long-term service needs and utilizes a broad spectrum of revenue approaches to meet Commission goals. An ability to strategically balance the financial needs of multiple important operations and projects, creatively seek new resources and integrate the City's vision, goals, and policy direction into financial planning is important. Experience with Oregon budget law and requirements, as well as Urban Renewal District finance management, is helpful.

### **Public Infrastructure Management and Improvement**

The City Manager is expected to have a strong understanding of public infrastructure project management (particularly water, wastewater, stormwater, and flood mitigation), maintenance, construction, and funding. The City Manager will be expected to continue the current projects and financing work for the City's infrastructure improvement and maintenance as part of planning for residential and commercial/industrial growth. An ability to work and engage with the County, regulatory agencies, inter-governmental partners, and other entities on key infrastructure project planning and implementation is necessary.

### **Communication**

It is imperative the City Manager possess strong communication skills to effectively engage and inform multiple City audiences, including but not limited to the City Commission, staff, local government officials, businesses, nonprofits, community groups, and citizens. In this context, the City Manager should be committed to being accessible, transparent, and timely when communicating with all individuals or groups. The City Manager is expected to have a respectful personal communication style that encourages productive two-way dialogue. Communication, both verbally and written, should be offered with clarity, substance, and conciseness.

### **Commission Relations**

City Commission expects the City Manager to be responsive, accessible, inclusive, and collaborative with them as the City's policy making body. The Manager should be proactive in communicating and addressing policy or other issues important to the Commission. Warrenton's City Manager should maintain collaborative and neutral relationships with all Commission members through regular communication. It is also the City Manager's responsibility to be actively aware of the City's operations and legal obligations and provide expertise to help City Commission fulfill their role as the governing body and serve as an effective representative of the community.

### **Economic Development and Urban Renewal**

The City Manager should have experience managing urban renewal agencies to continue effective fiscal management of funds and implementation of multiple initiatives currently underway. Experience in planning and implementing successful long-term initiatives to build local economies and plan for growth is important. Understanding of Oregon land use planning is also helpful.

### **Human Resources**

The City Manager should possess strong human resource planning and management experience to provide and sustain effective City workforce levels in a fiscally responsible manner. An ability to foster and maintain contemporary personnel policies and initiatives that promote an attractive and efficient workplace environment. Experience in labor negotiations and working with unions is important.

### **Intergovernmental Relations**

Warrenton places a high value on maintaining and strengthening partnerships with regional partners. The ability to continue and expand effective working relationships with local governments, the County, the State, and other agencies through cost effective and clear agreements, transparency, collaboration, and accountability is important.

### **Community Engagement**

The citizens of Warrenton take pride in their city and expect to be proactively informed and engaged in City activities and decisions that may impact them. As such, on an individual level, the City Manager should be engaged and visible in the community. The City Manager must be open-minded, listen, and employ an objective approach to differing views and interests. The City Manager is expected to maintain, strengthen, and expand community involvement approaches to facilitate and encourage citizen engagement in City decision-making, to uphold the principles of transparency, inclusion, and public participation.

### **Transportation Infrastructure**

The City Manager should have knowledge and experience funding and managing transportation improvement projects in coordination with external partners. This experience includes street maintenance and safety improvements, traffic management, and beautification. An ability to facilitate constructive and innovative multi-agency approaches to transportation system maintenance, improvements, and funding is beneficial.

### **Appreciation for Warrenton**

The City Manager role is a high-profile local leader who should appreciate the unique attributes that make Warrenton a welcoming town with a strong sense of community. The next City Manager should appreciate Warrenton's character and be willing to integrate themselves into the City and community.

### **Understanding of City Government Roles**

The City Manager should have a thorough understanding of the Council-Manager form of government and the proper roles of bodies and individuals within such governments. The City Manager will be expected to help ensure the City Commission, staff, and advisory bodies are all operating effectively with each other and within their legally defined roles.



## Policy Directives

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

### Long-term Strategic Financial Planning and Fund Management

Due to state property tax limitations, the City of Warrenton faces a persistent low tax revenue despite growth and increased demand for services. To address service and infrastructure needs, the City has undertaken multiple funding approaches for both capital and service provision. These financial tools include an Urban Renewal District (URD) as well as a numerous federal grants (including \$1.274 million in American Rescue Plan Act funds) to support a variety of infrastructure projects. In addition, the renewal processes for Fire and Police public safety levies will be coming up soon and an assessment of rates will be needed for each. The next City Manager will be expected to take a comprehensive financial view of these existing and potential revenues and align them with City services and infrastructure needs in the context of long-term growth impacts.

### Public Infrastructure Improvements

To accommodate growth and manage Warrenton's unique geographic location, the City is undertaking a number of major infrastructure projects including but not limited to, water, wastewater, stormwater, and flood mitigation systems that need of varying levels of additional planning, financing, and implementation. Water infrastructure improvements are underway with the construction of a \$2.6 million-dollar new water line. The Wastewater Treatment Plant (WWTP), is undergoing expansion and updating. Warrenton's stormwater system is also in need of repair and capacity improvements. Flood mitigation work consists of approximately \$20 million in levy and dike recertification management in the next five years and planning for potential insurance and other impacts of FEMA flood map updates underway. The next City Manager will be expected to lead the diverse aspects of these projects including rate assessment, ordinance development, and capacity planning. Additionally, the next City Manager will be responsible for reviewing and negotiating existing intergovernmental agreements with other local government partners for water and wastewater services while retaining sufficient capacity for the City.

### Community & Economic Development

Warrenton takes pride in its community and has undertaken a number of efforts to foster local economic development and enhance the attractiveness of the community. To support this work, the City implemented an Urban Renewal District that was highly successful and overperformed by \$4 million dollars, necessitating rapid development and implementation of appropriate and strategic urban renewal projects. Continued local economic development as well as work to provide affordable housing options for the local workforce are anticipated. The next City Manager is expected to continue these initiatives and facilitate a vision in the context of the community's growth.

### **City Facilities and Workforce Planning**

The Municipal Building/Center is 20 years old and in good condition however lacks sufficient space for all City staff to function effectively or support increased service demands from a growing population. Additionally, the building's current site is vulnerable to natural disaster impacts risking the City's ability to provide continuity of service in an emergency. The next City Manager will need to perform long term analysis to plan for future level of service needs in the context of growth and limited revenues, to seek options, and to build consensus around potential solutions to address these issues. While seeking long term solutions, the next City Manager will need to utilize creative planning, financing, and human resource skills to ensure City has sufficient staff and space in its current operating capacity to meet existing responsibilities.

### **Street and Traffic Management**

Warrenton has several state highways and routes within the City that are managed by the Oregon Department of Transportation (ODOT). To provide proper maintenance, appropriate street design features, as well as the opportunity implement desired beautification measures, the City of Warrenton wants to increase its role and participation in decisions related to maintenance, funding, and improvements of these roadways with ODOT. The City Manager will be expected to facilitate this relationship and advocate for measures to appropriately manage traffic and other impacts generated by the high volume of daily nonlocal visitors and shoppers that come to the area.

## EXHIBIT C

# WARRENTON CITY MANAGER RECRUITMENT HIRING PROCEDURES

### Phase 1: Position Advertisement

- 1.1 Recruitment Brochure Development:** The consultant will develop a professional, comprehensive recruitment brochure designed to attract the highest quality applicants. Organization-specific information will be incorporated into the brochure, including an overview of department functions/services, staff size, budgetary information, and current challenges and policy priorities. Community information will be added, including a description of the community with quality-of-life details. The brochure will conclude with position compensation information, including salary and benefits package, as well as information on how to apply for the position and the recruitment timeline.
- 1.2 Position Advertisement:** The consultant will execute a comprehensive position advertisement process designed to attract a diverse pool of qualified and well-suited candidates. The approach will be multi-faceted and will include advertising the position on high-profile managerial and specialization-specific websites, within professional publications and periodicals, and in other forums as appropriate. The consultant will also leverage an extensive professional network to directly contact qualified managers and inform them of the opening.

### Phase 2: Screening of Candidates

- 2.1 Initial Application Screening:** Candidates will provide a resume, a cover letter, and a supplementary application form. The consultant will review applications and any supplemental question submissions against the City Manager Profile, remove all non-responsive applications, and determine which candidates best fit the City's needs.
- 2.2 Preliminary Interviews:** The consultant will conduct preliminary interviews via Zoom with the candidates who best fit the candidate profile, as well as with any veterans who meet the position's minimum qualifications (as required by Oregon law).

**2.3 Recommendation of Finalists:** The consultant, in a City Commission executive session, will present the results of the initial review process and provide recommendations of up to four finalists. For transparency purposes, the consultant will provide information on other candidates interviewed but not recommended as finalists. The consultant will facilitate a discussion to assist the Commission in reaching consensus on the finalists they want to be interviewed. Subsequently, the Commission will announce the finalists in a regular business meeting after candidates are notified and permission is received for public disclosure of their candidacy.

**2.4 Formal Commission Designation of Finalists:** In accordance with Oregon public meetings law, the City Commission will formally designate the finalists at a regular business meeting open to the public.

**2.5 Background Checks on Finalists:** The consultant will engage a background check firm to perform comprehensive background checks on all finalists. Background checks will include:

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

In addition, the consultant will contact the Oregon Ethics Commission to identify and review any past or pending complaints for each finalist.

**2.6 Reference Checks on Finalists:** The consultant will take the necessary time to thoroughly discuss the candidates with references they provide, as well as other knowledgeable contacts, asking incisive questions to gain a comprehensive understanding of their abilities as managers and potential fit for the city.

- 2.7 Finalist Receptions:** Prior to the final interviews, two receptions will be held by Zoom or in-person, to provide opportunities to interact with the finalists, ask them questions, and form general impressions of the candidates. The first reception will be open to the City staff, and the second reception will be open to members of the public. At both receptions, attendees will have an opportunity to provide feedback concerning their impressions of the finalists to help inform the final selection process.
- 2.8 Finalist Interviews:** Finalists will be interviewed in-person by three panels consisting of (1) the City Commission, (2) local government managers or administrators from other jurisdictions, and (3) a panel of community members. Interviewers will receive an informational packet containing interview questions and comprehensive information on each finalist. After panel interviews have been completed, the Commission, in an executive session, will be presented with feedback from the panels, the staff and community receptions, and results of background and reference checks. The consultant will facilitate the Commission in reaching consensus on its preferred candidate.
- 2.9 Formal Commission Designation of Preferred Candidate:** In accordance with Oregon public meetings law, the City Commission will formally designate its preferred candidate at a regular business meeting open to the public.

## Recruitment Schedule

Week of	Actions
October 7 <sup>th</sup>	Start-up meeting with City to finalize scope and timeline
December 6 <sup>th</sup>	Stakeholder interviews Staff online survey or input meeting
December 13 <sup>th</sup>	Stakeholder interviews (continued) Virtual public input meeting- December 15 <sup>th</sup> Staff online survey or input meeting
December 20 <sup>th</sup>	Initial candidate profile draft and finalization
January 10 <sup>th</sup>	City Commission work session on draft candidate profile/hiring process – January 11 <sup>th</sup>
January 24 <sup>th</sup>	Commission official adoption of candidate profile/hiring process- January 25 <sup>th</sup> meeting
January 24 <sup>th</sup>	Recruitment brochure development
February 3 <sup>rd</sup> – March 3 <sup>rd</sup>	Position advertisement
March 7 <sup>th</sup>	Initial application screening
March 14 <sup>th</sup>	Preliminary interviews by Zoom
March 21 <sup>st</sup>	Recommendation and selection of finalists Executive Session- March 22 <sup>nd</sup>
March 28 <sup>th</sup>	Background/reference checks on finalists
April 4 <sup>th</sup>	Finalist virtual receptions, interviews, and selection