



WORK SESSION

AGENDA

City Commission of the City of Warrenton
Tuesday, January 11, 2022 – 5:00 P.M.
Warrenton City Commission Chambers
225 South Main Avenue
Warrenton, OR 97146

- 1. Call to Order**
- 2. Roll Call**
- 3. City Manager Candidate Profile & Hiring Process**
- 4. Adjourn**

Warrenton City Hall is accessible to the disabled. An interpreter for the hearing impaired may be requested under the terms of ORS 192.630 by contacting Dawne Shaw, City Recorder, at 503-861-0823 at least 48 hours in advance of the meeting so appropriate assistance can be provided.

WARRENTON CITY MANAGER RECRUITMENT 2022

Adoption of Official Position Documents

Official adoption of certain documents is required under Oregon law in order for a City Commission to hold an executive session for the purpose of considering the employment of a new City Manager (per ORS 192.660(2)(a) and ORS 192.660(7)(d)). These documents include:

- Position Profile (containing Hiring Standards, Criteria, and Policy Directives)
- Hiring Procedures

The City of Warrenton recruitment consultant, Jensen Strategies, LLC, gathered input through one-on-one interviews, staff and community surveys, and a public input session, which was used to prepare a draft position profile and hiring procedures for the City's 2022 City Manager Recruitment. These documents are attached hereto as Appendices A and B, respectively. The documents will be reviewed, considered, and if deemed appropriate, approved at a meeting of the Warrenton City Commission that affords an opportunity for public comment.

APPENDIX A
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

Highway 101, Oregon's major coastal highway, within city limits, is owned and operated 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 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.

APPENDIX B
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).

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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

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.

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- 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.

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Recruitment Schedule

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