

---

**City of Newberg  
City Council  
May 14, 2019**

---

**STUDY SESSION**

Meeting called to order at 5:30 p.m.

Councilors Present: Mayor Rick Rogers, Councilors: Elise Yarnell Hollamon via telephone, Stephanie Findley, Patrick Johnson, Denise Bacon, Mike Corey, and Elizabeth Curtis Gemeroy.

Staff Present: City Manager Joe Hannan, City Attorney Truman Stone, City Recorder Sue Ryan, Community Development Director Rux, Human Resources Director Lee, Finance Director Zook.

Topic: Workshop  
Sean O'Day from Mid-Willamette Valley Council of Governments presented on how to hire a City Manager

Mr. O'Day asked for information from the Council to tailor the time and get the information they needed to move forward. He thought the selection of a City Manager was the most important decision they were going to make.

There was discussion regarding the Council's experience in hiring a City Manager or Executive Director position.

Mr. O'Day said the goal tonight was to talk about the different avenues for selecting a City Manager, timelines, and pros and cons of the different avenues. The first step was deciding whether or not to hire an interim manager. Recruitments lasted 4 to 6 months, sometimes up to a year. They could appoint someone within the organization or bring in one from outside. An interim's role was to keep the lights on, make sure the work got done, and get immediate short term goals accomplished. He discussed the pros and cons of bringing in an outside person and the pros and cons of appointing someone internally. Regardless of the interim, if that person was interested in the permanent position, they should let the Council know. If the Council wanted to do a nationwide search, he suggested not appointing an internal interim. One of the questions often asked by people was if there was an inside candidate because it was risky for them to search outside their current job. The Council needed to think through whether they wanted a nationwide search and if they had an internal candidate that would do well as an interim or possibly to fill the position. He knew of 3 to 4 interims that could possibly work if the Council was interested and if the Council had candidates, they could run those names by Mr. O'Day.

Mr. O'Day then discussed recruitment for the City Manager position. It could be an internal or external approach. For internal, the HR Director could run the recruitment or if they appointed an interim who would not be a candidate then that person could run the recruitment. Some examples of that were Ross Schultz and Chad Olson who were former City Managers and did interim work along with recruitment. This option saved the City money because they were not using an outside entity, however it would be limited to their time/availability. He then discussed the pros and cons of using an internal HR department. Regardless of which way the Council went, the recruiter would want to work closely with City Attorney Stone. Another option for in-house recruitment was one of the City Councilors could do it. If it was foreign to them, he discouraged that approach. For an outside recruitment they could use a professional recruiting firm or an organization such as the COG or LOC. He explained the differences in services between these organizations. A firm would have a database of candidates and would look at what the City wanted and find a match. They would come in and help the Council develop the profile and would run advertisements. They would vet all of the candidates and would narrow the list down. One of the advantages was that firms offered a guarantee that they would provide the service again if the candidate was not a match for no additional cost. The biggest downside was the cost, which was estimated to be \$20-30K. Using the COG would fill the gap between cities that either couldn't afford or chose not to use a recruiter with the in house model. They would be hiring the COG to be their HR manager for this one issue. The COG would work with Council in developing a profile and questions and would help screen candidates. They would not maintain a database and had no guarantee. It would cost about \$10K.

There was a question about the headhunter firms paying for candidates to come out, and it was clarified the City paid for bringing candidates out. Mr. O'Day would be willing to sit on the selection panel as well as provide sample RFQs and RFPs for professional recruitment firms.

Mr. O'Day thought the City had a lot going for it including a new energetic Council that was stable and worked together toward developing a common vision. It was closely located to the Metro area yet far enough away that it was a livable size community. There were a lot of fun things a City Manager could accomplish. The way they treated their outgoing City Manager would impact the quality of their incoming City Manager. He was guessing they wanted someone who was a mid-career manager or someone in the last 5 to 10 years of their career. In spite of past turnover, they had a good reputation.

Mr. O'Day discussed the timeline process, which would be 4-6 months. One of the things they needed to keep in mind was who their competition might be. The following were the steps of the process:

1<sup>st</sup> step – develop the profile

2<sup>nd</sup> step – advertisement phase

3<sup>rd</sup> step – screening of applications. If they did an RFQ, they would have to lay out a process.

4<sup>th</sup> step – interview phase. Parts of the interview phase would be done in executive session to protect their identity and ask frank questions. There would also be panel interviews and there were usually three panels. The role of the panels was not to rank the candidates, but to pick a speaker to come tell Council in Executive Session each candidates' strengths and

weaknesses. It was ultimately the Council's decision, not the community's choice and not the internal choice. The panels would all ask different types of questions and give various feedback. He discussed how though some deliberation could be done in Executive Session, there also must be an opportunity for the public to meet the top candidates and comment.

5<sup>th</sup> step – identify their 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> choices. The COG could lead the negotiations and the he suggested the Council also use the City Attorney for the negotiations.

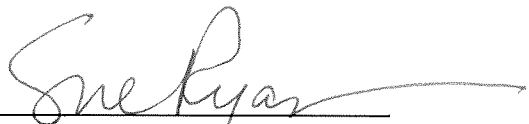
6<sup>th</sup> step – background check process. If they could afford to send Councilors to their City to visit, that would be a great thing to do. He cautioned that if there was any adverse information regarding their criminal or credit history, it could create an additional process and that information would be shared with the Council at the appropriate time in the process.

It was asked if it was appropriate to meet with the candidate's Mayor and Council, and Mr. O'Day said yes. He also recommended doing the background check ahead of final interviews.

The next step was setting a profile and criteria and Mr. O'Day said the COG could help with that or he could help staff with that if they decided to go with an in house approach.

There was discussion regarding doing a national search and how this was a very migratory profession.

Meeting adjourned at 6:15 p.m.

  
\_\_\_\_\_  
Sue Ryan, City Recorder

**ATTEST:**

  
\_\_\_\_\_  
Rick Rogers, Mayor

