



Port of Toledo meeting room
496 N.E. Hwy 20, Unit 1
Toledo, Oregon 97391
10:00 a.m.

TOLEDO CITY COUNCIL
Meeting & Retreat – also via Zoom Meeting Platform
April 5, 2025

Virtual Meeting: The City Council will hold a retreat in person at the Port of Toledo office meeting room (address listed above) as well as through the Zoom video meeting platform. The public is encouraged to attend the meeting electronically. Visit the meetings page on the city website for meeting login information.

- 1. Call to Order and roll call**
- 2. Decision Item**
 - Consideration and possible decision to provide direction for a selecting a recruitment service to fill the City Manager position
- 3. 10:30 a.m. Break**
- 4. Reconvene - Retreat Discussions**
 - Toledo Vision
 - Status review of City principal operations
 - Process Improvement Proposals
 - Public safety building – What's next?
 - Attorney services - Legal firm versus In-house
 - Annual Goals
- 5. Adjournment**

Comments submitted in advance are preferable. Comments may be submitted by e-mail at lisa.figueroa@cityoftoledo.org. The meeting is accessible to persons with disabilities. A request for an interpreter for the hearing impaired, or for other accommodations for persons with disabilities, should be made at least 48 hours in advance of the meeting by calling city offices at (541) 336-2247.



City Manager Recruitment Proposal

Prepared for:



March 2025

By:

JENSEN STRATEGIES

March 25, 2025

David Clyne
Interim City Manager
City of Toledo
206 N. Main St. (PO Box 220)
Toledo, OR 97391

Dear Mr. Clyne,

Thank you for the opportunity to submit a proposal to conduct the City Manager recruitment for the City of Toledo.

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

1. Our firm is Oregon-based and specializes in executive recruitments for city and county local governments.
2. Key members of our recruitment team are former public administrators, including city managers, and bring a first hand understanding to the positions we are recruiting.
3. We know Oregon recruitment, public meeting, 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 is well-networked with cities across the state so we are well-connected to identify and vet potential candidates that may be the best fit for our recruitment clients. We also have national connections to help identify potential out-of-state candidates.
6. We are very familiar with the communities on the Oregon coast and the attributes and issues in their region, having conducted numerous recruitments from Astoria to North Bend, most recently the Newport City Manager recruitment in 2024.
7. Our process is responsive and sensitive to staff capacity while effectively integrating their expertise in a way that respects and best utilizes their time.
8. We treat our candidates with dignity and respect throughout our recruitment processes.
9. Jensen Strategies is an Oregon-certified Emerging Small Business (ESB) # 9880.

We certify our firm is able to perform all work as outlined in this scope of work. The terms of our proposal are valid for 90 days. Please do not hesitate to contact me with any questions or requests for additional information.

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

Sincerely,



Erik Jensen

Principal

Jensen Strategies, LLC

1750 S. Harbor Way, Suite 350

Portland, OR 97201

(503) 477-8312

erik@jensenstrategies.com

Project Scope

Overview: Our objective is to help you select the best candidate to serve as the City of Toledo'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 Toledo (City), following a process designed to make the best use of your time and resources.

The following scope of work is designed to follow these parameters. The final scope will be revised, if needed, to meet the specific needs of the City.

Phase 1: Start-up / Candidate Profile Development

- 1.1 Start-up meeting:** We will begin the recruitment by meeting via Zoom with the Interim City Manager and/or other designated City representatives to refine the project scope. The proposed process and timeline will be amended as necessary, respecting any scheduling considerations or special requests. This initial phase will also include collaboration 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 meeting with designated City staff, final project scope and timeline, geographic and professional refinement, and determination of key stakeholders.

- 1.2 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 community.

Deliverables: Jensen Strategies' understanding of Toledo.

- 1.3 Stakeholder Interviews:** Our team will conduct Zoom interviews with the Mayor, City Council, and executive-level City staff 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 15 stakeholder interviews.

- 1.4 Stakeholder Meetings and Surveys:** To gather information on the desired attributes for Toledo's next City Manager, we will facilitate one external stakeholder Zoom or in person meeting open to the public. We will also conduct two online surveys, one for the community and one for City staff input. Our team will seek an open and dynamic exchange of ideas to capture the full range of attributes Toledo would like to see in its next City Manager. We will provide a sharable invitation and the City will be responsible for the distribution and promotion of the community input meeting and staff survey. We have the ability to contract with either our contractors or existing City vendors to provide Spanish written and verbal translation services for these surveys and meetings if desired.

Deliverables: Meeting promotion materials, one Zoom [or in person which is negotiable for an additional direct expense] public meeting, and two online surveys for community and City staff input.

- 1.5 Initial Candidate Profile Draft:** Drawing upon the input gathered from our interviews, background review, and stakeholder meeting(s) and surveys, we will develop a draft candidate profile containing the knowledge, skills, abilities, education, and work experience desired for the position, as well as traits such as management approach and personality. As an additional task, upon request, we will provide comparable City salary research to the Council to assess the competitiveness of the compensation package. Also, based on our research and information gathered, we will prepare policy priorities and hiring procedures as required by Oregon public meeting law (ORS 192.660).

Deliverables: Candidate profile initial draft and optional comparable salary research.

- 1.6 Draft Finalization:** We will discuss the draft candidate profile with the Interim City Manager and other staff, to validate and finalize the draft in advance of meeting with the City Council. These discussions may take place over email, conference calls and/or Zoom meetings.

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

- 1.7 Review and Adoption of Candidate Profile and Hiring Process:** We will attend a City Council work session by Zoom to present the draft profile including a discussion of any changes/alterations. Following the work session, we will make any changes desired by the Council, and will submit the final profile and hiring process for formal Council approval as required by Oregon law.

Deliverables: Participation in one City Council work session. Preparation of official candidate profile and hiring process 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 Oregon public meeting law (ORS 192.660), our team will develop a professional, comprehensive recruitment brochure designed to attract high 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 and strategic position advertisement process designed to attract a variety of qualified and well-suited candidates. Our approach will be multi-faceted 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: Multi-faceted advertisement approach. Proactive contact of qualified professionals.

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. Our team of former public administrators will review applications using criteria consistent with the adopted City Manager profile, remove all non-responsive applications, and determine which candidates most closely align with the City's needs.

Deliverables: Initial application screening.

- 3.2 Semi-Finalist Zoom Interviews:** We will conduct preliminary Zoom interviews with the candidates who most closely align with the candidate profile, including all veterans who

meet the position's minimum qualifications (as required by Oregon law). In preparation for the interviews, we will conduct an internet search regarding each candidate, to identify any high profile work-related media.

Deliverables: Preliminary Zoom interviews and internet research for up to 10 candidates.

- 3.3 Recommendation of Finalists:** We will attend an executive session of the City Council in person to present the results of our initial review process and recommendations of up to four finalists. For transparency, we will provide briefing notebooks with information on all the candidates interviewed. During the session, we will answer Council questions and assist in facilitating a discussion to help them reach a consensus on up to four finalists. Subsequently, we will provide a press release for the City to distribute announcing the finalists after we receive permission from those candidates 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. Press release for distribution.

- 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. We require four references from each candidate and we conduct individual phone interviews with each reference.

Deliverables: Reference check summaries for up to four finalists.

- 3.6 Finalist Receptions:** Prior to the final interviews, two in-person facilitated receptions 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, and 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, to 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 in-person finalist receptions. Feedback survey for participants.

- 3.7 City Tour:** We will coordinate with the City to offer and staff a tour of the city for the finalists.

Deliverables: Coordination with City to provide tour.

- 3.8 Finalist Interviews:** Finalists will be interviewed in-person by four panels consisting of (1) City Council (conducted in executive session), (2) local government administrators from other jurisdictions, (3) department heads, and (4) community leaders. Panelists 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 to be shared during Council deliberations and selection.

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

- 3.8 Council Deliberations and Selection:** The Council will convene in executive session. At the session, we will provide summary material on all input received during the finalist receptions, interviews, 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 a consensus on a selected candidate.

Phase 4: Contract Negotiations

- 4.1** As requested by the City, we can provide support in the contract negotiations with the selected candidate. We recommend the City Attorney lead the negotiations.

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

Adjustments, Insurance, and Guarantee

Adjustments to the 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 your specific needs. After a scope of work has been agreed upon, Jensen Strategies will not be responsible or liable for any deviation in the process or discountenance of professional advice. Consequences may include removing our one-year guarantee (with notice).

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. We will guarantee, with a full recruitment from inception to selection, if the selected candidate resigns or is terminated for cause within **one year** of the hire date, we will conduct one replacement recruitment for no additional professional fees. In this event, the organization would only be responsible for paying the direct expenses associated with the additional recruitment. This guarantee applies if the following terms are met:

1. the selected candidate signs an employment agreement with the organization prior to starting work;
2. Jensen Strategies has fully vetted the selected candidate as described in the scope of work;
3. Jensen Strategies has been requested to implement this guarantee within three months of the employee's departure; and
4. organization representatives do not deviate from the agreed upon scope of work and/or Jensen Strategies' professional advice provided for the best interest of a successful recruitment.

Proposed Timeline

The following schedule is only a sample time frame. The consultant will work with the City to develop a schedule that meets its needs.

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 and community online survey
Week 4	Initial candidate profile draft and finalization
Week 5	City Council work session re: draft candidate profile and hiring process
Week 6	Council official adoption of candidate profile/hiring process
Week 7	Recruitment brochure development and finalization
Weeks 8 - 11	Position advertisement
Week 12	Initial application screening
Week 13	Preliminary Zoom interviews
Week 14	Recommendation and selection of finalists
Week 15	Background/reference checks on finalists
Week 16	Finalist receptions, tour, interviews, and selection

Project Budget

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. Travel time will be billed at half of the team member's fee. Our professional fees for the approach offered is:

Professional Fees: \$28,000

Direct 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 \$2,500)
- Background checks for finalists (typically less than \$1,000 for up to four finalists)
- Document printing and binders (typically less than \$300)
- Graphic art design (typically less than \$1,000)
- Consultant travel expenses (mileage charged at current IRS mileage rate, lodging at no more than \$200/night/person, \$60 daily per diem per person)

Estimated direct expenses: \$5,500

All of the anticipated expenses for this project are included above except any candidate travel reimbursement and food for finals week which will be subject to City approval.

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

Recruitment Experience

Jensen Strategies has conducted, or is currently conducting, national recruitments for the following clients and positions.

City / Organization	Position	City / Organization	Position
City of Ashland, OR	City Attorney (2023) Deputy Public Works Director (2023)	City of Scappoose, OR	City Manager (2021) Finance Administrator (2022) Police Chief (2022)
City of Astoria, OR	City Planner (2022)	City of Seaside, OR	City Manager (2022)
City of Cannon Beach, OR	City Manager (2017) Community Development Manager (2018) Emergency Manager (2018)	City of Sheridan, OR	City Manager (2021)
City of Carlton, OR	City Manager (2021)	City of Sisters, OR	City Manager (2017, 2023)
City of Cornelius, OR	City Manager (2022)	City of Stayton, OR	City Manager (2022)
City of Dayton, OR	City Manager (2024)	City of Troutdale, OR	Community Development Director (2023) City Manager (currently recruiting)
City of Estacada, OR	City Manager (2022)	City of Warrenton, OR	City Manager (2022) Public Works Director (2023, 2024) Building Official (2024)
City of Fairview, OR	City Manager (2022, 2024)	City of Yachats, OR	City Manager (2023)
City of Hood River, OR	Building Official (2018) City Manager (2021) Finance Director (2023)	Columbia Pacific Economic Development District	Executive Director (2023)
City of Newport, OR	City Manager (2024)	Port of Hood River, OR	Finance Director (2022)
City of North Bend, OR	City Administrator (2020)	Washington County	Chief HR Officer (2020) Benefits and Leave Manager (2020) Employee and Labor Relations Manager (2021)
City of Sandy, OR	City Manager (2023) Public Works Director (2025)		

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 Board of Lewis and Clark College.

Amelia Wallace, Senior Associate

Amelia Wallace, Senior Associate, has been with Jensen Strategies since 2020 providing project leadership, 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.



As an experienced project manager, facilitator, and researcher, she has led or served as project assistant on a variety of projects for cities, ports, nonprofits, and other professional organizations. These projects have included upper-level recruitment, city council retreats and goal setting, strategic planning processes, community visioning, work group facilitation, and public policy feasibility studies.

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.

Emily Rehder, Operations Manager

Emily Rehder is the Operations Manager joining the team in the spring of 2021. 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 is responsible for candidate management during our recruitment process. Her attention to detail and understanding of timeliness to the customer and candidates is remarkable. She works with our associates in following through with scheduling interviews, arranging candidate travel, managing candidate application packets, and assembly of candidate information to give to the client.

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

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 the amazing Oregon wineries.



Subconsultants

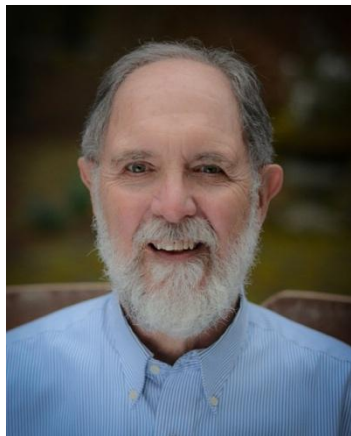
Ellen Conley

Ellen Conley has been with Jensen Strategies since 2014, specializing in public manager recruitments, public finance, policy analysis, and executive management recruitment. She 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.



Dave Waffle



Dave Waffle is a retired City Manager with more than 45 years of municipal management experience. His most recent positions include Interim Assistant City Manager and Assistant Finance Director for the City of Beaverton, Oregon. Prior to joining Beaverton, Dave served as city manager for six Oregon and Wisconsin cities. In retirement, he serves as a volunteer Senior Advisor to the Oregon City/County Management Association (OCCMA), providing support for local government managers and administrators.

He is known for his collaborative approach to intergovernmental relations, community development activities, community engagement best-practices, government ethics and public finance knowledge. He led many regional committees (e.g., solid waste, libraries & broadband services), several statewide advisory committees (e.g., finance, small cell telecommunications) and local government professional organizations in Wisconsin and Oregon. He now serves Cornelius as the chair of their Planning Commission.

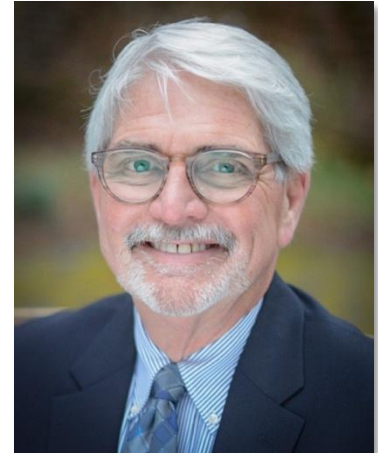
He holds a master's degree in Public Affairs from the University of Oregon and a bachelor's degree from Michigan State University. He is a Life Member of ICMA and OCCMA.

Bill Peterson

Bill Peterson has nearly 40 years of public sector municipal management and five years as a financial officer in the construction industry. He provides the Jensen Strategies team support in the fields of public finance, public executive recruitment, project management, policy analysis, and utility management.

Bill began managing cities in 1974, initially as an assistant to a Mayor in Riverton Wyoming, where he was soon named the City Administrator. Bill then went on to Hermiston, OR, Grants Pass, OR, and Wood Village, OR, as City Manager. He also served for five years as the chief administrative and financial officer for a construction company in Grants Pass, OR, between city management jobs. He has specific experiences managing public and private financing, urban renewal, solid waste, and utility districts, as well as a range of policy and administrative skills acquired in managing full service municipal governments.

Bill holds a Bachelor's degree in Political Science from the University of Wyoming and has completed extensive post graduate work in Public Administration.



Erik Kvarsten



Erik Kvarsten has 36 years of experience as a City Manager in Oregon. Most recently, he served as City Manager of Gresham for over 15 years. He also held a similar position in Troutdale for eight years, and prior to that served as City Manager in Independence and two other cities in Oregon. In these positions, he was responsible for overall city operations and support of policy development and governance processes. Through this experience, Erik gained an understanding of a broad range of municipal issues.

Erik is a recipient of the League of Oregon Cities Herman Kehrli Award recognizing valuable contributions and commitment to the highest standards of public service. Erik served on the State of Oregon Board of Public Safety Standards and Training and was a longtime member of the Transportation and Growth Management Advisory Committee. He is a life member of ICMA.

He holds a Bachelor's Degree in Community Service and Public Affairs from the University of Oregon and is currently a member of the Dean's Council for the College of Design at the University of Oregon.

References

Jensen Strategies has the honor of being recommended by:

Jan Kaplan, Mayor
City of Newport
169 SW Coast Hwy
Newport, OR 97365
541-574-0645
J.Kaplan@newportoregon.gov

Steve Wright, Mayor
City of Seaside
989 Broadway
Seaside, OR 97138
503-984-5324
swright@cityofseaside.us

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

Abigail Elder, City Manager
City of Hood River
211 2nd Street
Hood River, OR 97031
541-387-5252
A.Elder@cityofhoodriver.gov

Sample Recruitment Brochures



CITY MANAGER

CITY OF NEWPORT, OREGON

CITY MANAGER

Salary \$150,000 - \$180,000 annually

Plus excellent benefits package



POPULATION

11,083

BUDGET

\$114 Million (FY 2023-2024)

FTE

164

CITY DEPARTMENTS

Administration
Airport
Community Development
Engineering
Finance
Fire
Human Resources
Information Systems
Library
Parks & Recreation
Police
Public Works

BENEFITS

Medical/Dental/Vision
Life/Disability Insurance
Retirement
Car/Cellphone Allowance

COMMUNITY

Small Town Feel
Regional Hub
Coastal Charm
Diverse Community
Iconic Festivals
Family Friendly



THE COMMUNITY

The City of Newport, Oregon (population 11,083), situated on Yaquina Bay, serves as the Lincoln County seat and a regional hub on the central Oregon coast. With two major highways, 101 and 20, converging in the City, it provides easy access to visitors and area residents alike. Newport is a well-loved year-round tourist destination offering a wide range of outdoor recreation opportunities, historic sites, performing arts, family activities, shopping, and culinary establishments. Commercial fishing, shipping, and marine research provide an active coastal economy.

Incorporated in 1882 and recognized as the Dungeness Crab capital of the world, Newport first established itself with a thriving fishing and natural resource-based economy. Today, Newport sustains its economy with the Oregon's largest commercial fishing fleet based on the historic Bayfront area, a vibrant tourism economy, and a growing marine research economic sector.

The community takes in pride in the City's distinct neighborhoods that showcase Newport's diverse array of natural, cultural, economic, and tourist attractions. Recognizable landmarks such as the Yaquina Bay Bridge, whose iconic architecture symbolizes progress and hope for the future, as well as the historic Yaquina Head and Yaquina Bay Lighthouses, the former of which is the tallest lighthouse in Oregon.



Agate Beach, Nye Beach, and South Beach, offer ample and varied opportunities to enjoy the beautiful coast with surfing, clamming, boating, beach walking, and visiting an eclectic array of shops and restaurants. The community celebrates its vibrant public art culture including the active Performing Arts Center. Notable marine science organizations and research centers including the Oregon Coast Aquarium, Oregon State University's Hatfield Marine Science Center, the National Oceanic and Atmospheric Administration Marine Operations Center - Pacific (NOAA MOC-P), the US Coast Guard and others are part of this community. The City's Nye Beach Neighborhood and the Bayfront each offer a variety of shops, restaurants, and lodging establishments. Host of the renowned Seafood and Wine Festival, the City holds numerous events throughout the year. Newport is a welcoming, authentic coastal community with diverse, active, environmentally, and nature-minded people who engender a sense of community and friendliness.



THE ORGANIZATION

The City of Newport employs a Council-Manager form of government with the legislative and policy-making body composed of a Mayor and six City Council members who are elected at-large. Councilors serve a term of four years and the Mayor is elected every two years. The Mayor, a voting member of the Council with no veto powers, serves as chair of the Council, preserves order, enforces council rules, and determines the order of business. The Council also elects a Council President from its members to act as Mayor if the Mayor is unable to perform duties. The City Manager is appointed by a majority of the Council, as is the City Attorney and Municipal Judge. The City Manager appoints, supervises and removes all other employees of the City.

City departments include Administration, Airport, Community Development, Engineering, Finance, Fire, Human Resources, Information Systems, Library, Parks & Recreation, Police, and Public Works. The City employs roughly 164 full-time equivalent employees, with a 2023-2024 budget of approximately \$114 million. The City participates in three collective bargaining agreements with the City of Newport Police Association the Local International Association of Fire Fighters, ALF-CIO and the Newport Employees Association which covers public works personnel.

THE POSITION

Under the 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 Manager has general supervision, direction and control over all non-elective officers and public employees of the city and of the work of all city departments, other than appointive officers. The City Manager assumes full leadership and accountability for all City operations, hiring of key personnel, provides leadership and expert guidance, spearheads long-term planning efforts, and serves as the primary liaison between the policy-making and operational functions of the City.

THE IDEAL CANDIDATE

The ideal candidate possesses and has demonstrated the following attributes:

- **Experienced, approachable, and well rounded, leadership and management abilities** to cultivate an effective, visionary, and efficient organization. Skills to provide impartial and clear direction, oversee and support multidisciplinary departments, balance priority initiatives, and promote equitable practices in the organization. Management experience to ensure operational effectiveness through strategic utilization of limited

staff capacity, effective collaboration and delegation, promotion of accountability, and fostering of a shared organizational culture and common purpose. A leadership style that values and practices consistent and clear communication, teamwork, humility, professionalism, creativity, and integrity. A commitment to continuous learning and professional development opportunities as practicable. Ability to effectively and expeditiously recruit for key staff vacancies while ensuring continuity of operations. A calm, even tempered, inclusive, respectful, and empathetic personal demeanor.

- **Ability to foster effective Council relations** to support their work as a policy making body through professional, responsive, equitable, and inclusive relationship development. Skills to support the Council's navigation of challenging policy decisions through provision of impartial background information and facilitating the adoption of long-term goals and strategies. Ability to effectuate Council policy decisions through staff direction and ensuring adequate resources are available for implementation. Proactively maintain awareness and keep the Council informed of City operations and legal obligations to ensure regulatory compliance and informed decision-making. Demonstrated experience conducting productive public meetings and fostering meaningful dialogue, inclusivity, transparency, and effective time management. Commitment to maintain robust Council member onboarding processes and support is desired.
- **Articulate and consistent communication practices** to facilitate effective internal and external organizational coordination. Skills to engage and collaborate with diverse City audiences including City Council, staff, local government officials, community members and groups, nonprofits, and businesses are essential. Demonstrated emotional and cultural competency, transparency, humility, inclusion, ethics, and accessibility when communicating with all individuals or groups. A communication style that facilitates neutral, equitable, and respectful two-way dialogues on complex policy issues is essential. Communicate verbally and in writing with clarity, substance, and conciseness.
- **Strong understanding of the components and processes for implementing large, complex capital infrastructure projects**



to provide excellent management and communication. Skills to effectively manage, guide, prioritize, and lead City efforts and multi-disciplinary technical teams for tangible project outcomes are critical. Aptitude to identify and pursue creative and strategic infrastructure and facilities project funding with sensitivity to taxpayer impacts. Ability to effectively communicate infrastructure and facility needs and impacts as well as keep partners, stakeholders, and community members informed of progress is necessary. Familiarity with water, wastewater, stormwater, and facilities projects as well as sustainable energy approaches and other measures to reduce contributions to climate change is beneficial.

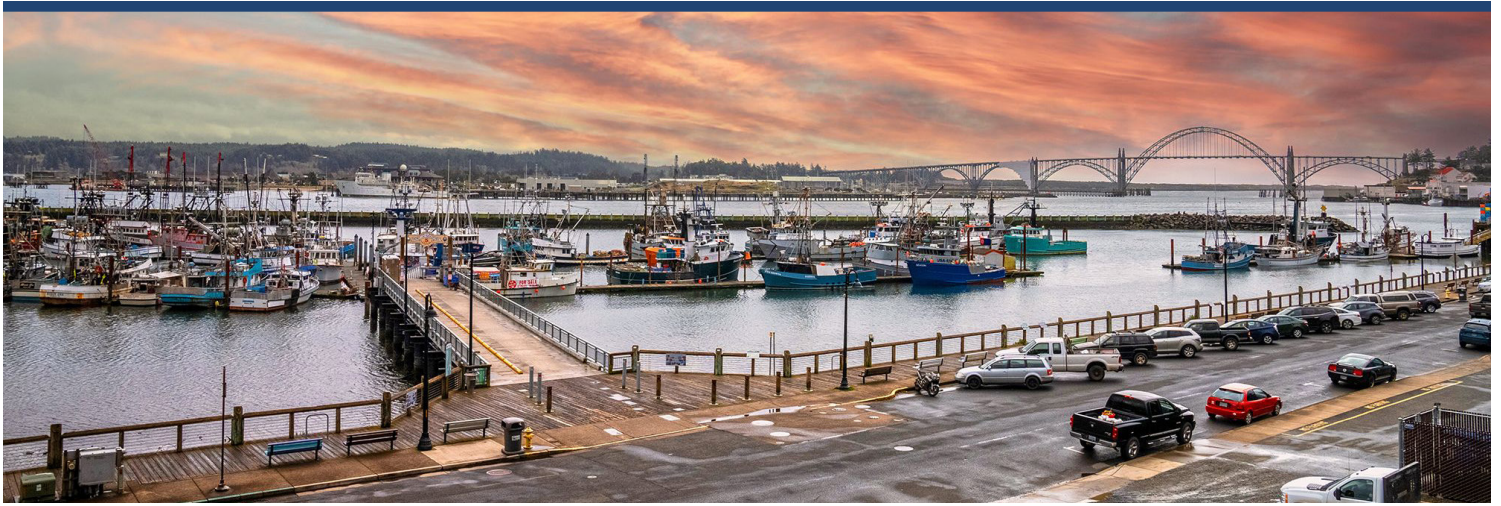
- **Demonstrated and excellent public finance proficiency** to maintain the City's high quality services, and fund major infrastructure and facilities projects, and ensure long-term sustainable resources. Municipal finance experience to support responsible management of taxpayer funds through strategic fiscal management that utilizes diverse revenue sources, balances resident and business interests, and is integrated with City Council goals and the community vision. Effective communication and engagement skills to support fiscal decision-making related to utility rates, potential taxes, bond measures, and levies is imperative. Prior knowledge or the ability to quickly learn Oregon budget law and requirements including Urban Renewal funds.
- **Excellent human resource planning and management experience** to maintain, attract, retain, and enhance an effective City workforce with fiscal responsibility.

A commitment to developing, continuing, revising, and implementing personnel policies and initiatives to promote a supportive, team-oriented, and efficient workplace environment is essential. Ability to plan for current and future workforce needs by attracting and developing talented professionals through recruitments and proactive succession planning. Union relations experience including labor negotiations is beneficial.

- **Demonstrated skills to be an effective liaison to inform and meaningfully engage the community** in important City activities and decisions. Ability to develop and implement effective approaches, including social media and online resources and that are inclusive of diverse populations, cultures, and perspectives. A commitment to practicing accessibility, professionalism, respect, and employ a respectful even-handed approach to differing views and interests. Experience and excellent communication skills to facilitate transparent, inclusive, and consensus building community dialogue around important and complex civic matters is essential. Willingness to become a visible leader that promotes and facilitates regular engagement between the City and community.
- **Knowledge to effectively manage planning, maintenance, construction, and connectivity of City streets.** Experience in street asset maintenance and enhancement, traffic and parking management, coordination of intergovernmental projects, and efforts to enhance multi-modal transportation systems is beneficial. Familiarity supporting the development of local transit options and partnerships to promote safe, income accessible, and city-wide transportation options is desired.



- **Knowledge and experience in community and economic development** to plan and implement initiatives to promote City goals, economic resilience and plan for long term economic health. Experience and skills to balance diverse interests and needs in meaningful community dialogues about development goals, placemaking initiatives, and implementing the community's vision is desirable. Knowledge to foster local industries that support career-oriented workforces. Familiarity or capacity to effectively operate within Oregon's land use laws, including coastal goals, and urban renewal management is important. A commitment to sustainable economic growth focused on development of underdeveloped assets already connected or accessible to City infrastructure is important.
- **Demonstrated experience and commitment to cultural competency,** with a working understanding of the principles and issues related to Diversity, Equity, and Inclusion (DEI) including racial and social equity. Dedication and experience to support the Newport City Council's commitment to cultivate awareness and practices related to DEI principles as an integral part of the City's public processes, policies, and operations. Experience building trusting relationships with underrepresented communities, increasing language and/or physical accessibility, and other inclusionary efforts for all Newport community members is important. Specific knowledge or experience working with Latiné, Ukrainian, other eastern European, indigenous Native American, and South American populations is beneficial.
- **Knowledge of current housing policies and approaches** to support affordable housing options in a tourist impacted and regionally important industrial economic base. Ability to facilitate housing development opportunities that meet City goals and can be supported by the City's infrastructure capacity is important. Skills to effectively support the City's existing camping and parking policies, County-led shelter efforts, as well as other opportunities to provide resources to address public health and safety concerns is important.
- **Ability to work collaboratively with other local or regional jurisdictions** to identify and pursue mutually beneficial projects and policy development opportunities while effectively advocating for City interests. An ability



to enhance and expand strong working relationships with the County, State, Federal, and other local governments, including those with a local presence such as the National Oceanic Atmospheric Administration (NOAA) or the Coast Guard will be necessary.

- **Relevant knowledge or experience to coordinate emergency preparedness** with partners and plan to ensure the City is prepared to protect and aid its citizens in the event of a disaster. Familiarity with coastal emergency management planning and implementation is beneficial. An ability to proactively support local and regional emergency preparedness planning through infrastructure improvements, collaboration, and planning is important.
- **Skills to support the City's existing and future technology systems** including seeking and evaluating fiscally prudent opportunities for new technologies. An ability to coordinate potential implementation of new software, tools, and process updates smoothly with appropriate engagement and transparency, particularly until the IT Director position is filled, is important.
- **Appreciation of Newport's unique culture** with rich natural beauty, passion for public arts, and culturally diverse and vibrant Newport community. A willingness to be an active member of the community, promote Newport's well being, and help bring the Newport 2040 Vision to fruition.
- **Thorough understanding of city government roles** including the Council-Manager form of government and the proper roles of bodies and individuals within such governments. Ability to help the City Council, staff, and advisory bodies operate 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:

Big Creek Dam Replacement Project

Like other Oregon coastal communities, a majority of the City's key infrastructure was constructed with substantial Federal support in the 1950s through the 1970s. Today, the City faces a backlog of maintenance, rising demands for additional capacity, and the need to update infrastructure systems while competing for limited federal dollars and other funding sources. Currently, the City of Newport has two water reservoirs located at the Upper and Lower Big Creek Dams (constructed in the 1950s and 1970s respectively). The upper dam has been deemed high hazard and the lower dam has been classified as potentially unsafe. Both dams are not seismically sound posing a substantial risk of compromising the City's water supply not to mention immediate flooding impacts on a small number of residential homes (~20) and the City's water treatment plant.

Over the last decade, the City completed feasibility assessments and is preparing requisite financing and design work to move forward with the recommended option to a new concrete dam between the original dams. This \$100-million-dollar plus project, the City's largest-ever infrastructure project, has been allocated \$14 million from the State of Oregon to conduct design and permitting for a replacement dam and \$60 million has been authorized, but not appropriated, in federal funding to date. Additional revenues will be needed requiring additional federal and state funding and voter-approved general obligation or revenue bonds for a local match. In addition, negotiated

land acquisitions or private access easements will be needed to establish access roads.

The next City Manager will need to continue leading this complex and critical project effectively and strategically, keeping it on schedule to avoid increases in construction costs, while providing transparency and updates for the Newport community.

Wastewater Treatment Plant Replacement

With a growing population, a large seasonal influx of tourists, and a robust fishing and food processing industries, Newport needs a reliable City wastewater infrastructure. The City is completing a wastewater treatment plant master plan which recommends the treatment plant be upgraded and expanded within the next decade to meet growing demand and to avoid future discharges that could lead to Oregon Department of Environmental Quality violations and fines. With a preliminary projected construction cost of \$100 million, this project will be on par with the size and complexity of the Big Creek Dam replacement. It will be incumbent upon the next manager to possess the expertise and organization to effectively coordinate this work concurrently with the Big Creek Dam replacement. This requires supporting financing efforts to secure funding for the plant as well as regular sewer and collection system upgrades on an annual basis to avoid other major issues in the future.

Workforce Development & Workplace Culture

In recent years, the City of Newport has experienced staffing challenges related to retirements, departures to pursue new opportunities, competition with other employers, or inability of employees to find affordable housing options. These factors have resulted in a substantial number of key position vacancies which are

typically difficult to fill quickly as well as a potential loss of institutional knowledge. These positions currently include the City Engineer, Information Technology Director, Public Communications Director, and anticipated retirements of executive managers including the Fire and Police Chiefs. In response, the City has been working to develop and implement recruitment processes, succession planning, and workplace culture initiatives to promote retention of staff and sharing of institutional knowledge.

A workplace culture conditions and opportunities assessment that has been under development for several years is being completed and has and will provide prioritized recommendations for City Council's consideration. These include changes related to work schedule, employee recognition, workload management, professional development for growth and capacity planning, and opportunities to improve overall recruitment and retention outcomes. The next City Manager will need to support and ensure ongoing work to implement adopted recommendations, promote the City of Newport as an Employer of Choice, further succession planning, as well as evaluate staffing assignments and efficiencies.

Urban Renewal

Northside Urban Renewal District - City Center Revitalization Project

With Highways 101 and 20 entering the City core, Newport has limited options in downtown to reduce traffic impacts, conduct beautification initiatives, enhance walkability (sidewalks and a cross walk), and promote economic and residential development. In 2015, the City established the Northside Urban Renewal District which has funding to finance area improvement projects. A Transportation



Growth Management grant has been obtained to develop a City Center Revitalization Plan. Key concepts in the plan will include consideration of two options to upgrade Highway 101, incentivize façade improvements, establishment of a permanent farmers market location, a 20-year downtown revitalization plan, and developing additional sidewalk and active transportation amenities. This planning effort will guide a decision for City Council and ODOT on selecting one of two proposed options for Highway 101, allowing the City to collect public input and make a final decision. The planning process will occur over an 18 month period.

Encouraging residential development in the downtown core is intended to promote growth in underdeveloped areas already connected to City services allowing the City to grow more sustainably and cost-effectively. The next City Manager will be integral to developing the final plan and implementation of these urban renewal projects.

South Beach Urban Renewal District

Redevelopment efforts to be completed in the South Beach area include establishing a robust bike and walking network, enhancing South Beach placemaking through improvements to landscaping and public art, intersection improvements at SE 40th and US 101, and various infrastructure improvements. This URA is anticipated to close to new projects in December of 2025 with the capture of taxes ending in 2027. The next City Manager will be expected to effectively prioritize and implement the funds' final investments and manage the sunseting of this initiative.

EDUCATION/EXPERIENCE

A bachelor's degree in public administration, planning, political science, or related field, and at least five years of upper-level public sector management experience are required. Equivalent combination of education and experience may be considered.

An advanced degree in public administration or related field, an active member or ICMA Credentialed Manager (ICMA-CM), five or more years' experience serving as a City Manager, and 10 or more years of increasingly responsible public sector experience are preferable. Experience and/or training in public infrastructure work, public finance, and initiatives related to diversity, equity, and inclusion is highly desired. Oregon local government experience is helpful.



RECRUITMENT PROCESS

Applications Due

March 11, 2024

Semi-Finalist Online Video Interviews

Week of March 18, 2024

Finalist Interviews & Selection

April 16 - 19, 2024

Anticipated Start Date

July 8, 2024

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

www.jensenstrategies.com/recruitment/newportcitymanager

Questions may be directed to:

Emily Rehder, Jensen Strategies, LLC
503-477-5615 or emily@jensenstrategies.com



The City of Newport is an Equal Opportunity Employer.



City Manager

CITY OF DAYTON, OREGON

\$100,000 to \$130,000 plus excellent benefits



POPULATION: 2,704

23-24 BUDGET: \$9.8 M

FTE: 12.5

CITY DEPARTMENTS:

Administration

Public Works

▪ Parks

Library

Planning Coordination

Building Permitting

Economic Development

CONTRACTED SERVICES:

City Attorney

City Engineer

City Planner

Building Inspection

Public Safety

Fire Service

Historic Character

Hometown Pride

Family Friendly

Outdoor Recreation

Active Community

Heart of Wine Country



THE COMMUNITY

Dayton, Oregon (population 2,704), is a charming and historic community located in the heart of the beautiful Willamette Valley in Yamhill County surrounded by bucolic farmland, scenic rolling hills, and lush vineyards. Located 25 miles southwest of Portland, Dayton's proximity allows residents easy access to the region's abundant outdoor recreation opportunities, tourist attractions, wineries, and larger urban area amenities. Dayton enjoys a moderate climate with mild winters and warm dry summers.

Incorporated in 1880, agricultural has been Dayton's longtime industry with area farms producing a variety of crops including wine grapes, peaches, apples, cherries, hay, seed, and hazelnuts. Situated within the Oregon's wine country and less than five miles from 47 wineries and vineyards, it enjoys increasing economic benefits resulting from this growing market. In addition, local businesses and tourism are important contributors to the city's economy.

Dayton residents enjoy a strong sense of community with a small town, welcoming, family-friendly, and historic ambience. The city includes 41 places on the National Historic Registry including the iconic Courthouse Square Park where the popular annual Dayton Friday Nights are held with music, local food, and family activities. Known for its walkability, the city has several parks and greenspaces where people recreate, picnic, and relax. The Dayton School District, known for its academic excellence, offers programs and activities to promote student achievement and personal growth. Within driving distance there are an abundance of recreation opportunities including fishing and boating on the nearby Willamette River, visiting the beautiful Oregon coast, or skiing on Mt. Hood.

THE ORGANIZATION

The City of Dayton employs a Council-Manager form of government with a Mayor and six- City Councilors who are elected at-large for four-year terms. The City Manager is the City government's administrative head and is responsible for all City business administration. City departments include Administration, Public Works, Library, Planning Coordination, Building Permitting and Economic Development. The City employs 12.5 full-time equivalent employees, and its 2023-24 budget is approximately \$9.8 million. City Attorney, Engineering, Planning, Building Inspection, Public Safety, and Fire services are provided via service contracts with multiple partners.

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, hiring of key personnel, 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:

- **Dynamic, demonstrated leadership and management abilities** to cultivate a collaborative work environment with integrity, vision, and creativity. Management skills to oversee and support a small, dedicated staff's ability to deliver high-quality City services. Ability to manage a multi-disciplinary team, providing clear direction, balancing priority initiatives, as well as fostering a shared organizational vision. Management expertise and a working leadership style to motivate and inspire staff, promote professionalism, effective communication, teamwork, accountability, and integrity with limited staff capacity. Strong human resource planning and management experience to retain an effective City workforce through offering an attractive and efficient workplace environment, encouraging work life balance, and providing opportunities for professional support and growth. Commitment and effective approaches to promote retention of key staff and institutional knowledge, including promoting practices to document work processes and operations. Skills and experience to effectively integrate and coordinate day-to-day out-sourced services delivery, including evaluation and negotiation of service contract agreements as needed. Capability to serve as an active and effective City representative in regional initiatives and uphold commitment to continuous learning. A personal demeanor which is personable, outgoing, expressive of gratitude, openminded, even tempered, inclusive, honest, respectful, and empathetic is desired.



THE IDEAL CANDIDATE (CONT.)

- **An ability to proactively facilitate effective Council relations** through provision of professional, approachable, responsive, and inclusive support for their work as the policy making body. Skills to assist the Council's ability to operate effectively and make strategic decisions by supporting calm, diplomatic, and efficient public meeting processes, providing regular communication, impartial background information, and appropriate professional recommendations, and facilitating the implementation and ongoing development of long-term goals and strategies. An ability to effectuate Council policy decisions with City staff and ensure adequate resources are available for implementation. Maintains a continual awareness of the City's operations and legal obligations to ensure regulatory compliance and informed decision-making. A commitment to be accessible, reliable, and provide a robust new member onboarding process to help the Council work effectively in their role.
- **Economic development and urban renewal experience** to facilitate major economic development activity and planning and create a shared vision for the future. Skills to maintain effective relationships with business

and development stakeholders to facilitate long-term strategies that promote smart growth, including desirable and locally based business amenities, enhancement of walkability and recreation amenities, while honoring the community's active, rural, and historic character. Aptitude to evaluate and successfully negotiate agreements with developers that meet City infrastructure, identity needs, and facilitate healthy, strategic growth. Experience or familiarity managing complex development and redevelopment initiatives, able to effectively navigate land use regulations and sophisticated financing mechanisms such as Oregon urban renewal laws. Skills and commitment to effectively integrate the Dayton Forward plan into City operations while seeking additional input and perspective to build consensus around future development goals and community priorities. An ability to effectively balance community needs and business interests across Dayton's diverse economic profile. A commitment to serve as a strong, effective, and strategic City representative and advocate to attract and facilitate attractive new business development while planning for City infrastructure impacts and needs with sensitivity to taxpayer burdens.



THE IDEAL CANDIDATE (CONT.)

- Strong public finance proficiency** to continue the City's excellent fiscal management to promote high quality services with sustainable, strategic long-term fiscal decision-making. Experience and ability to take a comprehensive financial planning approach to support the City's long-term goals and service needs, identifying and utilizing diverse revenue approaches, and integrating City Council goals and community vision into fiscal decisions. A commitment to manage taxpayer dollars in a fiscally prudent and transparent manner while balancing the varied interests of residents and businesses. Ability to facilitate communication and community engagement related to fiscal decisions such as utility rates, potential taxes, bond measures, and levies is essential. Prior knowledge or the ability to quickly learn Oregon budget law and requirements as well as rules related to urban renewal agencies is expected. Demonstrated familiarity and proficiency to work effectively with hired lobbyist representation and manage a high volume of major state and federal grants in progress (e.g., related to streets, sidewalks, beautification, and other initiatives) and anticipate future needs will be essential.

- Familiarity with public works infrastructure** including planning, construction, and financing related to water, sewer, and stormwater infrastructure projects to collaboratively and effectively support staff. Ability to provide leadership support for current initiatives and financing work for the City's infrastructure improvement and maintenance while planning for residential and commercial/industrial growth. Experience with streets planning or maintenance, negotiating improvements on County or State-owned roads within the City, and continuing efforts to support multi-modal access and activity is beneficial. Skills and initiative to effectively prepare data to express needs or develop shovel-ready projects to favorably position the City for potential grants and other funding support is highly attractive.
- Excellent communication skills** to facilitate effective internal and external organizational coordination and understanding. An ability to support and/or engage with diverse City audiences including City Council, staff, other local government officials, community members, nonprofits, businesses, and other stakeholders is essential. Demonstrated professionalism, accessibility, inclusivity, political neutrality, transparency, and humility when communicating with all individuals or groups. Skills to build consensus and facilitate two-way dialogues on complex policy issues with impartiality, openness, and respect. Skills to offer verbal and written communication with clarity, substance, and conciseness. Experience managing consistent multi-lingual and accessible communication practices is desired.





THE IDEAL CANDIDATE (CONT.)

- **Ability to effectively manage intergovernmental relations** at all levels by representing Dayton in important regional initiatives as well as upholding service agreements the City relies on to provide core services. An ability to help advance City interests and regional well-being through maintenance and enhancement of clear, collaborative, and cost-effective partnerships. Skills to effectively identify and pursue mutually beneficial opportunities for Dayton and Willamette Valley communities through strong working relationships with the County, State, Federal, and other local governments is essential.
- **Community engagement skills** to serve as a visible and effective liaison to the community, including proactively inform and involve community members in City activities and decisions that may impact them. Knowledge and experience to maintain, strengthen, and expand the City's community engagement and information sharing approaches to facilitate and encourage involvement in City decision-making. An ability to develop outreach strategies that are sustainable, are within available staff capacity, promote transparency, balance different views and interests, engage diverse communities, and help build consensus is important. Experience facilitating inclusive opportunities for community to engage in civic dialogue and/or education (e.g., civic academies) is attractive. A commitment to implementing the Dayton Forward plan, providing ongoing communication and seeking further input as needed.
- **Embraces diversity, equity, inclusion and accessibility principles** and is committed to continuing the City's investments in training and ongoing learning for all members of the City organization. Experience promoting the accessibility and community responsiveness of City information and services such as by addressing physical accessibility infrastructure, language translation, hiring bilingual staff, considering English as a second language classes, and diversity training opportunities for the community is desirable.
- **Public safety planning and communication experience** to help effectively evaluate and plan for appropriate levels of public safety service to meet Dayton's needs. An ability to effectively negotiate and work in coordination with the Yamhill County Sheriff with whom public safety services are currently contracted. Skills to effectively identify City needs and provide information to community members and other audiences regarding public safety decisions and potential service agreements. Experience with public safety bond or levy measures or pursuing other financing tools or staffing approaches to provide high quality services for active, rural communities is attractive.
- **Thorough understanding of city government roles** including 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 responsibilities.
- **An appreciation for Dayton** including an ability to serve as an effective representative of the City and active liaison to the community. Willingness to become a visible member of the community alongside City Council. An understanding of and respect for Dayton's unique community character, which takes pride in being an active, rural community that fosters a welcoming and family friendly atmosphere.

POLICY PRIORITIES

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

Public Infrastructure – Water & Sewer

Important public infrastructure projects are on track for completion prior to the onboarding of the next City Manager and a number of emergent, necessary infrastructure improvement needs are anticipated to accommodate expected existing commercial, residential, and tourism growth. Major projects underway include a new utility and public footbridge as well as a Highway 221 sewer lift station. Substantial future needs are anticipated for water and sewer improvements. This includes utilizing the City owned Fisher Farms property, which includes water well resources that could approximately double the City's water supply. This effort will require proactive engagement of City stakeholders as well as long term planning and financing work to evaluate infrastructure needs to connect these resources to City infrastructure and treatment facilities. Additional coordination and evaluation will be required to manage and consider updates to the existing water rights agreement with the City of Lafayette.

Additionally, substantial upgrades and expansion of the sewer system are also expected to be necessary to meet future commercial and residential needs and to reduce the impact antiquated infrastructure has on a small staff team due to regular, preventable failures. For the City's sewer upgrades, system originally constructed in the 1930s, a Federal grant has been submitted and is currently under consideration to fund the replacement, up to 10 M, for all City sewer lines older than 30 years. As such, organized, strategic, and timely planning to execute these projects and effectively leverage available resources to accomplish these and other major public infrastructure projects will be essential.

Further evaluation and support also will be needed to finalize and assess any potential changes resulting from a utility rate study underway. Financing this and future work with sensitivity to the maintaining the town's affordability and ratepayer impacts is important. The next City Manager will be expected to support implementation and provide timely communication to City Council on these projects in coordination with City staff.

Economic Development & Urban Renewal

The City of Dayton is in the midst of substantial investment and redevelopment around its historic, beloved downtown park square and business area. A recent survey of the community was conducted that indicated a desire in the community for revitalization and investment in public and business amenities. Now, after a period of inactivity and/or disrepair of some of these properties, the City is poised for promising growth with major renovations underway and future development planned, including a hotel and new mixed-use spaces. As such, recently updated business overlay building and design codes have been implemented to make sure the new development activity reflects Dayton's authentic character, facilitates a healthy local economy, and promotes safe, healthy growth. Additionally, to support and leverage the benefits of downtown revitalization underway, the City has undertaken the initiative to establish an Urban Renewal District. Skills to support effective relationships with governing bodies in area (County Commission, Fire District, and School District) to facilitate the passage and effective implementation of this initiative will be essential. Further, facilitating collaborative, supportive working relationships with the local business community and the Dayton Community Development Association (DCDA) as applicable will be important as well. An ability to effectively negotiate and leverage development agreements and other investment opportunities to uphold City infrastructure and livability goals with appropriate system development charges and/or requests for beneficial community amenities is highly attractive. An ability to effectively plan and scale City staff capacity as needed to meet these development needs will be necessary.





POLICY PRIORITIES (CONT.)

Urban Growth Boundary Swap

An exciting and unique development planning opportunity will also be underway soon to evaluate options to incorporate new land from the City’s recently completed Urban Growth Boundary (UGB) swap, one of only a few completed in State history. This exchange allowed the City to reallocate their developable land portfolio from property north across the river from existing City infrastructure to a flat, adjacent area west of town more suitable for residential development and connection to City infrastructure. Supporting the appropriate negotiation of responsibility for up to 15 M of anticipated necessary infrastructure development (including sewer upgrades, lift stations, street upgrades, sidewalks, and other amenities) to allow fiscally responsible development will be important. A proactive and thoughtful approach to engaging residents in the areas newly incorporated into the UGB in order to understand their needs and goals is desired.

Public Safety

The City currently contracts for public safety service with Yamhill County for one Deputy and the City funds a part time code enforcement officer. The City has been experiencing rising costs to maintain the current level of service as well as requests from the community for increased presence and traffic enforcement (e.g., speeding, parking). In previous years, the City put forth a public safety levy to cover rising cost and potentially expand existing service levels however the measure was not approved by

voters. Despite this, the community continues to express a desire for a greater level of law enforcement service. The next City Manager will be expected to support continued conversations to identify specific community goals regarding law enforcement coverage and strategic financial planning, including consideration of a future levy or bond measure, and contract negotiation to meet community needs within available resources. The City Manager will play a key role preparing necessary information to support the fiscal, service, and management considerations related to evaluating potential options. An ability to effectively evaluate a wide range of opportunities as well as engage the community and collaborate with other agencies to provide continued effective service delivery will be essential. Renewal District. Skills to support effective relationships with governing bodies in area (County Commission, Fire District, and School District) to facilitate the passage and effective implementation of this initiative will be essential. Further, facilitating collaborative, supportive working relationships with the local business community and the Dayton Community Development Association (DCDA) as applicable will be important as well. An ability to effectively negotiate and leverage development agreements and other investment opportunities to uphold City infrastructure and livability goals with appropriate system development charges and/or requests for beneficial community amenities is highly attractive. An ability to effectively plan and scale City staff capacity as needed to meet these development needs will be necessary.

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. An equivalent combination of education and experience may be considered.

The City prefers a candidate with an advanced degree in public administration or related field, and at least five years of increasingly responsible experience. Experience and/or training in public finance and redevelopment initiatives is highly desired.



RECRUITMENT PROCESS

Applications Due

September 17, 2024

Preliminary Online Video Interviews

Week of September 23, 2024

Finalist Interviews & Selection

Week of October 14, 2024

*The City of Dayton is an
Equal Opportunity Employer.*

For additional details, required application materials, and instructions on how to apply, please visit: www.jensenstrategies.com/recruitment/daytoncitymanager

Questions may be directed to:

Emily Rehder, Jensen Strategies, LLC
503-477-5615 or emily@jensenstrategies.com





JENSEN STRATEGIES

(503) 477-5615

**1750 S Harbor Way,
Suite 350
Portland, OR
97201**

www.jensenstrategies.com





LOCAL GOVERNMENT
PERSONNEL SERVICES



Project Proposal

EXECUTIVE RECRUITMENT



Presented To
CITY OF TOLEDO

Presented by
**DANICA BARRICK,
LGPS COORDINATOR**

About LGPS

Local Government Personnel Services (LGPS) is a trusted provider of Human Resources and Labor Relations support, including executive recruitment, for local governments across Oregon. LGPS builds on the legacy of the Local Government Personnel Institute (LGPI), originally established in 1971 through a partnership between the League of Oregon Cities (LOC) and the Association of Oregon Counties (AOC) to support workforce needs for cities, counties, and special districts.

As a program of LCOG, LGPS benefits from the resources and collaborative network of a regional government organization that has served public agencies in Oregon for over 75 years. This structure enables us to provide tailored recruitment solutions that meet the evolving needs of local governments statewide.

LGPS has a proven track record in executive recruitment, successfully guiding jurisdictions through the hiring process for key leadership roles, including city managers, county administrators, department heads, and specialized government positions. Our comprehensive approach includes position development, targeted outreach, candidate screening, and interview facilitation to ensure the selection of high-quality leaders who align with the strategic goals and culture of each organization.



Why LGPS?

LGPS is uniquely positioned to understand the needs of Oregon's local governments. As a program of LCOG, we offer:

- Proven expertise in public sector executive recruitment.
- Insight into municipal and county operations, ensuring candidates align with governance structures and community priorities.
- Commitment to diversity, equity, and inclusion in all recruitment efforts.
- A tailored approach to ensure candidates align with your organization's goals and vision.

Organization and Management



Brenda Wilson

EXECUTIVE
DIRECTOR



Michael Wisth

DEPUTY
DIRECTOR



Danica Barrick

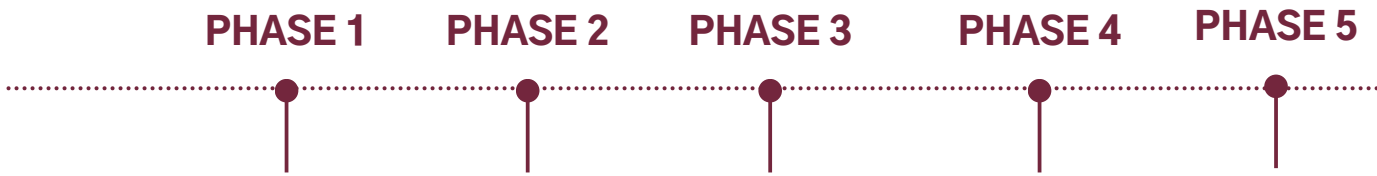
LGPS
COORDINATOR



Pierre Robert

PRINCIPAL
ATTORNEY

Proposed Approach



LGPS employs a comprehensive and tailored approach to executive recruitment, ensuring a seamless and transparent process that meets client's leadership needs.

Development of Recruitment Plan

- Engage with client to define ideal qualifications, experience, and leadership attributes for the next executive.
- Review and refine the job description to ensure it aligns with strategic goals and operational needs.
- Develop a targeted recruitment strategy, including outreach methods and selection criteria.
- Establish a clear timeline for hiring and onboarding.

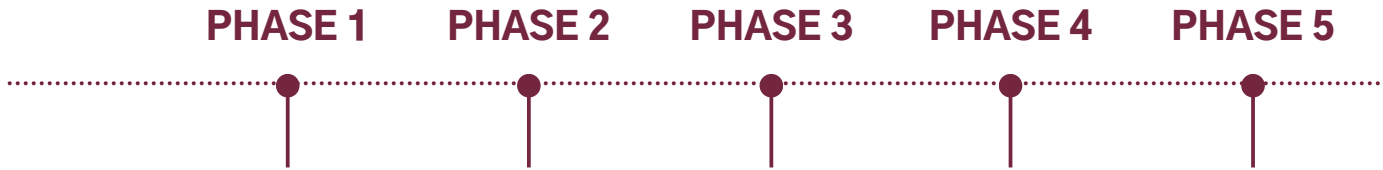
Candidate Recruitment

- Promote the position through state, regional, and national public-sector job boards and professional associations.
- Leverage LGPS's extensive professional network to proactively identify and engage highly qualified candidates.
- Manage all applicant communications, ensuring timely responses and engagement throughout the process.

Screening and Evaluation

- Develop a structured screening and interview framework, including evaluation criteria and interview questions tailored to client's needs.
- Conduct an initial review of applications to assess minimum qualifications and identify top candidates for further assessment.
- Facilitate a multi-stage evaluation process, including structured interviews, comprehensive background checks, and reference verifications.

Proposed Approach



Cont.

Facilitation of Selection Process

- Present the client with a shortlist of 3-5 highly qualified candidates.
- Coordinate interview scheduling, provide evaluation tools, and assist in facilitating discussions.
- Guide the finalist selection process, including offer discussions and contract negotiation support.
- Ensure a smooth transition for the selected candidate while maintaining clear communication with all applicants.

Communication and Reporting

- Provide regular status updates to client, ensuring transparency throughout the recruitment process.
- Deliver a final recruitment report summarizing the process, key findings, and recommendations.
- Remain available for post-selection support, including clarifications and transition assistance as needed.

Cost Proposal

Our comprehensive recruitment services are offered at a flat fee of **\$10,500**, inclusive of all professional fees, advertising, and travel expenses. Any unforeseen additional expenses will be pre-approved by the client.



Contact us.

<https://www.lcog.org/lgps>
asklgps@lcog.org
541-682-3470



Local Government Personnel Services

Your Resource for Labor Relations and HR Assistance

859 Willamette St., Ste 500
Eugene OR 97401

(541) 682-4283

asklgps@lcoq.org

<https://www.lcoq.org/lgps>



Project Scope of Work and Estimate Prepared for:

David Clyne, Interim City Manager
City of Toledo
206 N. Main Street
Toledo, OR 97391

PHONE: 541-336-2247

Date: March 27, 2025

Project Purpose:

• To recruit a qualified, visionary City Manager for Toledo, Oregon, who will effectively lead city operations, drive strategic goals, and support sustainable growth for the community's benefit.

Description of Services	Estimated Hours
PHASE I: PREPARATION AND DEVELOPMENT CONSULT	
• Confirm/finalize project parameters (project options, comparators, data points, and positions to be included) - Kickoff meeting with entire Toledo team, LGPS and LGPS Contractor	5.50
PHASE II ADVERTISING and SOLICITATION CONSULT	
• Prepare recruitment materials and ads for city review, finalize materials • Submit ads to various outlets (print, online, etc.)	12.00
PHASE III APPLICANT SCREENING	
• Develop screening criteria, interview questions, and screening/interview process • Screen applications (time estimate depending on volume) • Contact candidates to schedule interviews • Interview panel briefing regarding interview process/protocol • Consult in selection of top candidate(s) • Ensure compliance	40.00
PHASE IV OFFER	
• Discuss Finalist Offer parameters • Prepare Offer • Notify unsuccessful candidates	10.00
Report Development & Project Finalization	
• Prepare project report for city review • Review project report with city • Make clarifications and updates as necessary & finalize report	4.00
ESTIMATED PROJECT HOURS & COST (MEMBER RATE)	71.50
HOURLY BILLING RATE (MEMBER RATE)	\$147.00
ESTIMATED TOTAL PROJECT COST	\$10,510.50
ESTIMATED PROJECT HOURS & COST (NON-MEMBER RATE)	71.50
HOURLY BILLING RATE (NON-MEMBER RATE)	\$179.00
ESTIMATED TOTAL PROJECT COST	\$12,798.50

PROJECT TIMELINE

• First available date to begin project work: May 1, 2025

• Project timeline is dependent upon city and external participants with a goal of completion for 120 days out from start date.

PROJECT DISCLOSURES

- This project estimate, including timeline, is offered for 30 days from the date of the estimate. After 30 days, please contact us for an updated estimate, including timeline.
- This is a good faith estimate. Actual project hours, whether more or less than estimated, will be billed monthly.
- Project modifications requested will be confirmed in writing.



MARCH 2025

City Manager Recruitment Proposal

FOR THE CITY OF TOLEDO, OR

PRESENTED BY

Greg M. Prothman

President, GMP Consultants

GMP CONSULTANTS

Greg@gmphr.com

(206) 714-9499

www.gmphr.com

April 5, 2025 Toledo City Council Packet



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March 27, 2025

Mr. David Clyne
Interim City Manager
City of Toledo
206 N. Main Street
Toledo, OR 97391

Dear Mr. Clyne,

Thank you for the opportunity to provide a proposal to assist the City of Toledo with the recruitment of its next City Manager. We are well positioned to assist the City with this important recruitment as GMP Consultants have led and managed 150 local and local and national city manager recruitments. Additionally we have recently completed or are in the process of conducting Oregon city management searches for:

- City of La Grande, OR (*in process*)
- City of North Plains, OR – City Manager
- Crook County, OR – County Manager
- City of Canby, OR – City Administrator
- City of Shady Cove, OR – City Administrator
- City of Cottage Grove, OR – City Administrator
- City of Scappoose, OR - City Manager
- City of John Day, OR – City Manager

These and other recently completed searches provide us with an excellent knowledge of both Oregon and national city management candidates for your recruitment.

If selected your lead consultant would be Mr. Richard Meyers. Richard is the recently retired City Manager of the City of Cottage Grove, Oregon (pop. 10,729) where he served as City Manager for 26 years. Prior he served as the City Manager for Myrtle Point, Oregon for seven years. Richard is currently managing the La Grande City Manager recruitment and recently completed the County Manager and HR Director recruitments for Crook County and was co-lead consultant on Scappoose City Manager recruitment.

Having conducted 750 total recruitments including over 150 city/county manager recruitments, we believe GMP's proven process provides a best practices approach to attracting high-quality candidates and ensuring a good fit for your organization. We have earned a reputation for providing superior service and building lasting relationships with both clients and candidates.

If you have any questions or would like to discuss your specific needs, please do not hesitate to contact me at (206)714-9499 or Greg@gmphr.com. I look forward to hearing from you and hope to have the opportunity to work together soon.

Sincerely,

Greg M. Prothman
President
GMP Consultants



ABOUT GMP CONSULTANTS

GMP Consultants is a public sector executive search firm with a collective 240 years of local government leadership experience with both regional and national relationships. GMP Consultants offer our clients experienced subject matter experts with a solid understanding of local government coupled with decades of experience. We have served in a wide range of executive positions, from city and county management to public works, human resources, police, fire, park & recreation and finance.

Our Qualifications

Founded and led by Greg M. Prothman, formerly the CEO and driving force of Prothman, GMP consultants have worked on over 750 executives searches and over 100 public sector consulting projects. All our senior search consultants are active in both ICMA and local state level city management associations or in their respective professional associations.

Our Philosophy

Our business philosophy centers on the understanding that this is a “people” related industry. We have a reputation for providing superior service and building lasting relationships with both clients and candidates. We believe that attention to others’ needs is the key to effective customer service.

Why Choose GMP?

What you get with GMP Consultants is personal service. You appreciate it when phone calls are returned, projects stay on schedule and your challenges are given thorough and creative thinking. While other companies may assign your business to lesser experienced staff, we offer exceptional service from senior-level consultants

- **Service & Relationship** - Our consultants have a reputation for providing outstanding service and building lasting relationships with both clients and candidates.
- **Customized Solutions** - We take the time to become familiar with your organization to ensure that we offer the best solution and not just a single service.
- **People First** - We work closely with you and your candidates through every stage of the recruitment process, creating a welcoming candidate experience and ensuring an effective recruitment outcome.
- **Team Approach** – With over a dozen local government executives who bring experience from west coast to east coast, our consulting group works as a team to leverage their networks to assist with each assignment and give your challenges thorough and creative thinking.

GMP Consultants Mission: *To provide exceptional executive search, interim placements, and organizational consulting services partnering with our clients to provide the highest quality services to their residents.*



PROJECT TEAM MEMBERS

Greg M. Prothman – President

Greg offers a unique combination of 20+ years of experience in various functions of government and 25 years of experience in public sector recruitment. Prior to forming GMP Consulting, Greg founded and was the driving force at Prothman Company as its CEO. Prior he was a partner at Waldron & Company. Early in his career Greg served as a police officer for the University of Washington and the City of Renton. He left police work after completing his Master's degree in Public Administration and accepted an administrative position for the City of Des Moines, WA. He was quickly promoted to Assistant City Manager and then City Manager. A Seattle native, Greg completed his BA at Western Washington University and his Master of Public Administration (MPA) degree from the University of Washington. Greg is a volunteer member of Seattle Mountain Rescue and a member of Crystal Mountain Ski Patrol.

Richard Meyers – Senior Municipal Consultant *(Lead consultant on La Grande, city manager, Crook County, County Manager, & HR Director, co-lead consultant on Scappoose City Manager)*

Richard is the recently retired City Manager of the City of Cottage Grove, Oregon (pop. 10,729) where he served as City Manager for 26 years and has worked in local government for over 36 years. Prior to Cottage Grove he served as the City Manager for Myrtle Point, Oregon for seven years. Richard attended Brigham Young University, where he earned a bachelor's degree in Public Policy and a master's in Public Administration. He was recently appointed as a Senior Advisor for the Oregon City/County Management Association (OCCMA) and is a Life member of the International City/County Management Association (ICMA). Richard and his wife, Wanda, have 4 married children and 10 grandchildren (two more grandchildren are expected in the Summer 2024). Richard and Wanda live in a home originally constructed prior to 1895 and enjoy learning the history of the home and maintaining its charm. He enjoys cycling and flat-water kayaking.

Kate Hansen – Operations Manager

Kate brings over 20 years of project management and administration experience spanning private business, nonprofit, and government. She is a certified Project Management Professional (PMP) and holds a B.A. in Theatre from Chapman University, with an emphasis in stage management. Kate brings a distinguishing blend of attention to detail, creativity, and critical thinking. Having served as a political campaign manager, fire district administrator, and elected official, Kate possesses multi-faceted experience in local government. She has also served on the Board of Directors for multiple non-profits.

Sarah Marsh – Content Designer

Sarah brings a background across nonprofit, business, government, and education sectors. She holds an M.B.A in Organizational Behavior & Development from the University of Vermont. She also publishes in the field of American History and is the author of two award-winning children's books with Disney-Hyperion and Little, Brown. Sarah has a heart for researching and highlighting what makes a community and organization special.

Brenda Gabbitas - Project Manager

Brenda has over a decade of experience working with many communities around the globe in both public and private sectors. She leans on her experiences to build lasting relationships with everyone she works with while delivering unparalleled levels of service. Brenda holds a Bachelor's of Education in Early Childhood Development from Utah Valley University.



WORKPLAN & APPROACH

GMP Consultants have conducted hundreds of successful executive searches refining our process along the way. We provide the workplan, but you are in charge. We customize every recruitment to meet your needs. We partner with you with the goal of finding a highly qualified candidate who is the perfect "fit" for your organization.

GMP offers two recruitment options depending on your needs:

1. Sourcing & Resume Review
2. Full Recruitment

RECRUITMENT OPTION 1: SOURCING & RESUME REVIEW - \$14,500 / 6-month guarantee

INFORMATION GATHERING & RECRUITMENT PROFILE DEVELOPMENT

Review and Finalize Search Process and Schedule

We'll meet with you to review & finalize:

- Project scope of work and process
- Project schedule
- Geographic scope of the recruitment
- Any additional issues as needed

Develop, Review, and Approve a Recruitment Invitation Letter

We'll create a custom *recruitment Invitation to Apply letter* highlighting the strengths of your job opportunity.

Examples of prior recruitment profiles are included in this proposal and typically feature the following:

- Why Apply?
- Your Agency
- The Ideal Candidate
- Compensation & Benefits
- Your Social Media

Profile Research and Stakeholder meetings

Our goal is to thoroughly understand your organization, current challenges, timeline, and preferred qualifications for this recruitment.

- Mayor & City Council Members
- Leadership Team
- Municipal Partners
- Business Leaders
- Leading Citizens
- Others as Directed
- Review All Relevant Documents

STRATEGIC MARKETING

Our goal is to not only reach candidates who are actively looking for a new job but those who are happy in their current assignment but who could be intrigued and interested in your opening. We research and develop a personalized national advertising strategy designed to reach all potential qualified candidates for your City. The Advertising Strategy is comprised of three components:

- Targeted National Advertisement
- Mailed "Invitation to Apply" Flyers
- Emails to potential Candidates

Targeted Advertisement - We develop a custom national advertisement plan highlighting the City and the City Manager opening, placing ads in websites and job boards. Potential locations include:

- Intl. City Managers Association (ICMA)
- Association of Washington Cities
- League of Oregon Cities
- Oregon City Managers Association
- Western Cities (Cal Cities)
- California City Management Foundation
- Government Jobs
- Careers in Government
- GMP LinkedIn Page
- GMP Job City Council



Development of Candidate Database for Direct Mail Invitations – We create a customized *Invitation to Apply* flyer (examples are included) and then develop a database of potential candidates. We will mail letters of invitation to agencies of comparable size and geographical range as appropriate for your desired focus.

Emails to Potential Candidates – We will send e-mails to our list of over 3,400 city managers & administrators nationwide.

CANDIDATE EVALUATION & PRESENTATION

Candidate Application Materials - Candidates are asked to submit a cover letter, application, resume, and five professional references of peers, subordinates and supervisors.

Candidate Resume Review – We will screen all applicants and provide recommendations on each candidate:

- **Review** – Evaluate all candidate application materials
- **Identify** – Your consultant will identify the most promising candidates that meet your desired criteria
- **Recommend** – Provide recommendations on each candidate for further consideration

The City will manage the recruitment from this point. GMP will conduct background and reference checks on the selected candidate.

RECRUITMENT OPTION 2: FULL RECRUITMENT - \$18,500 / 18-month guarantee

INFORMATION GATHERING & RECRUITMENT PROFILE DEVELOPMENT

Review and Finalize Search Process and Schedule

We'll meet with you to:

- Review and modify as needed the project scope of work and process
- Establish a project schedule
- Identify the geographic scope of the recruitment
- Review the compensation package
- Identify key stakeholders
- Review the job description
- Review and discuss any additional issues as needed

Profile Research and Stakeholder meetings

Our goal is to thoroughly understand your organization, current challenges, timeline, and preferred qualifications for this recruitment.

- Mayor & City Council Members
- Leadership Team
- Municipal Partners
- Business Leaders
- Leading Citizens
- Others as Directed
- Review All Relevant Documents

Develop, Review, and Approve a Detailed Recruitment Profile & Invitation

We'll create a detailed recruitment *Profile* highlighting the strengths of your job opportunity. If requested, we will assist in reviewing the position compensation and will make recommendations that are consistent with comparable agencies and the market. Examples of prior recruitment profiles are included in this proposal and typically feature the following:

- Why Apply?
- Community Profile
- Quality of Life Opportunities
- The Organization, City, & Position
- The Ideal Candidate
- Challenges & Opportunities
- Compensation & Benefits
- Your Social Media (if applicable)



STRATEGIC MARKETING

Our goal is to not only reach candidates who are actively looking for a new job but those who are happy in their current assignment but who could be intrigued and interested in your opening. We research and develop a personalized national advertising strategy designed to reach all potential qualified candidates for your City. The Advertising Strategy is comprised of four components:

- Targeted National Advertisement
- Mailed "Invitation to Apply" Flyers
- Emails to potential Candidates
- Personal Calls by Lead Consultants

Targeted Advertisement - We develop a custom national advertisement plan highlighting the City and the City Manager opening, placing ads in websites and job boards. Potential locations include:

- Intl. City Managers Association (ICMA)
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- League of Oregon Cities
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Development of Candidate Database for Direct Mail Invitations – We create a customized *Invitation to Apply* flyer (examples are included) and then develop a database of potential candidates. We will mail letters of invitation to agencies of comparable size and geographical range as appropriate for your desired focus.

Emails to Potential Candidates – We will send e-mails to our list of over 3,400 city managers & administrators nationwide.

Personal Calls by our Lead Consultants – We will reach out to potential candidates who might be a good fit or who are looking for their next challenge. We will also reach out to our personal knowledge of parks and recreation directors to make them aware of your opportunity.

CANDIDATE EVALUATION & PRESENTATION

Candidate Application Materials

- **Application** – Candidates are asked to submit a cover letter, application, resume, and five professional references of peers, subordinates and supervisors.
- **Communication** – We provide you with a summary of the advertising strategy, number of applications, and number of candidates we selected for a preliminary interview.
- **Review of Applications (if requested)** – Occasionally some clients wish to review all the application materials prior to our selection of candidates for a preliminary interview. We are happy to facilitate this if desired.

Preliminary Candidate Interviews – Once a candidate has indicated an interest in the position, we complete a multi-step screening:

- **Review** – Evaluate all candidate application materials
- **Select** – Identify the most promising candidates for a preliminary interview
- **Research** – Conduct an in-depth internet inquiry on each candidate to identify any concerning issues to be reviewed with the candidate



- **Interview** – Your lead consultant conducts an in-depth preliminary interview with the most promising candidates
- **Summarize** – Provide a written summary of our observations of each candidate's strengths, weaknesses and potential fit with your agency
- **Recommend** – Provide recommendations on each candidate for further consideration

Work Session – We meet with you to review the results of the preliminary interviews. Our goal is to provide as much information on each of the most promising candidates, providing you with the needed data to make quality decisions on each applicant.

- **Deliverables** – Prior to the meeting, we provide with sufficient time to review:
 - **Candidate Packets** that include their cover letter, resume, supplemental questions, our consultant's interview notes, and internet search results
 - **Candidate Summary Sheet** with a snapshot of each candidate and consultant's recommendations
 - *(If requested)* A complete file of remaining candidates' application materials
- **Candidate Review** – We review and discuss each candidate's materials and interview results
- **Finalist Candidate Selection** – You select those candidates to move forward for a final interview
- **Final Interview Design** – We help you decide on the structure of the interviews, including the panel participants and facilitators, tailoring our process to fit your needs
- **Coordinate Candidate Travel** – We identify which candidate travel expenses you wish to cover
- **Interview Questions** – Identify any interview topic areas of interest from which we can develop potential interview questions

FINAL INTERVIEWS & CANDIDATE SELECTION

Prior to the final Interviews we:

- **Conduct Reference Checks** – We conduct professional reference checks on each candidate, requesting the names of supervisors, subordinates, and peers
- **Conduct Background Checks** – Background checks include Education Verification, Criminal History, Driving Record, and Sex Offender Check
- **Facilitate Candidate Travel** – Based on your guidance we coordinate the most cost-effective travel arrangements and ensure the candidate has information regarding their interviews and times
- **Develop a Master Interview Schedule** – We work with you to identify interview venues and then develop a master interview schedule
- **Develop Draft Interview Questions** – Provide draft interview questions for your review for each advisory panel (if used)
- **Provide Final Interview Materials** – Provide finalist packets for each candidate in a PDF file for printing by your agency as well as the master schedule
- **Coordinate Final Interviews** – We will work hand-in-hand with your team to coordinate all of the details of conducting the final interviews

Final Interviews

- **Facilitate Final Interviews** – Your lead-consultant will be on site to facilitate the final interview process
- **Facilitate Panel Debrief** – After interviews are complete, we facilitate a debrief with all advisory panels (if used) on each candidate's strengths and areas needing support as information for your hiring authority
- **Candidate Evaluation** – As needed, we facilitate your evaluation of the candidates and potential consensus on a preferred candidate, including any additional candidate referencing or research



Candidate Selection & Appointment – Once you have identified a preferred candidate, we:

- Facilitate and identify potential contract elements with you
- Assist with the job offer and contract negotiations leading to an employment agreement
- Notify all of the unsuccessful finalists
- *Celebrate the selection of your new City Manager!*

RECRUITMENT SCHEDULE EXAMPLE (FULL RECRUITMENT)

Full Recruitments take approximately 90 days to complete.

Kickoff Meeting		City & GMP: Meet to discuss timeline & search process
Profile Development	Week 1-2	GMP: Meet with key stakeholders & create position profile
Advertising	Week 3-7	GMP: Post online ads; send direct mailing
First Review	Week 8-9	GMP: Conduct preliminary interviews with most promising candidates
Work Session	Week 10	GMP & City: Meet to review semifinalists and choose finalist candidates
Final Interview Preparation	Week 11-12	GMP: Conduct background & reference checks, complete final interviews schedule, coordinate travel with candidates
Final Interviews	Week 12	City: Hosts finalist interviews City: Makes hiring selection

PROFESSIONAL REFERENCES

City of St Helens, OR

John Walsh, City Administrator
jwalsh@sthelensoregon.gov
503-366-8211
Finance Director

City of Canby, OR

Brian Hodson, Mayor
HodsonB@canbyoregon.gov
503 263 5528
City Administrator (2)

City of Gearhart, OR

Chad Sweet, City Administrator
chadsweet@cityofgearhart.com
503-738-5501
Police Chief
Division Chief - fire department

City of North Plains, OR

Teri Lenahan, Mayor
teri.lenahan@northplains.gov
503 647 5555
City Manager

PROFESSIONAL FEE

The fee for conducting a Sourcing & Resume Review Search is \$14,500 plus expenses.

The fee for conducting a Full Search is \$18,500 plus expenses.

The professional fee covers all consultant and staff time required to conduct the recruitment. Professional fees are billed in three equal installments: at the beginning, halfway, and upon completion of the final interviews. The City will be responsible for reimbursing expenses incurred on the City's behalf.

Expenses include:

- Websites, job boards and other advertising (approx. \$1,600 – 2,200)
- Direct mail announcements (approx. \$1,300 - \$1,900)
- Consultant travel: Mileage at IRS rate and \$82.50 per hour, plus hotel for overnight accommodation
- Background checks (approx. \$225 per candidate)



The Department has the right to cancel the search at any time, the only responsibility would be the fees and expenses incurred prior to cancellation. Any additional work requested beyond services provide in the scope of work is billed at \$170 per hour.

GUARANTEE & WARRANTY

SOURCING & RESUME REVIEW: Should the selected candidate leave employment of the Department within the first 6 months of appointment, we will conduct one additional recruitment for the cost of expenses only, if requested to do so within six months of the employee's departure. If the major elements of the process are followed and a candidate is not chosen, we will repeat the recruitment for only a \$750 administrative fee plus expenses.

FULL RECRUITMENT: Should the selected candidate leave employment of the Department within the first 18 months of appointment, we will conduct one additional recruitment for the cost of expenses only, if requested to do so within six months of the employee's departure. If the major elements of the process are followed and a candidate is not chosen, we will repeat the recruitment for only a \$750 administrative fee plus expenses.

IN PROCESS & RECENTLY FINISHED CITY MANAGEMENT SEARCHES

City of Lakewood, WA City Manager (<i>in progress</i>)	City of Moses Lake, WA City Manager (<i>just completed</i>)	City of Scappoose, OR City Manager (<i>recently completed</i>)
City of Pasco, WA City Manager (<i>in progress</i>)	City of SeaTac, WA City Manager (<i>just completed</i>)	City of Shady Cove, OR City Administrator (<i>recently completed</i>)
City of Centerville, MN City Administrator (<i>in progress</i>)	Crook County, OR County Manager (<i>just completed</i>)	City of Canby, OR City Administrator (2)
City of La Grande, OR City Manager (<i>in progress</i>)	North Plains, OR City Manager (<i>just completed</i>)	City of Cottage Grove City Manager
City of Kenmore, WA City Manager (<i>in progress</i>)	City of Medina, MN City Administrator (<i>just completed</i>)	City of John Day, OR City Manager
City of Medina, WA City Manager (<i>in progress</i>)	City of North Branch, MN City Administrator (<i>just completed</i>)	City of Oak Park Heights, MN City Manager
Franklin County, WA County Administrator (<i>in progress</i>)	City of Moab, UT City Manager (<i>recently completed</i>)	City of Kennewick, WA City Manager

OREGON CAO SEARCHES CONDUCTED BY GMP'S CONSULTANTS AND MANAGERS

City of Astoria, OR (2) City Manager	City of Coquille, OR City Manager	City of Gladstone, OR City Administrator
City of Bandon, OR City Manager	City of Cottage Grove, OR City Manager	City of Hermiston, OR City Manager
City of Burns, OR City Manager	Crook County, OR County Manager	City of Hood River, OR City Manager
City of Canby, OR City Administrator (3)	City of Drain, OR City Administrator	City of John Day, OR City Manager
City of Coburg, OR City Administrator	City of Damascus, OR City Manager	City of Lake Oswego, OR City Manager



City of Lebanon, OR

City Manager

City of Lincoln City, OR

City Manager

City of McMinnville, OR

City Manager

City of Milwaukie, OR

City Manager

Assistant City Manager

City of Mt. Angel, OR

City Manager

City of North Plains, OR

City Manager

City of Ontario, OR

City Manager

City of Scappoose, OR

City Manager (2)

City of Shady Cove, OR

City Administrator

City of Toledo, OR

City Manager

City of Troutdale, OR

City Manager

City of Umatilla, OR

City Manager

City of Waldport, OR

City Manager

City of West Linn, OR

City Manager

City of Wood Village, OR

City Manager

City of Woodburn, OR

City Administrator

City of Yachats, OR

City Manager

Clackamas County, OR

County Administrator

Clatsop County, OR

County Manager (2)

Curry County, OR

County Administrator

Crook County, OR

County Manager

Deschutes County, OR

County Administrator

Hood River County, OR

County Administrator

All Public Sector Management Recruitments by GMP Consultants and Managers

City & Borough of Sitka, AK

Municipal Administrator

City & Borough of Wrangell, AK

Borough Manager

City & County of Broomfield, CO

Deputy City and County Manager

City of Astoria, OR

City Manager (2)

City of Arlington, WA

City Administrator

City of Bainbridge Island, WA

City Administrator

City of Bandon, OR

City Manager

City of Battle Ground, WA

City Manager (2)

City of Belgrade, MT

City Manager (2)

City of Bingen, WA

City Administrator

City of Bothell, WA

Deputy City Manager

Assistant City Manager

City of Burns, OR

City Manager

City of Canby, OR

City Administrator

City of Carnation, WA

City Manager (2)

City of Casper, WY

City Manager

City of Chehalis, WA

City Manager (2)

City of Chelan, WA

City Administrator (3)

City of Clyde Hill, WA

City Administrator

City of Coburg, OR

City Administrator

City of College Place, WA

City Administrator

City of Colorado Springs, CO

Assistant City Manager

City of Connell, WA

City Administrator (2)

City of Coquille, OR

City Manager

City of Covington, WA

City Manager

City of Damascus, OR

City Manager

City of Drain, OR

City Administrator

City of DuPont, WA

City Administrator

City of Duvall, WA

City Administrator

City of Edgewood, WA

City Manager (2)

City of Ellensburg, WA

City Manager

City of Emeryville, CA

City Manager

City of Fife, WA

City Manager

City of Fircrest, WA

City Manager (2)

Town of Friday Harbor

City Administrator

City of Gig Harbor, WA

City Administrator

City of Gillette, WY

City Administrator

City of Gladstone, OR

City Administrator

City of Hailey, ID

City Administrator

City of Hermiston, OR

City Manager

City of Hood River, OR

City Manager

City of Issaquah, WA

City Administrator

Deputy City Administrator

City of Kelso, WA

City Manager



City of Kenmore, WA

City Manager (2)

City of Ketchum, ID

City Administrator

City of Lacey, WA

City Manager (2)

City of Lake Forest Park, WA

City Administrator (3)

City of Lake Oswego, OR

City Manager

City of Lake Stevens, WA

City Administrator

City of Lakewood, WA

City Manager

Assistant City Manager

City of Leavenworth, WA

City Administrator (2)

City of Lebanon, OR

City Manager

City of Lewiston, ID

City Manager

City of Lincoln City, OR

City Manager

City of Livingston, MT

City Manager

City of Longview, WA

City Manager

City of Louisville, CO

City Manager

City of Lynden, WA

City Administrator

City of McMinnville, OR

City Manager

City of Mill Creek, WA

City Manager

City of Milwaukie, OR

City Manager

City of Newcastle, WA

City Manager (2)

City of Minot, ND

City Manager

City of McMinnville, OR

City Manager

City of Monroe, WA

City Administrator

City of Moses Lake, WA

City Manager (2)

City of Mountlake Terrace, WA

City Manager (3)

City of Mt. Angel, OR

City Manager

City of Mukilteo, WA

City Administrator

City of Newcastle, WA

City Manager (2)

City of Normandy Park, WA

City Manager

City of Ontario, OR

City Manager

City of Othello, WA

City Administrator

City of Pasco, WA

City Manager (2)

Deputy City Manager

City of Polson, MT

City Manager

City of Port Angeles, WA

City Manager

City of Port Townsend, WA

City Manager

City of Post Falls, ID

City Administrator

City of Prosser, WA

City Administrator

City of Puyallup, WA

City Manager

City of Rawlins, WY

City Manager

City of Renton, WA

Chief Administrative Officer

City of Ridgefield, WA

City Manager

City of Riverton, WY

City Administrator

City of Sammamish, WA

City Manager (2)

City of Scappoose, OR

City Manager

City of Shelton, WA

City Administrator

City of Sheridan, WY

City Administrator

City of Shoreline, WA

City Manager (2)

Deputy City Manager

City of South Lake Tahoe, CA

City Manager

City of Spearfish, SD

City Administrator

City of Spokane Valley, WA

City Manager

Deputy City Manager

City of Stanwood, WA

City Administrator

City of Stevenson, WA

City Administrator

City of Sultan, WA

City Administrator

City of Sun Valley, ID

City Administrator

City of Sunnyside, WA

City Manager

City of Thorne Bay, AK

City Administrator

City of Toledo, OR

City Manager

City of Troutdale, OR

City Manager

City of Tumwater

City Administrator

City of Umatilla, OR

City Manager

City of Vancouver, WA

Assistant City Manager

City of Waldport, OR

City Manager

City of Walla Walla, WA

City Manager

City of West Linn, OR

City Manager

City of White Salmon, WA

City Administrator

City of Whitefish, MT

City Manager

City of Wood Village, OR

City Manager

City of Woodburn, OR

City Administrator

City of Woodinville, WA

City Manager

City of Woodland, WA

City Administrator

City of Yachats, OR

City Manager

City of Yakima, WA

City Manager

Assistant City Manager

City of Yelm, WA

City Administrator



Blaine County, ID
County Administrator
Clackamas County, OR
County Administrator
Clatsop County, OR
County Manager (2)
County of Los Alamos, NM
County Administrator
Curry County, OR
County Administrator
Deschutes County, OR
County Administrator
Eagle County, CO
County Manager
Franklin County, WA
County Administrator

Gunnison County, CO
County Manager
Assistant County Manager
Hood River County, OR
County Administrator
Island County, WA
County Administrator
Inyo County, CA
Assistant/Deputy County Administrator
County Administrative Officer
Lane County, OR
County Administrator
Lewis County, WA
County Manager
Mason County, WA
County Administrator

Mono County, CA
County Administrative Officer
San Juan County, WA
County Manager
Snohomish County, WA
Executive Director (2)
Summit County, UT
County Manager
Thurston County, WA
Assistant Chief Administrative Officer
Town of Friday Harbor, WA
Town Administrator
Town of West Yellowstone, MT
Town Manager (2)

WORK SAMPLES: POSITION PROFILE AND INVITATION TO APPLY LETTER

(Attached). Additional samples available at gmphr.com. Copyright © 2025 by GMP Consultants. All rights reserved.

CITY MANAGER

NORTH PLAINS

Oregon



WHY APPLY?

This is an exciting opportunity to be a hands-on manager of a small-town city in a renowned high-tech region just outside of Portland. North Plains has a blend of long-time residents and recent arrivals who enjoy the small-town benefits of knowing your neighbors, shopkeepers, community leaders, and elected officials. Residents and businesses know that when they express a concern or their opinion to city staff it will be addressed. The new City Manager will be instrumental in continuing the City's history of preserving its sense of community while effectively guiding necessary growth. The community's visionary leaders know that city growth in employment and housing will provide financial stability, additional employment opportunities, housing choices, and urban and retail services. Staff members are very competent and committed to the success of North Plains.



Welcome to NORTH PLAINS

North Plains is a growing community of 3,660 situated in Oregon's beautiful Tualatin Valley 18 miles northwest of Portland. Platted in 1910, North Plains started out as a destination on a bustling train line and a transport center for farmers, loggers, and fur traders. Today, North Plains is known for its natural beauty, friendly small-town atmosphere, and quiet rural lifestyle within reach of larger cities such as Hillsboro, Beaverton, and Portland.

Residents enjoy the benefits of the well-managed public amenities like the signature Jessie Mays Community Park, several smaller parks, a community garden, water play at LaMordden Park, and two walking trails. U-pick berries, apples, peaches, hazelnuts, and pears are abundant in the area and the beautiful Oregon Coast is only an hour's drive away. Mt. Hood offers skiing and a wilderness area to explore only 75 minutes from nearby Portland.



As a destination for outdoor recreation, North Plains attracts visitors who come to enjoy a zip-line adventure park, glider plane rides, and some of the region's best road cycling. Pumpkin Ridge Golf Club features two 18-hole championship courses that have hosted events with over 100,000 spectators.



The community gathers for annual events that include a spaghetti feed, strawberry shortcake feast, chili cook-off, ice cream social, and a city-wide garage sale and clean-up day. North Plains is perhaps best known for its world-famous 3-day Elephant Garlic Festival, which includes a classic car show, music, craft vendors, running races—and lots of garlic.

North Plains lies within Washington County, often dubbed the "Economic Engine of Oregon" due to established industry clusters in high-tech, clean-tech, and active-wear. The city itself lies in the heart of the county's "Silicon Forest" with proximity to multinational employers like Nike, Genentech, and Intel. Within city limits, North Plains largest employers include Oregon-Canadian Forest Products and Jewett Cameron.



North Plains residents are served by the Hillsboro School District, the fourth-largest school district in Oregon. Portland International Airport (PDX) serves the region 30 miles away.



THE CITY OF NORTH PLAINS

Incorporated in 1963, the City of North Plains operates under the Council-Manager form of government. The Mayor and six City Councilors are elected at large to a four-year term. The City Council appoints the City Manager to be the City's chief executive officer. Mayor Teri Lenahan has served on City Council since 2008 and as Mayor since 2016.

The City serves a population of 3,660 across .90 square miles with a biennial 2023-2025 budget of \$51.4 million and a team of 16.2 FTEs. Departments include Finance & Administration, Boards & Commissions (includes City Council), Library, Community Development, Public Safety, Parks & Recreation, Water Utility, and Streets Utility. North Plains also has an Urban Renewal Agency.

North Plains values its rich history and tight-knit community, celebrates its growing diversity, and focuses on intentional and managed growth to maintain a rural and urban balance and to provide a high quality of life for future generations. The City's small but talented team are proud to serve in an open, supportive, and flexible environment where they work to help their community to thrive.

**FULL-TIME
EMPLOYEES**
16.2

**2024-2025
BUDGET**
\$51.4 million

AREA
.90 square
miles

POPULATION
3,660





THE CITY MANAGER

The City Manager is the chief administrative officer and the highest operating management level position in the City. This position is directly responsible to the Mayor and City Council. The City Manager will assist the Mayor and City Council in the development of city policies and carry out policies established by ordinances and resolutions. Responsibilities include coordinating all services provided by the City, serving as the executive director of the City’s Urban Renewal Agency, leading the City’s human resources function, and overseeing and coordinating internal and external communications and community engagement.

THE IDEAL CANDIDATE

- Has a calm demeanor with experience in handling small-city issues. Is willing to meet with and listen to residents one-on-one and help the City, committees, and residents as necessary.
- Has an engaging and friendly personality with an appropriate sense of humor. Is open to feedback and will check their ego at the door as appropriate or as indicated by the circumstance.
- Is a connector, negotiator, and listener who can communicate in a clear and concise manner while keeping it accessible to all levels.
- Is computer-savvy and able to use technology to communicate in real-time fashion.
- Has high ethical standards; is supportive, bright, hard-working, experienced, innovative, caring, and independent. Will model and guide staff in embracing the community ethos.
- Is open and engaging and will develop relationships with community leaders and benefit from this collective history and vision.
- Listens to city council members individually and collectively, is open to new ideas and is willing to learn from other points of view. Acknowledges that elected officials have final decision authority and will implement Council decisions regardless of personal opinion or recommendation.
- Has facilitation skills that support and enable the council to reach consensus, especially on difficult issues.
- Possesses strong organization and delegation skills while maintaining close involvement in issues.
- A strong working knowledge of land-use planning and economic and community development.
- Legislative connections and/or experience advocating at Oregon’s state level is desirable.

OPPORTUNITIES & CHALLENGES

- 1) Communication with the residents and businesses on all issues will be vital. The City Manager will need to use a variety of communication tools to reach all audiences, especially to rebuild and solidify broader community engagement in the budget, planning, and community development.
- 2) The City's primary revenue source is residential property taxes. The City will need to consider alternative revenue sources including grant opportunities. Other considerations are expansion of the City's tax base into more commercial, industrial and retail properties as well as downtown business growth.
- 3) A new growth plan and boundary expansion will likely be brought to the North Plains community for approval in the next 12 to 18 months. The City Manager will need to provide direction, leadership, and overall guidance to lead this effort and will work closely with the Mayor and Council, residents, committees, and community to determine next steps. The City Manager's working knowledge and understanding of land use and the steps the community has taken thus far will be needed to articulate the City's future path with local, regional, and state leaders and to bring the Council's aspirations over the finish line.

RESOURCES

[2023-2025 City Budget](#)

[2035 Vision Statement](#)

[City Org Chart](#)

[Comprehensive Plan](#)

[2022 City Council Goals](#)

[North Plains Chamber of Commerce](#)

[Explore Tualatin Valley](#)

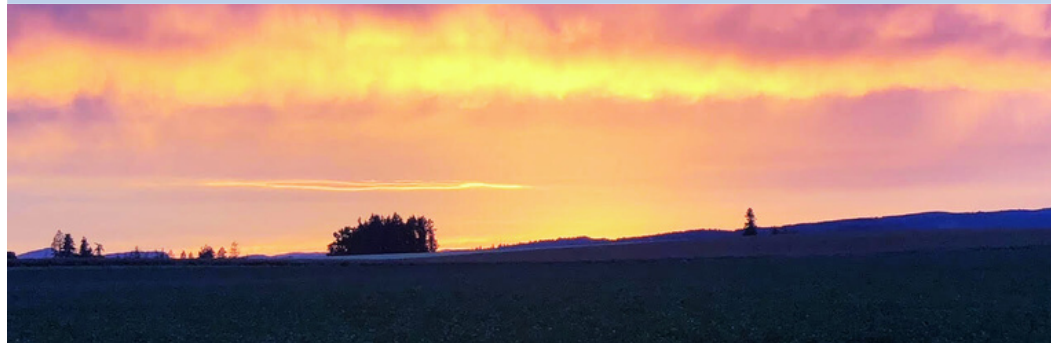


COMPENSATION & BENEFITS

The City of North Plains is offering an annual salary range of \$134,011-\$170,499 for this position, dependent upon experience and qualifications, along with a comprehensive [benefits](#) package.

EDUCATION & EXPERIENCE

A bachelor's degree in public or business administration or a related field and a minimum of 5 years of progressively responsible experience in municipal government. Master's degree preferred but not required. Or any satisfactory combination of experience and training which demonstrates the knowledge, skills, and abilities to successfully perform the job.



TO APPLY

Apply Online: gmphr.com

First Review: **August 25, 2024**

More Info: **Bob Larson, GMP Consultants**
bob@gmphr.com / (425) 894-8097



CROOK COUNTY MANAGER



WHY APPLY?

This is a unique opportunity to serve as the first County Manager for Crook County—one of the fastest growing counties in Oregon. The new Manager will work directly with the newly restructured County Commissioners who are excited and have high expectations for the new form of government.

Crook County is in beautiful Central Oregon and is home to a wealth of year-round outdoor activities. The rural western lifestyle creates a welcoming environment where neighbors care for each other. Crook County celebrates its strong agricultural heritage while supporting modern growth that includes high-tech industries. If you're looking for a hands-on opportunity to build meaningful change in county government, this may be the opportunity for you.

Dear Colleague,

GMP Consultants is assisting the **Crook County**, Oregon in finding a **County Manager**. Perhaps this is the right time in your career to consider this exciting opportunity. If not, would you please pass this on to others who may be interested?

Thank you for your consideration and assistance.

Richard Meyers, GMP Consultants
rmeyers@gmphr.com / (541) 228-6042



Greg M. Prothman, President
greg@gmphr.com / 206-714-9499



gmphr.com

CROOK COUNTY

Established in 1882, Crook County is a full-service local government serving a population of 27,527 across 2,978.9 square miles in Central Oregon. Prineville (pop. 11, 513) is the government seat and home to the historic Crook County Courthouse, built in 1909.

Originally organized under a County Court structure of governance, the County transitioned to a Commission-Manager form in 2024. The County is now led by a three-member, full-time Board of Commissioners who have newly created the County Manager position. This change is collectively seen as necessary for the continued professional operation of the County.

The County operates with a budget of \$154.6 million and a team of 230 FTEs across 23 departments. Departments headed by elected officials include the offices of assessor, clerk, district attorney, sheriff, surveyor and treasurer. The County has two collective bargaining units; the Crook County Deputy Sheriffs Association and Oregon AFSCME Council 75/AFL-CIO.



THE IDEAL CANDIDATE

- Will be an expert communicator who is responsive to Commissioners, elected officials, staff, and residents and who proactively includes all parties in communications. Understands that “how you say it is just as important as what you say.”
- Has a commitment to “no surprises” during the continued implementation of new roles and functions. Understands differing responses to change and builds trust through open communication.
- Is an active listener who follows up to resolve issues or concerns.
- Will bring people together and manage change with empathy and understanding. Demonstrates concern for personal and professional growth for all County Commissioners, elected officials, and staff.
- Demonstrates patience as Commissioners, elected officials, staff, and County residents adjust to new roles and procedures.
- Embraces the rural western lifestyle and is willing to “kick the dirt” by interacting directly with all staff to understand each department’s role and functions. Will be visible to all employees.
- Persistent in their pursuit to develop the leadership structure within the County while realizing there may be times to move quickly or to slow down proposed changes.
- Has the strength and determination to stand up to challenges with respect, integrity, and passion.
- Displays consistent behavior that demonstrates a high degree of ethics, integrity, and compassion.

LEARN
MORE

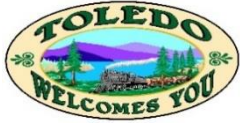
Visit: gmp.hr.com

Salary Range: **\$151,278 - \$195,582** annually DOQ

First Review Date: **July 7, 2024**

More Information: Richard Meyers, GMP Consultants
rmeyers@gmp.hr.com / (541) 228-6042





City of Toledo
City Council Goals
Fiscal Year 2024-2025

The mission of the Toledo City Government is to provide efficient and necessary public service that protect and enhance the quality of life in Toledo, now and in the future, as determined by our citizens, the law and available economic resources.

1. To enhance and sustain public infrastructure and facilities by implementing plans for parks, storm water, and street improvements, upgrading water lines, improving fire infrastructure, and evaluating the City fleet in order to create a safe, efficient, and sustainable environment for residents and visitors.
2. The City will focus on advancing technology while simultaneously implementing measures to ensure security and redundancy.
3. To sustain and expand an inclusive and welcoming work environment, with a focus on enhancing retention rates.
4. Enhance civic engagement and transparency by implementing a comprehensive community outreach program fostering open communication, educating residents about government initiatives, and actively involving community members in decision-making processes to achieve effective local governance.
5. Improve emergency preparedness by updating our Emergency Operations Plan by the end of the fiscal year.
6. Encourage economic development by developing barrier reducing policies and plans to attract business investments, obtaining grants for commercial rehabilitation, and to support housing development.