



NOTICE OF DUNDEE CITY COUNCIL SPECIAL MEETING

NOTICE IS HEREBY GIVEN that the Dundee City Council will hold a Special Meeting on **Tuesday, June 15, 2021 at 6:30 PM** for the purpose of meeting in a workshop session to discuss the recruitment of the city administrator. This meeting will be teleconferenced via Zoom Video Communications as follows:

Join Zoom Meeting: <https://us02web.zoom.us/j/83180069101>

One tap mobile: +1 301 715 8592

Meeting ID: 831 8006 9101

MEMORANDUM

TO: Mayor and City Council
City of Dundee, Oregon

DATE: June 10, 2021

FROM: Scott Dadson
Executive Director
Mid-Willamette Valley Council of Governments

SUBJECT: City Administrator Recruitment – Process Calendar and Admin Profile

Welcome to the First Meeting of the City Council City Administrator Recruitment Process. In our initial memo regarding the Administrator Recruitment Process (dated April 6, 2021) we discussed the overall process. There are several key elements of the Selection and Recruitment Process. They are as follows:

1. Development of the Administrator Profile - what do you want and need in the next Administrator.
2. How do you want to engage and or include the community in the Administrator Profile and in the process?
3. Determining the Compensation Schedule.
4. How do you want to reach potential candidates; and, finally
5. Reviewing the applicants, determining the Candidates to be interviewed, and selecting and negotiating with the final candidates.

The first two steps are before us now, the development of the Administrator Profile and the level of engagement that the Council desires to have with citizens, staff, and others. These two steps also require us to confirm a calendar for moving forward and for completing milestones. Therefore, the purpose of the first meeting, scheduled for June 15, 2021, will be to agree on a Process Calendar and the Administrators Profile. The first part of the process will be to 1) discuss the calendar moving forward and 2) to answer the first question for Council regarding limited or expanded Engagement in the process beyond Council.

I have attached to this memo, three pieces of information¹ that will require some homework on behalf of Council prior to our first meeting. The first is a Selection Process Checklist; the second is a Format Outline for an Administrator Profile; and the last is blank format that will be part of your homework. Your homework is to sketch out your thoughts as a council member with regards to “skills and Experience” that you want to see in your next administrator for the City of Dundee. Based upon this, we will then spend most of the time during our first meeting

¹ The Profile Formats and the attachments are from the Oregon League of Cities “Guide to Recruiting a City Administrator” March 2015

discussing the skills and experience as a group and to identify those skills and experience that council desires as a group exercise.

If the Council has any comments, questions, or concerns on this matter, we are prepared to engage in the discussion as you deliberate on this important matter for the City of Dundee. Please feel free to call on me as you review the attached materials.

Attachments:

- 1) Appendix A
- 2) Appendix B-1 Format for Administrator Profile
- 3) Appendix B-2 Format for Administrator Profile (for Council Use)
- 4) Appendix B-3 Sample Administrator Profile

The Key Elements of the Recruitment and Selection Process

There are several key elements of the Recruitment and Selection Process and they are;

6. Development of the Administrator Profile - what do you want and need in the next Administrator.
7. How do you want to engage and or include the community in the Administrator Profile and in the process?
8. Determining the Compensation Schedule.
9. How do you want to reach potential candidates and, finally,
10. Reviewing the applicants, determining the Candidates to be interviewed, and selecting and negotiating with the final candidates.

The following sections are examples of the key elements that have been used by other member governments in the region and the COG, and are meant to illustrate the elements noted above. The first of these is a draft schedule of what is a typical time frame for the Administrator/Manager search process. All of this is subject to change based upon the Council's desires to engage such a process and the specifics therein:

Draft Schedule

	STEP	ESTIMATED TIME	COMPLETION
1	Council develops Draft Recruitment Process, Standards, and Profile		June 7, 2021
2	Public Hearing and Council approval of Recruitment Process Standards and Profile		August 2, 2021
3	Place advertisement		August 4, 2021
4	Closing Date		Sept 30, 2021
5	Send acknowledgment letters	One week after closing	Oct 3, 2021
6	Screen/score applications	One week after closing	Oct 3, 2021
7	Council meets in Executive Session to select candidates for phone/Zoom interviews and approve interview questions and score sheets (Optional depending on number of applications)		October 6, 2021
8	Council meets in Executive Session to conduct phone/Zoom interviews for top candidates (Optional depending on number of applications)		October 20, 2021
9	Council selects finalists for Background and Reference Checks in Executive Session		Oct 22, 2021

10	Obtain candidate releases/Conduct backgrounds and reference checks	3 – 4 weeks	Nov 8, 2021
11	Candidate Interviews: Community Open House followed by interviews in Executive Session.		Nov 8, 2021
12	Selection of successful candidate; Delegation to negotiate		Nov 8, 2021
12	Contract in place		Dec 1, 2021
13	Start Date		Jan 1, 2022

(Council meetings are 1st and 3rd Tuesday of the month, * notes a special meeting.)

Advertising

The recommended advertising is to use known targeted groups and institutions, as well as a public posting for all who may be interested in the position. The COG recommends advertising in the following locations:

- League of Oregon Cities (LOC) Website (\$20)
- Association of Washington Cities Website (\$200)
- City of Dundee Website
- MWVCOG Website (no charge)
- ICMA (International City Managers Association) Weekly Newsletter – 60 days
Prices are determined by job function, not word count: City Manager - \$450 member/\$600 non-member
- National League of Cities - 30 days - \$250 member/\$350 non-member

Background Check Process

The background check process will involve a credit check (because this position has fiduciary responsibilities), a criminal history check, and reference checks to include a subordinate, peer, and supervisor. In conducting reference checks, the COG will endeavor to obtain names and interview others who know the candidate, but is otherwise not listed in the candidate's reference list.

Interview Panels

The Council has the option of a traditional process, of formal council led interviews conducted in executive session for the protection of the candidates and for council with initial screening of candidates and interviews conducted by the Council. The Administrator Profile, the timeline, the other components of the process are important but at the council level. The Council may also

select other processes to include other options such as interview panels, both internal panels and outside or citizen panels. A final phase may include options such as panels consisting of: (1) the Council, (2) a Community/Partner panel, and (3) a Staff panel. The Community and Staff panel will select among its membership someone to provide a report to the City Council. The Community/Partner panel and Staff panel will not rank candidates. Instead, the report will consist of a summary of each candidate's strengths and weaknesses as determined by a consensus of each panel.

How the council should choose to do this part of the process should be clear and upfront for the benefit of both council and candidates.

Open House

Prior to the final interviews, the city may opt to host an Open House where the public will be able to meet with the candidates. Depending on the timing, COVID restrictions may require a creative substitution for the Open House utilizing Zoom or another virtual event platform.

Administrator Profile Development

One of the most important parts of the process is the development of an Administrator/Manager Profile. The COG work with the Council on the Evaluation Process to include the Evaluation Criteria to be used in the search and selection process.

The following is a sample of what the criteria may be. It should be noted that this sample is jurisdiction and council specific and serves as an example only for discussion purposes:

Candidates will be evaluated on the following:

- **ADMINISTRATIVE ABILITY – STAFF RELATIONS** – Must be able to prioritize effectively, be pro-active and open to ideas, suggestion and constructive criticism from citizens, City Council, and staff. Must be highly ethical and of unquestioned integrity and be able to lead by example. In working with staff, needs to be an effective supervisor who is able to establish clear expectations, provide productive feedback and foster an atmosphere of teamwork and collaboration.
- **COUNCIL RELATIONS** – Expected to actively provide on-going regular communication to the Council on the needs, affairs and activities of the City and be able to provide the Council with the necessary information to be able to make informed decisions. Needs to be accountable to the Council for their time and be able to carry out the intentions and directions of the Council in a positive manner.
- **PUBLIC/COMMUNITY RELATIONS** – Must be involved with the community and committed to building on Dundee's sense of community. Must be able to recognize and value diverse points of view, understand multicultural environments and be able to work effectively with the entire community. Must have a strong commitment to providing excellent customer service. Must understand small town politics.

- **VERBAL COMMUNICATION** – Ability to convey information and ideas accurately. Delivery should be smooth and fluent. Uses appropriate grammar, vocabulary, sentence structure, etc. Includes listening, understanding, responding appropriately and the use of gestures, eye contact, etc., to enhance the communication. Presents self in a positive manner.
- **INTERPERSONAL SKILLS** – Ability to deal with people in a tactful, diplomatic, and polite manner. Interacts with others in a way that demonstrates sensitivity to their needs and motives and does not arouse antagonism or negative feelings. Perceives the impact of their behavior upon others and adjust accordingly. Has a genuine interest in and empathy for people. Treats individuals in a fair, consistent, and impartial manner. Ability to deal effectively with potential conflict.
- **TECHNICAL KNOWLEDGE** – Responses reflect appropriate knowledge of the principles, policies, and procedures of municipal government. Demonstrates awareness of the roles and responsibilities of the Council and Manager. Has a strong background in financial management, public works project financing and management, and budgeting.

Veterans Preference

The City will apply a scoring methodology for veteran's preference that will apply at every stage of elimination. In addition, pursuant to Oregon law, veteran candidates with transferrable skills will be granted an automatic interview. A "transferable skill" is a skill that a veteran has obtained through military education or experience that substantially relates, directly or indirectly, to the civil service position for which the veteran is applying.

Appendices

Appendix A: Selection Process Checklist (for council use)

Steps	Estimated Time Required	Assigned To	Targeted Completion Date
1. Define position and develop profile			
2. Prepare advertisement and review salary range			
3. Decide where to advertise			
4. Prepare and send acknowledgement letters			
5. Screen applicants			
6. Determine applicant's veteran status and apply preference points for qualified veterans			
7. Conduct background and reference checks (if conducted before interviews)			
8. Select candidates and conduct preliminary phone interviews (if desired)			
9. Select candidates for interview			
10. Determine level of reimbursement for candidate (travel, lodging, meals, spouse expenses)			
11. Select top candidates			
12. Negotiate with top candidates			
13. Make hiring decision			
14. Issue press release/announcement regarding selection of new administrator			
15. Advise any candidates still in the selection process that a new administrator has been selected and has accepted			
16. Welcome the new administrator			

Appendix B-1: Format for Administrator Profile

Suggested Areas for Skills and Experience

This form shows one possible format that the council can follow to develop an “administrator profile.” In addition to assisting the council (and any recruiting service the council may hire) in the selection process, the profile can be an important community document. It allows the city to see the qualifications the council will seek in the next administrator. Some cities obtain public comment on what kind of administrator residents desire.

A blank copy of the profile form is found in Appendix B.2 for use by the council to use when developing an administrator profile.

Profile Information

Education

Many cities prefer a bachelor’s degree or a master’s degree in public administration, business administration or a related field. Some may allow a candidate to substitute experience for some required education.

Experience

Most cities will seek someone with management experience, either as a local government manager, assistant city manager or department head. Any special experience desired, such as operating an electric utility, is important to note in the profile. The required number of years of experience should be included in the announcement. In addition, most cities will require skill and/or proven experience in the following areas:

- Administrative and management ability needed to help determine whether the applicant can manage the size and complexity of the particular city or that seeks an administrator.
- Governmental budget and finance including debt management, enterprise accounting and other special funding mechanisms depending on the local government’s needs.
- Labor relations and personnel experience that will allow the administrator to effectively bargain labor contracts and manage diverse groups of employees. Level of experience and training will depend on the city’s organizational structure and complexity.
- Community relations experience that will allow the administrator to effectively speak publicly and communicate with the media and citizens in a variety of methods.
- Council relations experience that will allow the administrator to work effectively with the entire council as well as individual members.

- Intergovernmental relations that will allow the administrator to effectively work with state officials, other councils and intergovernmental organizations, such as councils of governments and special districts, to the extent the city desires.
- Innovations and major achievements should be highlighted in any area in which the council seeks new information, creative solutions, etc. Common areas for innovations include responses to environmental regulations, financing services in times of decreasing revenue and effectively delivering services to diverse populations.

Appendix B-2: Format for Administrator Profile (for council use)

Describe the background, skills and qualities you believe your city needs in an administrator based on the suggested skills listed in appendix B-1 and other attributes that are necessary for your community.

Skill/Experience	Notes/Comments	Importance (High, Medium Low)
Education		
Experience		
Administrative and management ability		
Governmental budget and finance		
Labor relations and personnel experience		
Community relations experience		
Council relations experience		
Intergovernmental relations		
Innovations and major achievements		
Other important skills and experience		

Appendix B-3: Sample City Administrator Profile

CITY OF INDEPENDENCE OREGON DRAFT ADMINISTRATOR PROFILE

General Roles and Responsibilities

The position of city manager is established in the city charter. The city manager is hired by and serves at the pleasure of the mayor and 6-member city council. The manager assists the mayor and council in the development of city policies and carries out policies established by ordinances and resolutions approved by the council. The city manager is the chief executive officer of the city and exercises supervision over its general affairs, and all department heads and employees, except the Municipal Judge. While the city charter does not have a residency requirement for the city manager, the council is looking for someone who will become actively involved in the community, and residency will be valued.

Background Requirements

Education. The city manager is required to have a Bachelor's degree from an accredited college or university in public/business administration or related field. A Master's degree is a plus. Any satisfactory combination of practical experience (beyond that required for initial qualification) and education will be considered if the candidate is able to demonstrate he or she can satisfactorily perform the job functions.

Experience. The position requires at least five years' progressively responsible experience in local government. Progressive management responsibilities would ideally include positions such as city manager/administrator, assistant manager, finance director, community development director, other department head or equivalent. Telecommunications experience would be a plus. CEO level municipal experience is preferred.

Skills and Performance Standards

Administrative/Management Abilities. The city manager must be able to establish and maintain positive and cooperative working relationships with citizens, city officials and employees. He/she must be a team leader who can hire the right people and develop a team that works effectively together. He/she must be someone who can take policy direction from the council and lead staff to make things happen. The manager will be able to effectively manage and organize projects, and provide effective delegation and supervision to make sure budgets and timelines are met. The manager must know municipal government organization, powers, functions and relationships. Excellent written and verbal communication skills are essential. The manager will need to have the ability to talk with small and large groups on issues of importance to the city. The city manager must have experience in and be able to manage and oversee all city operations, including: budgeting and finance; planning and land use; city utilities; public safety; emergency management; public works; personnel; and all other city departments and services. The manager also acts as the city's business agent in the sale of real property and other matters relating to city contracts, permits, franchise agreements and leases. He/she must understand public purchasing

and contracting requirements, as the manager acts as the city's purchasing agent and signs all requisitions on city accounts. In order to perform the duties expected of the manager, the successful candidate must be computer literate and be proficient in the use of standard word processing, spreadsheet and online communication programs such as email. Knowledge of Oregon land use laws and procedures is necessary in order to be successful in this position.

Budget/Finance. The successful candidate will have a working knowledge of Oregon's budget laws and will be able to deal creatively with declining revenues and limited resources. Independence is a full service city and, as such, has city utilities including a jointly owned telecommunications fiber network. The manager must have the skills and knowledge to oversee the finances of these utilities to assure the citizens can count on receiving these services for years to come. This will include knowledge of water and sewer rate structures, debt tools for enterprise funds and systems development charges. Additionally, the city manager needs to understand the components of successful economic and business development, particularly working in concert with the other local stakeholders. A successful track record in grantsmanship is a huge plus for this position.

Personnel/Human Resources. The city manager exercises control and general supervision over all city employees. He/she must know and apply the principles of personnel management, assigning and supervising the work of others, including department heads. The candidate must understand and be able to work within federal and state employment laws and must have knowledge in the area of collective bargaining. The city manager acts as the chief negotiator for the city's labor contracts. He or she must be able to work productively with both classified and management employees.

Community Relations. The city council is looking for someone who can work on the city's behalf as a partner with the business community. A manager who can encourage community involvement and foster volunteerism in the community is important. The city manager should have a demonstrated track record of community involvement and active participation in their community. The city manager needs to be receptive to hearing input and complaints from, and be open and attentive to citizens; and committed to following through on solutions. The manager is expected to exercise the highest degree of tact, patience and professional courtesy in contacts with the public, personnel employed by the city and all elective and appointed officials to maintain the highest possible standards of public service. The manager must have strong communication skills, including public speaking to large and small audiences. In order to successfully promote the city, the manager must have the desire and ability to work closely with and participate in community groups and organizations. The manager will be the city's representative on a variety of local boards such as the Minet Board (fiber network) the chamber of commerce, and others as the opportunity arises. The manager will exhibit leadership, promote the city and serve as a model for other city employees.

Council Relations. The mayor and city council expect to have open, honest and direct communication with the city manager. The manager is expected to provide ongoing regular communication to the council on the needs and affairs of the city, including information about city department activities. The manager will need to provide the council with complete information on policy options for matters requiring a decision, in order to allow the council to

make informed decisions. An open door policy is expected for citizens, councilors, department heads and employees to have easy access to the city manager. The council is looking for someone who can work effectively with the council to facilitate and implement annual goal setting and strategic planning. A good understanding of local government processes and procedures, board policy development and equal access to information by all councilors will be necessary for a candidate to be successful in this position.

Economic Development. The manager will be an innovative partner, working with the council to build on Independence's current efforts and successes in economic development. An understanding of urban renewal districts and tax increment financing is vital. An awareness and knowledge of the principles, methods and practices of development, including downtown development/ redevelopment and industrial development are essential.

Intergovernmental Relations. It is important that the city manager is able to network in the region and at the state level to maintain and further develop good working relationships with a wide variety of other local governments and state agencies, including intergovernmental work within the Willamette Valley. The manager will be responsible for keeping the council informed about intergovernmental relations and issues involving the city. The council is looking for someone who is interested in and will keep the council informed on statewide issues affecting cities.

Innovation and Major Achievements/Miscellaneous. The city manager needs to be able to work with the council to implement the recently identified 10-year vision for the city of Independence. The manager must have the ability to foster productive, trusting relationships with city department heads and staff in order to promote teamwork. Membership and participation in professional organizations will be encouraged. The council is looking for someone who is creative, and who can work with the council to identify areas for improvement and help implement best practices.

Independence is a diverse community with a large Hispanic population; a manager who can involve multi-cultural groups in the city is desired. Bilingual language skills are also a plus. The successful candidate will be confident but not hard headed, full of energy and vigor, and be a good sales person in order to protect and highlight quality of life issues in the city. Independence is looking for a people person who can gain community support and encourage citizen involvement for the numerous projects going on in Independence.

About the City

Independence is a long established and culturally diverse community, centrally located between the Pacific Ocean and the Cascade Mountains. The city has a large National Historic District; a varied industrial base; a residential airpark and state-owned airport; an urban renewal district; and is the co-owner of a fiber-to-the-home operation. Independence is an optimistic "can do" community that takes active responsibility for its future.

The city of Independence has approximately 39 full-time and 18 part-time employees who serve the 8,240 population of the city. Each department has specific duties to meet the needs of the community. Independence provides a variety of services including: streets; water; wastewater;

police; parks (including a city-owned, event-oriented amphitheater); museum; library; urban renewal; fiber network; planning; and economic development.