

1. 2:00 P.M. Agenda

Documents:

[2022-01-19 Agenda.pdf](#)

2. 2:00 P.M. Meeting Materials

Documents:

1. Yachats CM Recruitment Proposal.pdf
2. Item IV.2 Finance Committee.pdf
3. 355 Edited For Council Consideration Copy.pdf
4. 355 - Finance Committee Final.pdf
5. Email From John Moore.pdf
6. Council 2022 Goals.pdf



**CITY OF YACHATS  
CITY COUNCIL REGULAR MEETING  
Yachats OR  
Wednesday, January 19, 2022, 2021 at 2:00 pm  
To Be Held Via Zoom**

**AGENDA**

Join Zoom Meeting

<https://us02web.zoom.us/j/84651149572>

Meeting ID: 846 5114 9572

One tap mobile

+16699006833,,84651149572# US (San Jose) 12532158782,,84651149572# US  
(Tacoma)

Dial by your location

+1 669 900 6833 US (San Jose)  
+1 253 215 8782 US (Tacoma)  
+1 346 248 7799 US (Houston)  
+1 929 205 6099 US (New York)  
+1 301 715 8592 US (Washington DC)  
+1 312 626 6799 US (Chicago)

Meeting ID: 846 5114 9572

Find your local number: <https://us02web.zoom.us/j/84651149572>

**Regular Council Meeting**

- I. Announcements, Correspondence, Proclamation
- II. Public Comment: **Topics not listed on the agenda**  
5-minute limitation per person

*The Yachats City Council meetings are open to the public and interested citizens are invited to attend. These are open meetings under Oregon law, but a work session is not a community forum; audience participation is at the discretion of the Council. Meetings are audio-recorded. The meeting are accessible to persons with disabilities. For accommodations, please call (541) 547-3565, or Oregon Relay 1-800-735-2900 TDD) two days in advance. City of Yachats does not discriminate on the basis of race, color, religion, creed, gender, national origin, age, disability, marital or veteran status, sexual orientation, or any other legally protected status. Sign language or foreign language interpreter may be available, with advance notice. Call City Hall at 541-547-3565 or Oregon Relay 1-800-735-2900 (TDD) two days in advance.*

Posted Revised 1/5/2022



### III. New Business

- a. Measures to improve Council Meetings
- b. Consideration of evening meetings
- c. Consideration of reappointment of Michael Hempen and Dean Schrock to the Parks and Commons Commission
- d. Dates for February joint meeting with the Parks and Commons Commission

### IV. Old Business

- a. City Manager recruitment
- b. Finance Committee draft and comparison with existing ordinance 355
- c. Council's 2022 goals
- d. Charge letters for Commissions

#### I. Reports

- a. Financial
- b. Council
- c. City Manager

#### II. Other Business

- a. From Mayor
- b. From Council
- c. From Staff

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# City Manager Recruitment Proposal

Prepared for:

City of Yachats

January 12, 2022

By:



January 12, 2022

Mayor Leslie Vaaler  
City of Yachats  
501 Hwy 101 N  
P.O. Box 345  
Yachats, OR 97498

Dear Mayor Vaaler,

Thank you for the opportunity to submit a proposal to conduct the recruitment for the City of Yachats' next City Manager.

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

1. We are the only private Oregon firm that specializes in executive recruitments for city and county local governments.
2. Key members of our recruitment team are former public administrators and bring an understanding to the positions we are recruiting.
3. We know Oregon recruitment, public meetings, 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 works and communicates with local government officials across the state so we are well connected to identify and vet potential candidates that may be the best fit for our recruitment clients.
6. We treat our candidates with dignity and respect throughout our recruitment processes.
7. Jensen Strategies is a State-certified Emerging Small Business (ESB) # 9880.

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

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.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Erik Jensen', followed by a long horizontal line.

Erik Jensen  
Principal  
Jensen Strategies, LLC  
(503) 477-8312  
[erik@jensenstrategies.com](mailto:erik@jensenstrategies.com)

## **PROJECT SCOPE**

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

### **Phase 1: Start-up / Candidate Profile Development**

- 1.1 Start-up Meeting:** We will begin the recruitment by meeting via Zoom or phone with the City to refine the project scope. The proposed process and timeline will be amended as necessary, respecting any scheduling considerations or special requests. In this initial phase, we will also collaborate with you 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 or phone meeting with designated City staff, final project scope and timeline, geographic and professional scope, and determination of key stakeholders.*

- 1.2 Stakeholder Interviews:** Our team will conduct up to 12 Zoom interviews with the Mayor, City Council, City executive management, and City Recorder 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 12 stakeholder interviews by Zoom.*

- 1.3 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 City.

*Deliverables: Jensen Strategies' understanding of Yachats.*

- 1.4 Stakeholder Meetings and Surveys:** We will facilitate one external stakeholder Zoom meeting open to the public, as well as provide an online survey for community input. We will also conduct an internal stakeholder online survey and/or Zoom meeting for City staff. Our team will seek an open and dynamic exchange of ideas to capture the full range of attributes Yachats would like to see in its next City Manager. We also have the ability to provide Spanish written and verbal translation services for these surveys and meetings. City staff will be responsible for promoting the Zoom meeting(s) and/or surveys.

*Deliverables: One external Zoom meeting and an online survey for public input as well as one internal Zoom meeting and/or online survey for City staff input.*

- 1.5 Initial Candidate Profile Draft:** Drawing upon the input gathered from our interviews, 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 more intangible traits such as management approach and personality. Also, based on our research and information gathered, we will also prepare policy priorities and hiring procedures consistent with the requirements of ORS 192.660.

*Deliverables: Candidate profile initial draft.*

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

*Deliverables: 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.

*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 the requirements of ORS 192.660, our team will develop a professional, comprehensive recruitment brochure designed to attract the highest quality applicants. Organization-specific information will be incorporated into the brochure, including an overview of department functions/services, staff size, budgetary information, and current challenges and policy priorities. Community information will be added, including a description of the 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 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: Online position advertisements. Direct contact of qualified managers.*

### 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. We will review applications against the City Manager Profile, remove all non-responsive applications, and determine which candidates best fit the City's needs.

*Deliverables: Preparation of application form. Initial application screening.*

- 3.2 Preliminary Zoom Interviews:** We will conduct preliminary Zoom interviews with the candidates who best fit the candidate profile, as well as 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 phone 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 during which we will present the results of our initial review process and recommendations of up to four finalists. For transparency purposes, we will provide briefing notebooks with information on all the candidates we interviewed. During the session we will answer Council questions and assist in facilitating a discussion to help them reach consensus on up to four finalists. Subsequently, the Council will announce the finalists after we notify the selected finalists and receive permission 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. Council consensus on up to four finalists.*

**3.4 Background Checks on Finalists:** We will work with our partner, Legal Locator Service ([www.legallocatorservice.com](http://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.

*Deliverables: Reference check summaries for up to four finalists.*

**3.6 Finalist Receptions:** Prior to the final interviews, two receptions (Zoom or in-person depending on the status of the pandemic and City policy) 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 virtual or in-person finalist receptions. Feedback survey for participants.*

**3.7 Finalist Interviews:** Finalists will be interviewed in-person by three panels in a social-distanced environment consisting of (1) the City Council, (2) a panel of local government administrators from other jurisdictions, and (3) a panel of key community members. An optional department manager panel may also be included if desired. 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. Summarize 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 interview process, 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 consensus on a selected candidate.*

#### **Phase 4: Contract Negotiations**

**4.1** As requested by the City, we will assist in the contract negotiations with the selected candidate.

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

#### **ADJUSTMENTS TO 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 the specific needs of Yachats.

## SAMPLE RECRUITMENT SCHEDULE

This schedule is only illustrative of the time needed to complete the recruitment. We will work with the client to establish a final schedule.

| Date          | Actions                                                                                        |
|---------------|------------------------------------------------------------------------------------------------|
| Week 1        | Start-up meeting with City to finalize scope and timeline                                      |
| Weeks 2 and 3 | Stakeholder interviews<br>Virtual public input meeting<br>Staff online survey or input meeting |
| 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                                                               |
| Weeks 8 - 11  | Position advertisement                                                                         |
| Week 12       | Initial application screening                                                                  |
| Week 13       | Preliminary Zoom interviews                                                                    |
| Week 14       | Recommendation and selection of finalists                                                      |
| Weeks 15 - 17 | Background/reference checks on finalists                                                       |
| Week 18       | Finalist receptions, interviews, and selection                                                 |

## RECRUITMENT EXPERIENCE

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

|                          |                                                                                                                          |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------|
| City of Seaside, OR      | City Manager (currently recruiting)                                                                                      |
| City of Stayton, OR      | City Manager (currently recruiting)                                                                                      |
| City of Estacada, OR     | City Manager (currently recruiting)                                                                                      |
| City of Warrenton, OR    | City Manager (currently recruiting)                                                                                      |
| City of Fairview, OR     | City Manager (2022)                                                                                                      |
| City of Hood River, OR   | City Manager (2021)<br>Building Official (2018)                                                                          |
| City of Scappoose, OR    | City Manager (2021)<br>Finance Administrator (currently recruiting)<br>Police Chief (currently recruiting)               |
| City of Sheridan, OR     | City Manager (2021)                                                                                                      |
| City of Carlton, OR      | City Manager (2021)                                                                                                      |
| City of North Bend, OR   | City Administrator (2020)                                                                                                |
| City of Sisters, OR      | City Manager (2017)                                                                                                      |
| City of Cannon Beach, OR | City Manager (2017)<br>Community Development Manager (2018)<br>Emergency Manager (2018)                                  |
| Washington County, OR    | Chief Human Resources Officer (2020)<br>Benefits and Leave Manager (2020)<br>Employee and Labor Relations Manager (2021) |

## REFERENCES

Jensen Strategies has the honor of being recommended by:

**Mayor Jessica Engelke**

City of North Bend  
835 California Avenue  
North Bend, OR 97459  
541-756-8500  
[jengelke@northbendcity.org](mailto:jengelke@northbendcity.org)

**Nolan Young**

City of Fairview  
1300 NE Village Street  
Fairview , OR 97024  
503-674-6221  
[youngn@ci.fairview.or.us](mailto:youngn@ci.fairview.or.us)

**Eva LaBonte, Chief Human Resources Officer**

Washington County  
155 N. First Avenue  
Hillsboro, OR 97124  
503-618-2346  
[Eva\\_LaBonte@co.washington.or.us](mailto:Eva_LaBonte@co.washington.or.us)

**Mayor Kate McBride**

City of Hood River  
211 2nd Street  
Hood River, OR 97031  
541-490-4813  
[k.mcbride@cityofhoodriver.gov](mailto:k.mcbride@cityofhoodriver.gov)

**Christy Martinez, Assistant City Manager**

City of Carlton  
191 E. Main Street  
Carlton, OR 97111  
503-852-7575  
[cmartinez@ci.carlton.or.us](mailto:cmartinez@ci.carlton.or.us)

**Bruce St. Denis, City Manager**

City of Cannon Beach  
163 E. Gower  
Cannon Beach, OR 97110  
503-436-8050  
[stdenis@ci.cannon-beach.or.us](mailto:stdenis@ci.cannon-beach.or.us)

## 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 executive 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.

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 Boards of Lewis and Clark College and Shattuck/St. Mary's School (Faribault, MN).

## Ellen Conley, Of Counsel

Ellen Conley is Of Counsel with Jensen Strategies specializing in public manager recruitments, public finance, policy analysis, and executive management recruitment. She began working with the firm in 2014 and 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.



When Ellen isn't working, she enjoys the serenity of the outdoors around her rural Montana home. She spends her leisure time hiking, horseback riding, and rafting with her husband Doug and their two dogs.

## Amelia Wallace, Associate

Amelia Wallace, Associate, has been with Jensen Strategies since the Fall of 2020 providing 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.



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.

In her free time, Amelia loves being outside, whether that is hiking, doing yardwork, or learning about trees and plants. As a longtime craft "beertender," Amelia loves living in the Pacific Northwest and exploring new brews while enjoying her newfound love of Sounders soccer.

## Emily Rehder, Office Manager

Emily Rehder is the Office Manager for Jensen Strategies, LLC . 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 an office manager stems from running a successful supplemental education center for 11 years. Emily holds a Bachelor's of Arts degree in American Studies from UC Berkeley with an emphasis on Minorities in Education.

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 of the amazing Oregon wineries.

## Dave Waffle, Consultant

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. Locally, Dave was in leadership positions for Oregon's Tualatin River basin with the Tualatin River Watershed Council, Clean Water Advisory Commission and the Tualatin Riverkeepers. While City Manager, he helped the City of Cornelius, Oregon gain the Health and Community Services Award from the International City/County Management Association (ICMA) in 2010 for a community engagement project expanding recreation and health services for families who have disabled children. 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.



## **Isaac E. Dixon, PhD. SPHR**

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Isaac E. Dixon is the President of Vista HR Consulting and brings more than three decades of experience in the HR field to projects for his clients. He possesses in depth experience in the areas of recruitment and retention, employee and labor relations, coaching and performance management as well as diversity, equity and inclusion.

He served as the Associate Vice President for Human Resources at Portland State University and the AVP and Director Human Resources at Lewis and Clark College in Portland, Oregon.

Prior to moving into the world of higher education Isaac employed in HR for organizations such as Providence Health and Services, GE Capital, Pitney Bowes Financial Services and NIKE. He also served in human resources roles in federal, state and local government agencies.

Isaac received his BS degree in Business Administration at Warner Pacific College. He received his Masters of Arts degree at Marylhurst University in the Interdisciplinary Studies and his doctorate at Capella University in Organization and Management with an emphasis in Human Resources. He is an adjunct faculty member teaching HR related subjects at both Portland State University.

Isaac served on the board of directors of the College and University Professionals HR (CUPAHR) and the TIAA-CREF Advisory Council. He also served on the boards of the Society of Human Resources as well as the Human Resources Certification Institute.

He also believes in community service having served on the Oregon Commission on Black Affairs (appointed by the Governor), the City of Portland Fair Housing Committee (served as the chair), Board of Directors of the Urban League of Portland (2 terms as chair of the board), the Board of Governor's of the Oregon State Bar Association (public member), and the Portland Community College Foundation Board.

He lives in Portland with his wife Lauri and their menagerie of pets.

## **FEES AND EXPENSES**

**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. Our professional fees for the approach offered is:

Professional Fees: \$25,000

**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 \$1,800)
- Background checks for finalists (typically less than \$1,000 for up to four finalists)
- Document printing and binders (typically less than \$250)
- Graphic art design (typically less than \$1,000)
- Consultant travel expenses (mileage charged at current IRS mileage rate, lodging at \$150/night/person, travel time at \$40/hour)
- Out of state candidate travel for finalists (if beyond a designated distance) – if desired by the City (depending on number and distance, can range from \$500 to \$3,000)
- Contractual services to support department head interview panel (\$750)

Estimated expenses for this recruitment are estimated at \$5,000 plus any out of state candidate travel and lodging expenses if relevant.

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

## **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. If the candidate selected by the City resigns or is terminated for cause within **one year** of the hire date, we will conduct replacement recruitments for no additional professional fee. In this event, the City would only be responsible for paying the expenses as outlined above associated with the additional recruitment. This guarantee also assumes that the selected candidate signs an employment agreement with the City prior to starting work.

# **Sample Recruitment Brochures**

# CITY MANAGER

Cannon Beach ▪ Oregon





**POPULATION: 1,710**

**BUDGET: \$17 MILLION**

**36.45 FTE**

#### **CITY DEPARTMENTS**

- Executive
- Planning
- Police
- Finance
- IT
- Public Works

#### **COMMUNITY PROGRAMS**

- Haystack Rock Awareness Program
- Farmers Market

#### **PLUS**

- Stunning beaches
- Natural splendor
- Vibrant arts community
- Gourmet food and drink
- Community spirit
- Civic involvement



**JENSEN STRATEGIES**

# **CITY MANAGER**

**\$115,000 to \$130,000**

**plus housing allowance and excellent benefits**

Where the mountains meet the sea, Cannon Beach is a charming village nestled next to the awe-inspiring Pacific Ocean and the towering conifers of Ecola State Park on the North Oregon Coast. Located an **hour west of the Portland metro area**, the village (population 1,710) is **one of Oregon's most popular tourist destinations** thanks to its unparalleled beaches, thriving arts community, boutique stores, quality restaurants and brewpubs, and boundless recreation opportunities. The city, home of the iconic Haystack Rock, was deservedly listed by *National Geographic* as one of the **100 Most Beautiful Places** and **21 Best Beaches in the World**.

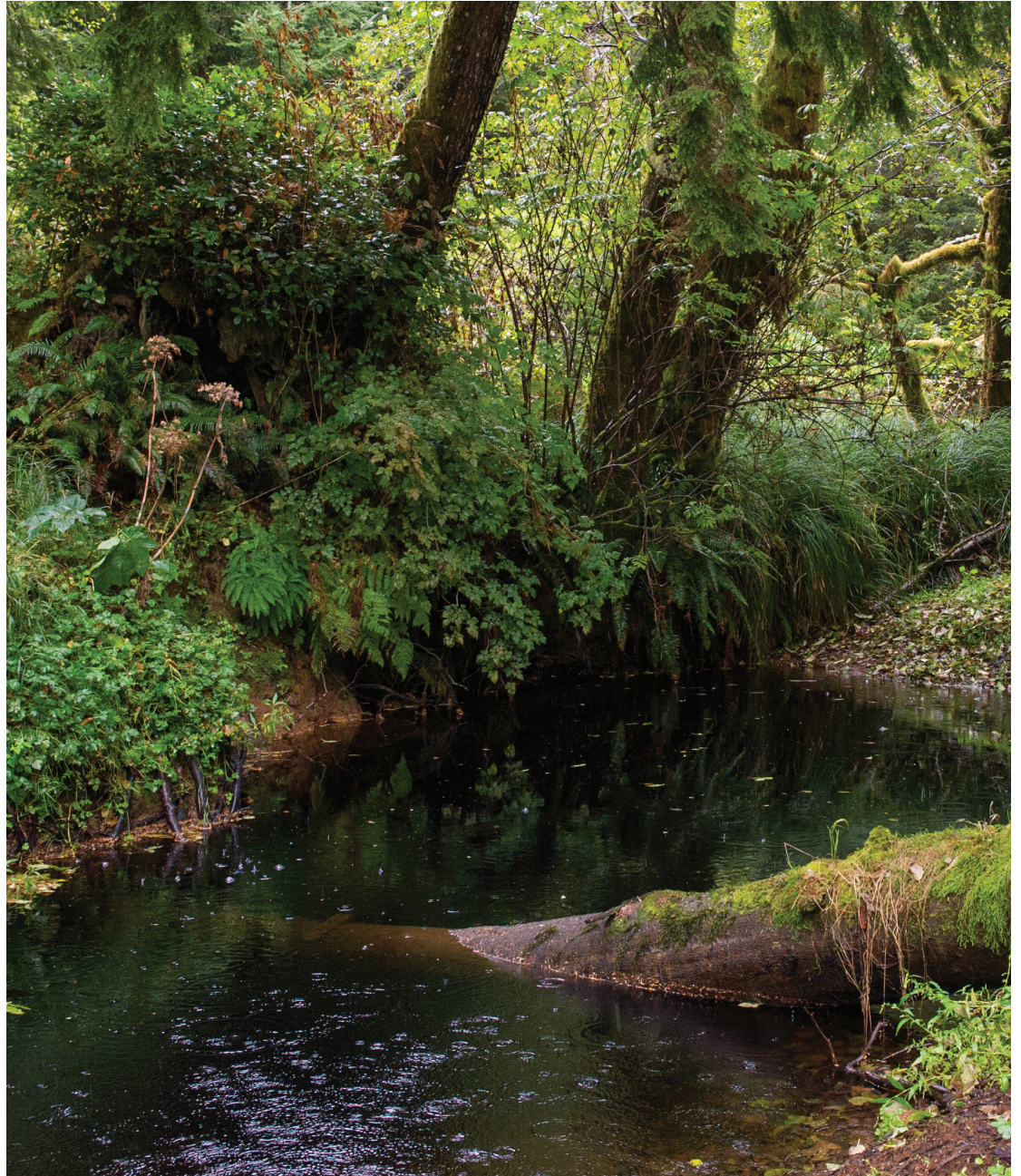
Cannon Beach is a close-knit village whose residents care deeply about their community. **Volunteerism and public involvement** are hallmarks of the town, with strong support for local non-profit organizations, an ethos of **environmental stewardship**, and robust participation in public policy development processes. Community spirit runs deep, and residents enjoy their **high quality of life** and status as one of the **safest cities in the state**. With its festive atmosphere, Cannon Beach is home to numerous prominent events including the Cannon Beach Sandcastle Contest, Savor Cannon Beach, the Stormy Weather Arts Festival, and Haystack Holidays.



# overview

## THE ORGANIZATION

The City of Cannon Beach employs a **council-manager form of government**. Four Councilors and the Mayor are elected at-large for four-year terms, with a limit of eight years continuous service per member. The City employs 36.45 full-time employees and its 2017-18 budget is approximately \$17 million. Departments include Executive, Planning, Police, Finance, IT, and Public Works, as well as community programs including the Farmers Market and the Haystack Rock Awareness Program. Fire service is provided by the Cannon Beach Rural Fire Protection District.



## THE POSITION

Under the collective direction and supervision of the City Council, the City Manager serves as the **chief executive officer** of the City and is responsible for implementing the policies enacted by the Council. The City Manager assumes **accountability for all City operations**, 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.

# ideal candidate

## THE IDEAL CANDIDATE

The ideal candidate possesses and has demonstrated the following attributes:

- **A genuine appreciation** for the unique qualities that make Cannon Beach a charming seaside village, including the breathtaking natural surroundings, ethos of environmental stewardship, vibrant arts community, numerous shops and restaurants, and thriving community atmosphere. **Choosing to live in the city** is one way to demonstrate the City Manager's recognition of the community's many virtues and a commitment to protecting and enhancing them in the future.
- Support for **meaningful citizen engagement** in policy development processes and commitment to the principles of **transparency, inclusion, and public participation**. Cannon Beach citizens are passionate about their community and are active in civic decision-making. The numerous City boards, commissions, and committees play a key role in advising the City Council on policy matters.
- Commitment to **active involvement in the community** through participating in local organizations, developing relationships, and being actively visible around town.
- Ability to be **approachable** by all citizens, **respectful** of all perspectives and viewpoints, and **even-handed** in approaching differing views and interests is critical. The City Manager should be dedicated to updating and informing the community on City policy and operational issues, and maintaining a **collaborative approach** toward working with the business community, individual homeowners, and other community organizations, including the Chamber of Commerce, arts, and historical associations. An inclination toward **consensus-building**, and a willingness to enforce unpopular decisions when necessary will be important.
- Ability to **keep the Council fully informed** of current and future issues, adhering to a principle of 'no surprises.' A commitment to building positive, **collaborative relationships with all Councilors**, and engaging in frequent and open communication through email, phone, and in-person meetings is vital. The City Manager must keep the Council updated on **City operations**, provide accurate and complete **analysis of choices** before the Council, and assist the Council in **long-term policy planning**.



# ideal candidate

- **Thorough understanding of the council-manager form of government** and the proper roles of bodies and individuals within such governments. The City Manager will be expected to help ensure the City Council, staff, and advisory bodies are operating effectively with each other and within their defined roles.
- Capacity to **effectively represent the City** with numerous intergovernmental groups including Clatsop County, Seaside School District, Cannon Beach Fire and Rescue, Sunset Empire Transportation District, State agencies, and other regional partners. The City Manager will need to **actively cooperate** with such groups while protecting the City's interests.
- Excellent communication skills. An ability to **write in a clear and articulate manner** and **speak effectively** with large and small groups will be essential. The City Manager should be committed to open communication with all parties, including City officials, staff, and citizens, and timely responsiveness to questions and input.
- Experience **developing public infrastructure**. The City Manager will help plan for the future of City-owned facilities and properties, such as the South Wind property.
- Solid **budgeting and finance abilities** and proficiency with Oregon budget laws and requirements. The City Manager must be able to **prioritize the financial needs** of operations and programs effectively, and be proficient in collecting and allocating transient room tax funds, which is a central component of the City's revenue base.
- **Interpersonal staff relations skills** and a commitment to creating a positive work environment and **cultivating excellence in employees**. The City Manager must employ skills related to coaching and staff development, including an ability to delegate tasks while holding employees accountable. A commitment to being publicly supportive of staff, and willing to face criticism on their behalf and insulate them from undue influence is important. The City Manager should be able to actively listen to staff and incorporate their input into decision-making. A management approach incorporating interdepartmental communication and coordination is necessary.
- **Strong management and leadership skills** and an ability to provide clear direction, effectively manage multiple departments and initiatives, develop and inspire staff, and build an outstanding organization. The City Manager should be able to effectively plan for and address long-term challenges, and should have an open, engaging personal style with a good sense of humor. A willingness to **make difficult decisions when necessary** and demonstrate a **commitment to neutrality and fairness** will be essential. The City Manager must be e-literate and supportive of the use of technology to make government efficient and accessible for citizens. Specific experience in Oregon land use law, Oregon municipal finance regulations, Oregon public meeting/records laws, and public works administration is needed.

## EXPERIENCE AND EDUCATION

*A bachelor's degree in public administration or a related field, and at least five years of upper-level local government management experience is required. An advanced degree in public administration or a related field, and at least eight years of city management experience, including in small, tourism-dependent communities with significant seasonal population changes, is preferred. Professional credentialing, such as through ICMA, is also preferred.*

## RECRUITMENT PROCESS

**Review of Applications**  
Sept 9, 2017

**Preliminary Phone  
Interviews**  
Week of Sept 18, 2017

**Semi-Finalist  
Interviews**  
Week of Oct 9, 2017

**Finalist Interviews  
and Selection**  
Week of Nov 6, 2017



*The City of Cannon Beach  
is an Equal Opportunity  
Employer.*

For additional details,  
application materials,  
and instructions on how  
to apply, please visit  
[www.jensen-strategies.com/municipal-manager-recruitment](http://www.jensen-strategies.com/municipal-manager-recruitment)

**Questions may be  
directed to:**

Jeff Aprati  
Jensen Strategies, LLC  
503-477-8847  
[jeff@jensen-strategies.com](mailto:jeff@jensen-strategies.com)

*Photos courtesy of  
Councilor George Vetter*



**JENSEN STRATEGIES**

## POLICY PRIORITIES

### • **Community Character Preservation**

Given the importance of ambiance, environment, and overall 'feel' to the community's success, the City has made preserving these characteristics a central priority. The City endeavors to protect its natural resources and support the needs of its residents while also facilitating tourism. The City Manager's understanding and adherence to the City's established Comprehensive Plan will be of high importance, rather than pursuit of growth or expansion.

### • **Ecola Creek Forest Reserve**

The Ecola Creek Forest Reserve consists of approximately 1,040 acres of City-owned property in the Lower Ecola Creek watershed, including the springs that are the City's primary water source. The City Manager will help manage the Reserve with the goals of restoring the ecological integrity of the forest ecosystem and habitats, and preserving and enhancing municipal water quality. Passive recreation opportunities will also be provided in a manner compatible with these priorities.

### • **South Wind Property**

The City owns a 58-acre parcel known as the South Wind property, which represents an important opportunity for locating future critical and essential public buildings outside the tsunami inundation zone. The City Manager will need to help ensure that any future physical or financial planning for this site is conducted in a thoughtful, holistic, and inclusive manner.

### • **Strategic Plan Implementation**

Implementation of the five-year City of Cannon Beach Strategic Plan will be a primary focus of the City Manager. Components of the plan are as follows:

### ***Affordable housing***

Though the local economy, as well as City services, are dependent on employees who are invested in the community, only a small percentage of the City's workforce can afford to live in the city they serve. The City has made a long-term commitment to address the affordable housing shortage.

### ***Emergency preparedness***

Cannon Beach lies directly inshore from the Cascadia Subduction Zone and is impacted by periodic powerful Pacific storms. The City is dedicated to becoming a resilient and safety-focused community, and is actively exploring options for moving critical facilities and infrastructure out of the tsunami inundation zone.

### ***Infrastructure***

The City is committed to taking the steps necessary to sustain its extensive yet aging infrastructure network into the future. It is an ongoing challenge to deliver City services to residents, businesses, and the increasing number of tourists visiting the community each year. Current user rates do not cover the base cost of operating these services, let alone the maintenance and capital investments that will be needed in the long-term.

### ***Relationship with community***

The City Council and staff are focused on strengthening citizen confidence in city government, and on building and maintaining trust between the City and the community.

### ***Effective government***

The City has pledged to take active and ongoing steps to ensure it can continue to deliver excellent customer service for residents and visitors, manage risk, and demonstrate accountability.

**CITY MANAGER**  
City of Hood River, Oregon



# CITY MANAGER

Salary range \$130,000 - \$160,000 annually  
*Plus excellent benefits*



## POPULATION

8,565

## BUDGET

\$54 Million

## FTE POSITIONS

70.1

## CITY DEPARTMENTS

Administration

Finance

Fire

Planning

Police

Public Works

Building

Engineering

Parks

Roads

Stormwater

Wastewater

Water

## COMMUNITY

Beautiful Natural  
Environment

National Scenic Area

Outdoor Recreation

Moderate Climate

Small-town Environment

Diversity

Agriculture

Active Tourism

Community Pride

Civic Involvement

## THE COMMUNITY

The City of Hood River, Oregon (population 8,565), seat of Hood River County, is located in the heart of the beautiful Columbia River Gorge National Scenic Area. Situated at the confluence of Hood River and Columbia River, just 30 miles north of Mt. Hood, the surrounding area offers a plethora of outdoor recreational sports activities including windsurfing, kayaking, mountain biking, hiking, fishing, golf, and hunting. Within the city, diverse culinary establishments, breweries, wineries, performing arts, and public art provide an appealing urban environment for residents and visitors. Proximity to the Portland metropolitan region also offers access to larger city amenities.

In addition to the beautiful environment, outdoor recreational opportunities, and the small-town character, there are many other local attractions bringing visitors to the area such as the renowned "Fruit Loop," a 35-mile scenic drive through orchards, forests, farmlands, and wine country. Annual festivals, such as the Hood River Blossom Festival and Hops Fest, as well as concerts, and sporting events attract tourists to the region.

Hood River has a quaint, yet vibrant feel, where residents are friendly and welcoming. It is a racially and culturally diverse community with 25 percent of residents representing Hispanic, Black, Asian, and indigenous populations. Residents have strong community pride, and many are active in their community. Families enjoy a high quality of life with a low crime rate, good schools, strong local economy, and excellent healthcare. In 2014, Livability.com named Hood River the fourth best small town in the nation in which to live.



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Community outdoor recreation space in the City adds to the active and family-friendly ambience with 16 City-owned parks as well as other parks operated by Hood River Valley Parks and Recreation District, Hood River County, and the Port of Hood River. The climate is moderate, experiencing all four seasons with mild winters and warm summers.

## THE ORGANIZATION

The City of Hood River employs a council-manager form of government with the City Manager appointed by the City Council. The Mayor is elected at-large for a two-year term and six Councilors are elected at-large for four-year terms. The City of Hood River, a full-service city, is comprised of six departments including Administration, Finance, Fire, Planning, Police, and Public Works (building, engineering, parks, roads, stormwater, wastewater, water). The City employs 70.1 full-time employees, and its 2021-22 budget is \$54 million. In addition, the Urban Renewal Agency budget is \$7.9 million. Note: the current Fire Chief is retiring, and a recruitment process is underway. The next City Manager will be making the final candidate selection.



## THE POSITION

Under the collective 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 Administrator assumes full leadership and accountability for all City operations, provides professional and expert guidance, spearheads long-term planning efforts, oversees implementation of the [City Council annual workplan](#) 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:

- **Strong leadership and management abilities** to provide clear direction, effectively manage multiple departments and initiatives, develop and inspire staff, and build a professional, high-functioning organization. An ability to envision and facilitate organizational change to meet contemporary service delivery needs and efficiencies is important. As a leader, an ability to help the organization envision, plan, and address long-term challenges is essential. Experience in working with unions is helpful. An ability to effectively plan for and address long-term growth is essential. The City Manager should value and practice teamwork, collaboration, transparency, equity, inclusivity, and accountability with staff.
  - **Demonstrate responsiveness, accessibility, inclusivity, and collaboration working with the City Council** as the City's policy making body. Be proactive and effective in communicating and addressing policy or other issues important to the Council. An ability to communicate with verbal and written clarity is expected. Maintaining collaborative relationships with all Council members through regular and detailed communication is expected. Enable and facilitate effective and informed Council decision-making processes. Be actively aware of the City's operations and legal obligations. The City Manager should provide expertise to assist the City Council in fulfilling their governing body role.
-



- **Experience in community development planning** to address growth and maintain long-term quality of life goals. The City Manager should have experience in planning and implementing successful long-term initiatives to revitalize communities. Familiarity with housing affordability, accessibility, and supply issues will be helpful to inform and lead policy development in these areas. Understanding of Oregon land use planning, smart growth, and environmental sustainability is desired. An ability to facilitate community development initiatives with collaboration, inclusivity, and transparency is essential.
- **Ability to maintain, strengthen, and expand the City's community engagement** approaches that foster inclusive community involvement particularly with underrepresented communities. Use approaches that support, facilitate, and encourage citizen engagement in city decision making, and uphold the principles of transparency, inclusion, and public participation. The City Manager should also be engaged, visible, and active in the community respecting of all perspectives, open-minded, a listener, and approachable by all citizens. A commitment to accessibility, transparency, openness, and timeliness, when communicating with all individuals or groups is important. Employing an even-handed approach to differing views and interests will be critical.
- **An appreciation and understanding of the principles and issues related to racial and social equity** is imperative. Experience in operational and policy development approaches that cultivate greater racial and social equity within the City organization and with the community is desired. Demonstrated experience building community engagement relationships with underrepresented communities and managing departmental equity assessments and trainings is helpful.
- **Strong public finance skills** are important and experience with Oregon budget laws and requirements is helpful. The City Manager is expected to be able to take a comprehensive financial planning approach that integrates with City's long-term workplan.
- **Knowledge and experience in infrastructure planning, maintenance, construction, and funding** to manage current and planned sewer, stormwater, water supply, and transportation projects is important. Experience in public facilities' planning and management is essential. The City Manager must have an understanding and ability to engage community and inter-governmental interests in project planning and implementation. Familiarity with energy sustainability approaches and other measures to reduce contributions to climate change is desired.

- **An ability to foster and maintain collaborative and effective intergovernmental working relationships** including with state, peer local governments, and other public service providers to identify and take advantage of mutually beneficial cooperation opportunities. The City Manager needs to be able to navigate complex roles and responsibilities related to public services between agencies.
- **A genuine appreciation** for the unique attributes that make Hood River a friendly town with a strong sense of community. The City Manager should appreciate and embrace these attributes and be an active member of the community.
- **Understanding of the Council-Manager form of government** and the proper roles of bodies and individuals within such governments. Help ensure the City Council, staff, and advisory bodies are all operating effectively with each other and within legally defined roles.

## POLICY PRIORITIES

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

- **Housing and Community Development**

Over the last several years, the City Council has prioritized and worked toward addressing the lack of housing supply and diversity in the community. Expanding the accessibility and attainability of housing for residents and workers is an ongoing commitment for the City. Specifically, providing affordable housing options is a central policy area the City Manager will be expected to facilitate and champion. The City is currently seeking to promote and foster development of low- and middle-income housing including the Rand Road housing project. The City also has several active Urban Renewal Districts and is considering additional designations to address growth needs.

- **Diversity, Equity, and Inclusion**

In August 2020, the Hood River City Council passed Resolution 2020-13 for Racial and Social Equity.



The resolution supports systemic change toward eliminating instances of bias and racial/social equity barriers in City programs and services. It also commits the City to eliminating racial and social inequities within the staff, volunteers, and elected officials. The next City Manager will be expected to embrace the tenets and intent of the resolution. In addition, the Manager will need to lead the City's efforts toward tangible and meaningful progress in this area.

#### • **Infrastructure Improvement Projects**

The City is currently planning and implementing a broad range of major sewer, stormwater, water, and streets projects to update systems and address growth issues. The next City Manager will oversee and help obtain financing for \$50 million of planned sewer/stormwater system improvement projects as well as other infrastructure needs such as streets and water supply. These projects include updates to the wastewater treatment plant, pre-treatment approaches with businesses, a \$6.7 million waterfront stormwater system update, as well as replacing all leaded pipe joints. There are also road and intersection improvements in progress. The City Manager will be expected to lead efforts to address downtown parking issues working with businesses and residents.

#### • **Community Engagement**

The City of Hood River places great importance on community engagement. It will be important for the next City Manager to continue this priority while striving to increase inclusivity, and equity in citizen participation with the City. The City Manager will be expected to promote, foster, and enhance community outreach, particularly to engage underrepresented communities. In addition, ensuring community awareness and engagement in key policy decisions and major projects will be important.

### **EDUCATION/EXPERIENCE**

A Bachelor's degree in Public Administration, Planning, Political Science, or a related field, and at least five years of upper-level local government management experience is required. An advanced degree in Public Administration or a related field, and at least ten years of increasingly responsible experience. Experience and/or training in housing policy, community engagement, public infrastructure management, and union relations is desired.



### **RECRUITMENT PROCESS**

#### **Applications Due**

July 28, 2021

#### **Online Video Semi-Finalist Interviews**

Week of August 2, 2021

#### **Finalist Interviews and Selection**

Week of September 6, 2021

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

[www.jensenstrategies.com/recruitment/hoodrivercitymanager](http://www.jensenstrategies.com/recruitment/hoodrivercitymanager)

*Questions may be directed to:*

Erik Jensen, Jensen Strategies, LLC

503-477-8312 or [erik@jensenstrategies.com](mailto:erik@jensenstrategies.com)



*The City of Hood River is an  
Equal Opportunity Employer.*



(503) 477-5615

1750 S Harbor Way,  
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Portland, OR  
97201

[www.jensenstrategies.com](http://www.jensenstrategies.com)



Council initiated discussion of a draft of a revised ORD. 355 at its January 6 meeting.

It was decided that the draft, along with enacted ORD 355, should be placed in the packet for the next meeting, and that further discussion would take place at that meeting. Council can now endeavor to agree upon a version that is ready to be considered at a public hearing.

# DRAFT FOR COUNCIL CONSIDERATION, JANUARY 6, 2022

## CITY OF YACHATS ORDINANCE NO. 355 (AMENDED \_\_\_\_)

### AN ORDINANCE AMENDING THE YACHATS MUNICIPAL CODE CHAPTER 3.10

**WHEREAS**, the procedure used to develop the Capital Improvement Plan has become a function of the Finance Committee; and

**NOW THEREFORE**, the City of Yachats ordains that Chapter 3.10 – Capital Improvement Planning shall be amended to read as follows:

#### Chapter 3.10 – Finance Committee and Capital Improvement Planning

##### Sections:

- 3.10.010 Membership
- 3.10.020 Powers and Duties
- 3.10.030 Capital Improvement Program - Annual Report to City Council
- 3.10.040 Capital Improvement Program - Adoption and Appropriations
- 3.10.050 Capital Improvement Program - Public Report

##### Section 3.10.010 Membership

The City Council shall establish and appoint a Finance Committee that shall also serve as the Capital Improvement Planning Committee (CIP Committee). The Finance Committee will work with the Commissions and serves in an advisory role to the City Council.

The City Manager shall serve as the Chair of the Finance Committee.

The size and composition of the Finance Committee may vary over time, with a target size of five to eight members. It is highly desirable that the Committee include a member of City Council, a member of the Budget Committee who is not also a member of the City Council, and a member of the Public Works and Streets Commission or other individual who is very familiar with Public Works. If the Committee does not include a member of the Public Works and Streets Commission, or the Parks and Commons Commission, or the Library Commission, it should designate one of its members as a liaison to that Commission. It is very helpful that the Committee includes community members who possess relevant knowledge and experience, along with the ability to be actively-engaged members of the Committee.

Nomination for membership will be made jointly by the Mayor, the Council President, and the City Manager. Each representative will be appointed by the City Council for a specified term. Members can be removed from the Committee by City Council for cause.

(Ord. 248, Add, 12/10/2004, Add 1/16/2019)

##### Section 3.10.020 Powers and Duties

The Finance Committee's mission is to address the City's long-term financial planning. This may include complex organizational issues that impact Capital Improvement Planning, reserve generation, and other long-term financial planning.

The Finance Committee, at public meetings, shall:

- 1) Provide financial analysis as requested by the City Manager.
- 2) Provide a long-term horizon for fund balance projections (3-5 years) including revenue, capital expenditures, and reserves.

- 3) Provide a "state of the City" financial report to the City Council – This would be a snapshot of how the financial long-term picture looks given certain assumptions.
- 4) Without becoming bogged down with operational issues, assist the City Manager on special projects including, but not limited to:
  - a. Review and recommend changes to the City Budget document by the Supplemental Budget process
  - b. Provide project updates, changes, and substitutions for projects in City's CIP plan
  - c. Advise whether system development charges provide for an equitable share of infrastructure and operational costs
  - d. If requested by the City Manager, advise on how City Manager organizes the Financial Staff
  - e. Advise on creation and maintenance of City's Financial reporting.
- 5) Study proposed capital projects and improvements involving major non-recurring tangible assets and projects which:
  - a. are purchased or undertaken at intervals of not less than five years;
  - b. have a useful life of at least five years; and
  - c. cost over \$5,000; and
- 6) Other projects assigned by the City Council.

Each year, commission chairs, boards, and department heads, shall submit capital project requests to the Finance Committee including information for all anticipated projects requiring Council action during the ensuing five to ten years. Submissions shall be on the proscribed forms provided by the City's budget officer. The Finance Committee shall consider the relative need, impact, timing and cost of these expenditures and the effect each will have on the financial position of the city. (Ord. 248, Add, 12/10/2004 Add 1/16/2019)

#### **Section 3.10.030 Capital Improvement Program - Annual Report to City Council**

The Finance Committee shall prepare an annual report recommending a Capital Improvement Budget for the next fiscal year, and a Capital Improvement Program including recommended capital improvements for the following four fiscal years. The report shall be submitted to the City Council for its consideration and approval. Following Council approval, the first year amounts shall be included in the proposed budget for the next year for consideration by the Budget Committee. (Ord. 248, Add, 12/10/2004 Add 1/16/2019)

#### **Section 3.10.040 Capital Improvement Program - Adoption and Appropriations**

Adoption of the City's budget, shall permit the expenditure on Capital Improvement Projects included therein of sums from departmental budgets for surveys, architectural or engineering advice, options or appraisals and the like; but no such expenditure shall be incurred on projects which have not been so approved by the city through the appropriation of sums in the current year or in prior years, or for preliminary planning for projects to be undertaken more than five years in the future. (Ord. 248, Add, 12/10/2004 Add 1/16/2019)

#### **Section 3.10.050 Capital Improvement Program - Public Report**

The Finance Committee's report and the City Council's recommended Capital Budget shall be published and made available to the public. The Finance Committee shall deposit its original report with the City Manager's Office. (Ord. 248, Add, 12/10/2004 Add 1/16/2019)

**PASSED AND ADOPTED** by the City Council of the City of Yachats on this \_\_\_\_\_ day of \_\_\_\_\_.

Ayes: \_\_\_\_\_ Nays: \_\_\_\_\_ Abstentions: \_\_\_\_\_ Absent: \_\_\_\_\_

**APPROVED** by the Mayor this \_\_\_\_\_ day of \_\_\_\_\_.

Attest:

\_\_\_\_\_  
Leslie Vaaler, Mayor

\_\_\_\_\_  
Katherine Guenther, City Manager



**CITY OF YACHATS  
ORDINANCE NO. 355**

**AN ORDINANCE AMENDING THE YACHATS MUNICIPAL CODE CHAPTER 3.10**

**WHEREAS**, the procedure used to develop the Capital Improvement Plan has become a function of the Finance Committee; and

**NOW THEREFORE**, the City of Yachats ordains that Chapter 3.10 – Capital Improvement Planning shall be amended to read as follows:

**Chapter 3.10 – Finance Committee and Capital Improvement Planning**

**Sections:**

|          |                                                             |
|----------|-------------------------------------------------------------|
| 3.10.010 | Membership                                                  |
| 3.10.020 | Powers and Duties                                           |
| 3.10.030 | Capital Improvement Program - Annual Report to City Council |
| 3.10.040 | Capital Improvement Program - Adoption and Appropriations   |
| 3.10.050 | Capital Improvement Program - Public Report                 |

**Section 3.10.010      Membership**

The City Council shall establish and appoint a Finance Committee which shall also serve as the Capital Improvement Planning Committee (CIP Committee). The Finance Committee shall include, at least seven (7) members, one representative from the Public Works & Streets Commission, Planning Commission, Parks & Commons Commission, Library Commission, Budget Committee, City Council, and the City Manager's Office.

The City Manager's Office Finance Committee Representative shall serve as the Chair of the committee and will be a voting member. The representatives shall be appointed from their respective Commissions. Citizen membership is strongly encouraged. The Finance Committee shall appoint citizen members. Members can be removed from the Committee by City Council for cause.

(Ord. 248, Add, 12/10/2004, Add 1/16/2019)

**Section 3.10.020      Powers and Duties**

The Finance Committee, at public meetings, shall:

- 1) Provide financial expertise in recommendations to the City Council and Commissions for utility rate studies, property tax decisions, changes in other taxes, and studies or recommendations for other sources of revenue and financial agreements;
- 2) Provide a long term horizon for fund balance projections (3-5 years);
- 3) Provide a "state of the City" financial report to the City Council – This would be a snapshot of how the financial long term picture looks given certain assumptions.
- 4) Assist the City Manager on special projects like:
  - a. Review and recommend changes to the City budget document
  - b. Review and comment on the CIP document and process
  - c. Advise if development paying their fair share of the infrastructure and operational costs
  - d. Advise how can the City organize / present information to improve decision making
- 5) Study proposed capital projects and improvements involving major non-recurring tangible assets and projects which:
  - a. are purchased or undertaken at intervals of not less than five years;

- b. have a useful life of at least five years; and 3) cost over \$5,000. and  
6) Other projects assigned by the City Council

Each year, commission chairs, boards, and department heads, shall submit capital project requests to the Finance Committee including information for all anticipated projects requiring Council action during the ensuing five to ten years. Submissions shall be on the proscribed forms provided by the City's budget officer. The Finance Committee shall consider the relative need, impact, timing and cost of these expenditures and the effect each will have on the financial position of the city.

(Ord. 248, Add, 12/10/2004 Add 1/16/2019)

**Section 3.10.030 Capital Improvement Program - Annual Report to City Council**

The Finance Committee shall prepare an annual report recommending a Capital Improvement Budget for the next fiscal year, and a Capital Improvement Program including recommended capital improvements for the following five fiscal years. The report shall be submitted to the City Council for its consideration and approval. The first year amounts shall be included in the proposed budget for the next year for consideration by the Budget Committee.

(Ord. 248, Add, 12/10/2004 Add 1/16/2019)

**Section 3.10.040 Capital Improvement Program - Adoption and Appropriations**

Adoption of the City's budget, shall permit the expenditure on Capital Improvement Projects included therein of sums from departmental budgets for surveys, architectural or engineering advice, options or appraisals and the like; but no such expenditure shall be incurred on projects which have not been so approved by the city through the appropriation of sums in the current year or in prior years, or for preliminary planning for projects to be undertaken more than five years in the future.

(Ord. 248, Add, 12/10/2004 Add 1/16/2019)

**Section 3.10.050 Capital Improvement Program - Public Report**

The Finance Committee's report and the City Council's recommended Capital Budget shall be published and made available to the public. The Finance Committee shall deposit its original report with the City Manager's Office.

(Ord. 248, Add, 12/10/2004 Add 1/16/2019)

**PASSED AND ADOPTED** by the City Council of the City of Yachats on this \_\_\_\_\_ day of \_\_\_\_\_.

Ayes: \_\_\_\_\_ Nays: \_\_\_\_\_ Abstentions: \_\_\_\_\_ Absent: \_\_\_\_\_

**APPROVED** by the Mayor this \_\_\_\_ day of \_\_\_\_\_.

Attest:

\_\_\_\_\_  
W. John Moore, Mayor

\_\_\_\_\_  
Shannon Beaucaire, City Manager

## Proposed Ordinance 355

W John Moore <wjm1008@yahoo.com>

Wed 1/5/2022 2:59 PM

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Cc: Quinton Smith <yachatsnews@gmail.com>

I am troubled by the language in the last paragraph of Section 3.10.010 Membership, in particular the first sentence of that paragraph which reads:

"Nomination for membership will be made jointly by the Mayor, the Council President, and the City Manager."

I strongly suggest that you change that sentence to read:

"All applicants for service on the Finance Committee need to complete a volunteer application on the current form. The members of the Finance Committee should recommend their membership slate for the following year in November so they can be approved by the Council in December."

That is the language that is currently written in our Commission Rules and the process for approval on this committee should be consistent with the process to serve on any of our commissions.

John

## **Council's 2022 Goals**

### **Improve timeliness, relevance, quality and effectiveness of city service delivery**

1. Recruit, evaluate, and hire City Manager.
2. Track and measure resident satisfaction with City requested services.
3. Work on priority items from Water and Wastewater Master Plans.

### **Prioritize and demonstrate environmental responsibility in all actions and decisions**

1. Take action on priorities relative to water sustainability.
2. Complete local wetland inventory and have it adopted by the state.

### **Strengthen relationships with Community**

1. Conduct comprehensive community survey.

### **Provide a safe environment**

1. Continue work on walkway project.
2. Ensure that intersections and streets have appropriate signage and other modifications to protect citizens and visitors.
3. Prioritize maintaining adequate water flows for fire safety and user needs.

### **Demonstrate Financial Responsibility**

1. Pass an ordinance regarding the Finance Committee that addresses the expertise needed on the committee and the role of the committee.

### **Housing**

1. Support avenues that address the lack of housing.

### **Public Works Staffing**

1. Recognizing the importance of appropriately trained operators for City's water and wastewater plants, budget for public works hiring that addresses succession planning.