



## **Staff Report**

For Special City Council Meeting - 12/13/2022

### ***Subject - New Business - Discussion - Police Chief Recruitment***

**Synopsis:** Last October, Chief Bowman announced his intent to retire in April of 2023. The City is faced with the task of not only replacing an officer but of finding the right individual to replace the City's Police Chief of 39 years. Staff is requesting assistance in the search through the use of a professional recruitment consultant. The City attempted to obtain three bids for the task, but the third vendor declined. The City has not found another vendor willing to submit an additional proposal.

The Gearhart Chief of Police is hired by the City Council. The staff has worked with both, and is confident that either of these recruitment companies will do their best to find the City the right candidate. This process will be driven by the Council with the assistance of a recruiter. Because the hiring of a Police Chief is a Council decision, the staff requests the Council make the decision on which proposal to move forward with.

I recommend that the Council select GMP Consultants' proposal. GMP's proposal is \$9,000 less than Jensen Strategies.

The City's expenses, aside from the recruitment proposal, are expected to be an additional \$5,000 for advertising, direct mail, consultant travel, and background checks.

#### ***Council Options:***

- 1) Motion to approve entering into an agreement with the lowest bid and proceed with the recruitment of a new police chief;
- 2) Suggest an alternative;
- 3) Do nothing.

**Recommended Motion:** Staff suggests the Council motion to approve entering into an agreement with GMP Consultants.

**Legal Analysis:** N/A

**Financial Analysis:** The recruitment vendor bids range from \$15,000 to \$24,000. The general fund materials and services budgets will be used to pay for this project.

Respectfully Submitted,

A handwritten signature in black ink, appearing to be the name 'Chad', written in a cursive style.

Chad



OCTOBER 2022

# Police Chief Recruitment Proposal

FOR THE CITY OF GEARHART

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PRESENTED BY

**Greg M. Prothman**

President, GMP Consultants

**GMP CONSULTANTS**

Greg@gmphr.com

(206) 714-9499

www.gmphr.com





October 18, 2022

Mr. Chad Sweet  
City Administrator  
City of Gearhart  
698 Pacific Way  
Gearhart, OR 97138

Dear Mr. Sweet,

Thank you for the opportunity to provide a proposal to assist the City of Gearhart with the recruitment of its next police chief.

Our consultants have collectively worked on over 400 executive searches and have a reputation for providing superior service and building lasting relationships with both clients and candidates. We believe our proven process provides a best practices approach to attracting high quality candidates and ensuring a good fit for your organization.

We are well positioned to assist the City with its police chief recruitment as we are also assisting the city of Ashland, OR with the recruitment of its deputy police chief.

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

Sincerely,

A handwritten signature in blue ink, appearing to read "Greg Prothman", written over a light blue horizontal line.

Greg M. Prothman  
President,  
GMP Consultants LLC

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## ABOUT GMP CONSULTANTS

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GMP Consultants is a public sector executive search firm with a collective 180 years of local government leadership experience with both regional and national relationships. GMP Consultants offer our clients experienced subject matter experts with a solid understanding of local government coupled with decades of experience. We have served in a wide range of executive positions, from city and county management to public works, management information systems, and finance.

### Our Qualifications

Founded and led by Greg M. Prothman, formerly the CEO of Prothman, GMP consultants have worked on over 400 executives searches and over 80 public sector consulting projects. All our senior search consultants are active in both ICMA and local state level city management associations or in their respective professional associations.

### Our Philosophy

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

## Why Choose GMP?

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

- **Service & Relationship** - Our consultants bring a reputation for providing outstanding service and building lasting relationships with both clients and candidates.
- **Customized Solutions** - We take the time to become familiar with your organization to ensure that we offer the best solution and not just a single service.
- **People First** - We work closely with you and your candidates through every stage of the recruitment process, creating a welcoming candidate experience and ensuring an effective recruitment outcome.
- **Team Approach** - Our entire consulting group works as a team to leverage their networks to assist with each assignment and give your challenges thorough and creative thinking.
- **Police Chief Recruitment Experience** - Our consultants are seasoned and successful Washington state city manager practitioners with long-term tenures and extensive experience in conducting national searches for police chiefs

## PROJECT TEAM MEMBERS

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### **Greg M. Prothman – President**

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

### **Sarah Marsh – Content Designer**

Sarah brings a background across nonprofit, business, government, and education sectors. She holds an M.B.A in Organizational Behavior & Development from the University of Vermont. She also publishes in the field of American History and is the author of two books honored by the National Council for the Social Studies.

### **Kate Hansen – Recruitment Coordinator**

Kate is a certified Project Management Professional (PMP) with a background in business, nonprofit, and fire administration. She has served as a Public Records Officer as well as a political campaign manager, and brings a distinguishing blend of attention to detail, creativity, and critical thinking. Kate holds a B.A. in Theatre from Chapman University with an emphasis on stage management.

## WORKPLAN & APPROACH

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### INFORMATION GATHERING & RECRUITMENT PROFILE DEVELOPMENT

#### Review and Finalize Search Process and Schedule

We meet with the City to review project needs, process, schedule, and identify the scope of the recruiting market. Our goal is to thoroughly understand your organization, current challenges, timeline, and preferred qualifications for this recruitment.

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

We create a custom recruitment profile highlighting the strengths of your job opportunity as well as your unique needs. Examples of prior recruitment profiles are included in this proposal and typically feature:

- Why Apply?
- Community Profile
- The Organization, Department, & Position
- The Ideal Candidate / Education & Experience
- Challenges & Opportunities
- Compensation & Benefits
- Resources
- Your Social Media (if applicable)

### STRATEGIC MARKETING

**Targeted Recruitments** - Having 20 plus years of designing and implementing national recruitments, GMP Consultants will create and conduct a nationwide recruitment and candidate generation process, employing recruitment

strategies designed to encourage competitive applicants from diverse backgrounds and experiences. We have been successful in identifying a candidate pool that is racially, ethnically, and gender diverse. We will develop a national advertising strategy placing ads in websites, job boards, periodicals, and social media such as LinkedIn.

**Development of Candidate Database for Direct Mail Invitations** - We will mail approximately 300 to 500 letters of invitation to police chiefs in Washington Oregon and Northern California.

### CANDIDATE SCREENING AND SHORTLIST PRESENTATION

**Candidate Application Materials** - Candidates are asked to submit a cover letter, application, resume, answers to supplemental questions (designed to measure writing and thinking skills) and professional references.

**Selection & Interview of Semifinalists** - We review all candidate application materials and identify 8 to 12 of the most promising semifinalists. We conduct a one-hour interview with each semifinalist and provide written observations.

**Search Work Session** – We meet with you to review semifinalists. Prior to the meeting we send you each applicant's cover letter, resume, essay questions, the consultant semifinal interview notes, and candidate summary sheet. The City selects the finalist candidates and design the final interviews.

### FINAL INTERVIEWS & SELECTION

**Design and Preparation of Final Interviews** - We help you decide on the structure and schedule of the interviews, including the panel participants and facilitators. We tailor the process to fit your needs and prepare all the candidate materials for the interviews.

**Reference & Background Checks** - We conduct professional reference checks on each candidate, requesting the names of supervisors, subordinates, and peers. Background checks include Education Verification, Criminal History, Driving Record, and Sex Offender Check.

**Candidate Travel** - We help you identify which candidate travel expenses your organization wishes to cover and then work with the candidates to coordinate the most cost-effective travel arrangements.

**Final Interviews & Selection** - The City (and advisory panels if used) interview finalists. We facilitate a debrief with all panel participants. After the debrief, we facilitate the evaluation process, help the decision makers come to consensus, discuss next steps, and organize any additional candidate referencing or research.

**Candidate Appointment** - We facilitate potential contract elements with the City. Once your top candidate has been selected, we will assist as needed with the job offer, contract negotiations, and employment agreement.

## PROFESSIONAL REFERENCES

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**Island County, WA** *pop. 84,000*

Catherine Reid, HR Director  
Creid@islandcountywa.gov  
360-240-5584  
*County Administrator*

**Gunnison County, CO** *pop. 17,000+*

Matthew Birnie, County Manager  
MBirnie@gunnisoncounty.org  
970-641-3061  
*County Manager*  
*Chief Financial Officer*  
*Asst. County Manager*

**City of Newcastle, WA** *pop. 12,000*

Linda Newing, Mayor  
lindan@newcastlewa.cov  
206-280-6551  
*City Manager*  
*Community Development Director*

**City of Pasco, WA** *pop. 74,266*

Dave Zabell, City Manager  
zabell@d@pasco-wa.gov  
509-834-9343  
*Police Chief, Finance Director*  
*City Manager, Deputy City Manager*

**City of Lakewood, WA** *pop. 60,564*

John Caulfield, City Manager  
jcaulfield@cityoflakewood.us  
253-983-7703  
*City Manager*

**City of Belgrade, MT** *pop. 11,075*

Neil Cardwell, City Manager  
ncardwell@cityofbelgrade.net  
406-388-3760  
*City Manager (2)*  
*Human Resources Director*



## PROFESSIONAL FEE

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The fee for conducting a Police Chief recruitment is \$15,000. The professional fee covers all consultant and staff time required to conduct the recruitment. Professional fees are billed in three equal installments: at the beginning, halfway, and upon completion of the final interviews. The City will be responsible for reimbursing expenses incurred on the City's behalf.

Expenses include:

- Websites, job boards and other advertising (approx. \$1,600 - 1,900)
- Direct mail announcements (approx. \$1,200 - 1,400)
- Consultant travel: Mileage at IRS rate and \$65 per hour
- Background checks (approx. \$170 per candidate)

The City has the right to cancel the search at any time. The City's only responsibility would be the fees and expenses incurred prior to cancellation.

## GUARANTEE & WARRANTY

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Should the selected candidate leave the employment of the City within the first 12 months of appointment, we will, conduct one additional recruitment for the cost of expenses only, if requested to do so within six months of the employee's departure. If the major elements of the process are followed and a candidate is not chosen, we will repeat the recruitment once with no additional professional fee, the only cost to you would be the expenses.

## POLICE CHIEF SEARCHES BY GMP CONSULTANTS

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**City of Albany, OR**

Police Chief

**City of Arlington, WA**

Police Chief

Fire Chief

**City of Battle Ground, WA**

Police Chief

**City of Bend, OR**

Police Chief

**City of Blaine, WA**

Police Chief

**City of Boardman, OR**

Police Chief

**City of Bothell, WA**

Police Chief

**City of Bremerton, WA**

Police Chief

**City of Brier, WA**

Police Chief

**City of Burlington, WA**

Police Chief

**City of Canby, OR**

Police Chief

**City of Chehalis, WA**

Police Chief

**City of College Place, WA**

Police Chief

**City of East Wenatchee, WA**

Police Chief

**City of Enumclaw, WA**

Police Chief

**City of Ephrata, WA**

Police Chief

**City of Ferndale, WA**

Police Chief

**City of Fife, WA**

Corrections Administrator

**City of Gillette, WY**

Police Chief

**City of Issaquah, WA**

Police Chief

**City of Kalama, WA**

Police Chief

**City of La Center, WA**

Police Chief

**City of Lake Stevens, WA**

Police Chief

**City of Marysville, WA**

Police Chief

**City of Monroe, WA**

Police Chief

**City of Mountlake Terrace, WA**

Police Chief

**Clackamas Community**

**College, OR**

Director of Campus Safety

**Clatsop County, OR**

Community Corrections

Director

**Clatsop County Sheriff's**

**Office, OR**

Jail Commander

**City of Othello, WA**

Police Chief

**City of Pasco, WA**

Police Chief

**City of Port Angeles, WA**

Police Chief

**City of Poulsbo, WA**

Police Chief

**City of Red Lodge, MT**

Police Chief

**City of Sandy, OR**

Police Chief

**SNOPAC 9-1-1, WA**

Executive Director

**The Tulalip Tribes, WA**

Police Chief

**ICOM – 911**

Executive Director

**Toppenish, WA**

Police Chief

**SOUTHSOUND 911**

Executive Director

**COWLITZ 911**

Executive Director

**KITTCOM – 911**

Executive Director

**MACC 911**

Executive Director

**SNOCOM 911**

Executive Director

**JEFFCOM 9-1-1 (WA)**

Director

**SECOMM**

Communications Manager

Director of Emergency Services

**Snohomish County Emergency**

**Radio System (WA)**

Radio System Manager

## WORK SAMPLES: POSITION PROFILE AND INVITATION TO APPLY LETTER

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# Police Chief Recruitment Proposal

Prepared for:

City of Gearhart

October 2022

By:



October 26, 2022

Chad Sweet  
City Administrator  
City of Gearhart  
698 Pacific Way  
Gearhart, OR 97138

Dear Mr. Sweet,

Thank you for the opportunity to submit a proposal to conduct the recruitment for City of Gearhart's Police Chief.

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 the recruitment team include former public administrators and a police chief who 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 an Oregon State-certified Emerging Small Business (ESB) # 9880.

We appreciate the opportunity to submit our proposal to assist the City of Gearhart 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 'EJ', followed by a horizontal line extending to the right.

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

# Project Scope

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**Overview:** Jensen Strategies' approach to recruitments is to:

- Understand and capture the attributes of each position that meet the needs of each city/county it will serve.
- Be inclusive of the various stakeholders that the successful candidate will work with on a regular basis.
- Identify the key issues and challenges the successful candidate will be expected to address/lead.
- Develop a candidate profile that highlights the unique qualities the City is looking for.
- Advertise for and proactively seek candidates that best fit the City's needs.
- Vet candidates as comprehensively as possible.
- Ensure the recruitment process is fair, equitable, and in compliance with all federal and state requirements.
- Keep our client and the candidates informed about the recruitment process at all stages.

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

## **Phase 1: Process Refinement / Approval**

- 1.1 Start-up meeting:** The consultant will begin the recruitment by meeting with the City Administrator and/or other designated City representatives via Zoom to refine the project scope. The proposed process and timeline will be amended as necessary, respecting any scheduling considerations or special requests. This initial phase will also include gathering key background information on the City and Police Department as well as identifying stakeholders for interviews.

*Consultant Deliverables: Meeting via Zoom with City staff, final project scope and timeline, and a list of key City representatives for interviews.*

## **Phase 2: Candidate Profile Development**

- 2.1 Background Research:** The consultant will gain familiarity with any relevant documents, including any existing position description materials.

*Consultant Deliverables: Review of key documents, including any existing position description materials.*

- 2.2 Stakeholder Interviews:** Our team will conduct Zoom interviews with the Mayor, City Council, City executive management, including the current Police Chief, to gather background information on major issues facing the City and initial perspectives on what the City is looking for in its next Police Chief. In our experience, the individual interviews provide highly valuable qualitative information that can help us find the best candidates for your City's needs.

*Consultant Deliverables: Up to 10 stakeholder interviews.*

- 2.3 Stakeholder Meetings and Surveys:** We will facilitate one external stakeholder Zoom meeting open to the public as well as an online survey. If requested, we will conduct an online survey of City Staff not interviewed. Our team will seek an open and dynamic exchange of ideas to capture the full range of attributes Gearhart would like to see in its next Police Chief. 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 online surveys.

*Deliverables: One Zoom meeting and an online survey for public input.*

- 2.4 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 hiring procedures consistent with the requirements of ORS 192.660.

*Consultant Deliverables: Candidate profile initial draft.*

- 2.5 Draft Finalization:** We will discuss our draft candidate profile with the current City Administrator and management 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.*

- 2.6 Review and Adoption of Candidate Profile and Hiring Process:** We will attend a City Council work session 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 3: Position Advertisement**

- 3.1 Recruitment Brochure Development:** The consultant will develop a professional, comprehensive recruitment brochure designed to attract the highest quality applicants. Organization-specific information will be incorporated into the brochure, including an overview of functions/services, staff size, budgetary information, and current challenges and priorities. Community information will also be added, including a description of the surroundings with quality of life details. The brochure will include position compensation information, including salary and benefits package, as well as information on how to apply for the position and the recruitment timeline.

*Consultant Deliverables: Development of one recruitment brochure in PDF format.*

- 3.2 Position Advertisement:** The consultant will execute a comprehensive position advertisement process designed to attract a variety of qualified and well-suited candidates. The approach will be multi-faceted, and will include advertising the position on high-profile websites, within professional publications and periodicals, and in other forums as appropriate. The consultant will also directly contact qualified professionals within professional networks to encourage their consideration of the opening and/or identify other potential candidates.

*Consultant Deliverables: Multi-faceted advertisement approach. Proactive contact of qualified planning professionals.*

### **Phase 4: Screening of Candidates**

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.



**4.1 Initial Application Screening:** Candidates will provide a resume, a cover letter, and a Jensen Strategies supplementary application form. We will review applications against the adopted Police Chief Profile, remove all non-responsive applications, and determine which candidates best fit the City's needs.

*Deliverables: Initial application screening.*

**4.2 Semi-Finalist 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 Zoom interviews and internet research for up to 10 candidates.*

**4.3 Recommendation of Finalists:** We will attend an executive session of the City Council in-person to present the results of our initial review process and recommendations of up to four finalists. For transparency 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 in a regular business meeting 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.*

**4.4 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.*

- 4.5 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.*

- 4.6 Finalist Reception:** Prior to the final interviews, a reception will be held to provide an opportunity for community members to interact with the finalists, ask them questions, and form general impressions. Attendees will be provided an opportunity to provide feedback regarding 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 the reception.

*Deliverables: Coordination, development, and implementation of an in-person finalist reception. Feedback survey for participants.*

- 4.7 Finalist Interviews:** Finalists will be interviewed in-person by three panels consisting of (1) the City Council, (2) a panel of local law enforcement leaders 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. Written summaries of the feedback and observations from panel interviews and receptions if relevant.*

- 4.8 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 5: Contract Negotiations**

- 5.1** As requested by the City, we will assist in the contract negotiations with the selected candidate. We recommend the City Attorney lead the negotiations.

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

**ADJUSTMENTS 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 Gearhart.

**Professional Liability Insurance**

Jensen Strategies carries a professional liability insurance policy through The Hanover Insurance Group in the amount of \$2 million.

## Proposed Timeline

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

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<b>Date</b>	<b>Actions</b>
Week 1	Start-up meeting with City to finalize scope and timeline
Weeks 2 and 3	Stakeholder interviews Virtual public input meeting Staff online survey
Week 4	Initial candidate profile draft and finalization
Week 5	City Council work session re: draft candidate profile and hiring process
Week 6	Council official adoption of candidate profile/hiring process
Week 7	Recruitment brochure development
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 reception, interviews, and selection

## Project Budget

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Professional Fee: Jensen Strategies' professional fee for this recruitment is **\$24,000**. This fee includes all staff time, meetings and communication with the City, preparation of documents and advertisements, candidate profile development, application screening, interview facilitation, and other tasks included in the scope of work.

Expenses: Expenses are the responsibility of the City and are estimated to be **\$5,000**. Though we tailor each recruitment to our clients' individual needs, expense items typically include:

- Fees for advertising the position online and in publications (typically less than \$2,000)
- Background checks (typically less than \$800)
- Material printing (typically less than \$150)
- Graphic art design (typically less than \$1,000)
- Consultant travel costs including mileage (charged at current IRS rate), lodging, and per diem (typically less than \$1,000)

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.

## Recruitment Experience

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

City of Astoria, OR	City Planner (currently recruiting)
City of Sisters, OR	City Manager (currently recruiting)
Port of Hood River, OR	Finance Director (currently recruiting)
City of Cornelius, OR	City Manager (2022)
City of Seaside, OR	City Manager (2022)
City of Stayton, OR	City Manager (2022)
City of Estacada, OR	City Manager (2022)
City of Warrenton, OR	City Manager (2022)
City of Fairview, OR	City Manager (2022)
City of Hood River, OR	Finance Director (currently recruiting) City Manager (2021) Building Official (2018)
City of Scappoose, OR	City Manager (2021) Finance Administrator (2022) Police Chief (2022)
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) Community Development Manager (2018) Emergency Manager (2018)
Washington County, OR	Chief Human Resources Officer (2020) Benefits and Leave Manager (2020) Employee and Labor Relations Manager (2021)

## Team Profiles

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### Erik Jensen, Principal

Erik Jensen is the Principal and Founder of Jensen Strategies, LLC. He established the firm in 2012 after serving over 20 years as a public administrator, project manager, and public affairs consultant in Oregon and Washington. Erik has led numerous processes helping Northwest organizations navigate future policy and operational planning as well as recruiting upper-level public managers.



Erik has assisted local governments and public policy organizations to set strategic courses of action for current and future decision-making. As a seasoned facilitator, strategic planner, recruiter, and organizational and public policy development expert, he has led significant initiatives for numerous entities including cities, counties, and professional organizations. These projects have included upper-level recruitments, city council retreats, strategic planning processes, community vision action planning, organizational assessments, committee facilitation, and public policy feasibility studies.

As an experienced facilitator and trained mediator, Erik has helped clients build partnerships and reach consensus among diverse interests. Erik believes the best policy and organizational development initiatives are objective, inclusive, well informed, and lead to tangible outcomes. He emphasizes the importance of balancing community and organizational interests, involving key stakeholders, and ensuring the process is well informed to build sustainable results.

Before forming Jensen Strategies, Erik was the Administration Department Director for the City of Hillsboro overseeing several organization-wide functions including city-wide projects (e.g., visioning, strategic planning, sustainability), legislative relations, community and media relations, and franchise management. Earlier, as a project manager, he led external and internal policy initiatives including the international award-winning Hillsboro 2020 Vision and the City's first operational strategic plan. Prior to the City of Hillsboro, Erik was a public affairs consultant with another firm where he facilitated public engagement processes for large, high-profile projects such as Portland CSO Program, and Oregon Arena Project. He has also held staff positions at the Oregon Legislature and on political campaigns.

Erik has a Bachelor of Arts degree in Political Science from Lewis and Clark College and a Master of Public Administration degree from the University of Washington. He is a member of the International City/County Management Association (ICMA), the Oregon City/County Management Association (OCCMA), Government Finance Officer Association (GFOA), and the Society for Human Resource Management (SHRM). Erik currently serves on the Board of Alumni at Lewis and Clark College.

## 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.



## Emily Rehder, Operations Manager

Emily Rehder is the Operations Manager joining the team in the spring of 2021. She manages office operations, directs project support, coordinates marketing efforts, leads graphic design work, and oversees the firm's online presence including the website and social media.

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

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

Originating from Garden Grove, CA, Emily moved to Oregon over a decade ago and enjoys the seasons and the beauty that the Pacific Northwest offers. She enjoys spending time with her family and dog, Lucy, traveling, reading, hiking, swimming, and wine tasting at all the amazing Oregon wineries.



## Carey Sullivan, Consultant

Carey Sullivan is a consultant with Jensen Strategies specializing in Police Chief recruitments and public safety policy analysis.

Now retired from 30 years on the police force, Carey uses his extensive experience to consult with prison and jail administrators to enhance the security, operational efficiency, and educational and release programs delivery using a computer-based inmate communications and learning system.



Carey is the former Chief of Police for Hillsboro, OR and Woodland, CA. Prior to becoming a Police Chief, Carey had a 23 -year career in law enforcement serving as a Police Officer, Sergeant, Lieutenant, and Captain. He has been a police recruiter, and Academy Instructor, as well as worked in Patrol, Special Operations, Traffic, and Investigations. Carey has experience in IACP Mid-Size Cities Section Representative to NDEX and Unified Messaging, California Domestic Violence Advisory Council (Governor's Appointment), California High Risk Sex Offender Task Force, and the Executive Committee and Anti-terrorism Task Force (U.S. Attorney's Office). Carey is also currently involved in F.B. I. National Academy Associates and California Police Chiefs Association and serves as President/Board Member for Boys and Girls Club of National City and Metropolitan Portland.

Carey attained graduate degrees in Public Administration from San Diego State University and Organizational Development from the University of Virginia. He also holds a Bachelor of Science in Criminal Justice Administration from San Diego State University.

During his free time, Carey enjoys running, skiing, golfing, traveling, and spending time with family and friends.

## 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.

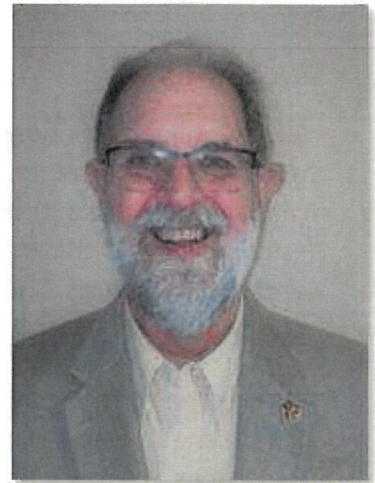
When Ellen isn't working, she enjoys the serenity of the outdoors around her rural Montana home. She spends her leisure time hiking, horseback riding, and rafting with her husband Doug and their two dogs.



## **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.

## References

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*Jensen Strategies has the honor of being recommended by:*

**Henry Balensifer, Mayor**

City of Warrenton  
225 S Main Ave  
Warrenton, OR 97146  
971-606-0293  
[hbalsifer@ci.warrenton.or.us](mailto:hbalsifer@ci.warrenton.or.us)

**Jay Barber, Mayor**

City of Seaside  
989 Broadway  
Seaside, OR 97138  
503-784-1383  
[barberjay573@gmail.com](mailto:barberjay573@gmail.com)

**Rachael Fuller, Interim Assistant County Administrator**

Washington County  
155 N. First Avenue  
Hillsboro, OR 97214  
503-926-3349  
[rachaelfuller@gmail.com](mailto:rachaelfuller@gmail.com)

**Kate McBride, Mayor**

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

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# **Sample Recruitment Brochures**

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# SCAPPOOSE

*Oregon*



**CHIEF OF POLICE**  
City of Scappoose, Oregon

# CHIEF OF POLICE

Salary range \$80,568 - \$124,956 annually

*Plus excellent benefits*



## POPULATION

7,360

## POLICE DEPARTMENT BUDGET

Approximately  
\$2.5 Million

## POSITIONS

Chief of Police

Lieutenant

Sergeants (2)

Officers (8)

Office Administrator  
Police/Courts

## COMMUNITY

Beautiful Natural  
Environment

Small-town Charm

Supportive Community

Safe

Outdoor Recreation

Family Friendly

## THE COMMUNITY

The City of Scappoose (population 7,360) is a small town in the heart of a Pacific wonderland surrounded by lush green forests, the majestic Columbia River, and panoramic views of the Cascade Mountains. Scappoose's location provides the best of urban and rural worlds offering convenient access to Oregon's coast, mountains, wine country, and the urban amenities of the Portland metropolitan area. Nearby, residents enjoy access to parks, trails, and rivers for outdoor recreation. The Crown Zellerbach trail, a rails-to-trails project, offers hiking, biking, and horse-riding amenities with beautiful views and historical interpretive signs.

Historically an agricultural and logging community, the Scappoose economy is positioned for growth with emerging, existing, and relocating businesses building a diverse economic base. Businesses are supported by a public use airport and the Oregon Manufacturing Innovation Center (OMIC) that conducts research and development for manufacturing industries through a partnership of industry, higher education, and government. A small, quaint, and growing commercial district offers restaurants, grocery and other retail, and a new Portland Community College campus.

Scappoose is a welcoming community with a small-town feel where residents take pride in their community. Scappoose has a safe, family-friendly atmosphere, with a growing park system that offers play structures and extended walking trails as well as a library. Several annual and special town events offer gathering opportunities such





as a farmers' market, movies in the park, and the town's 100-year anniversary that occurred this year. The City also holds an Annual Town Meeting which brings residents together to celebrate the town's history as well as engage in planning for the future. The Scappoose School District offers high-quality K-12 education and enjoys a community that actively supports and engages with the school.

## DEPARTMENT MISSION

*The Scappoose Police Department is dedicated to the safety and livability of our community by holding ourselves accountable to the highest standards of excellence and professionalism*

## THE ORGANIZATION

The City of Scappoose employs a council-manager form of government with the City Manager appointed by the Mayor and six-member City Council. The City Manager is the city government's administrative head and is responsible for all city business administration. The current City Manager was promoted to the position in August 2021.

City departments include Administration, Police, Community Development, and Public Works. The City employs 36 full-time employees, and its 2021-22 budget is approximately \$30.1 million. Fire and emergency medical services are provided by the Scappoose Rural Fire Protection District. The Scappoose Library District provides library services.

## THE POSITION

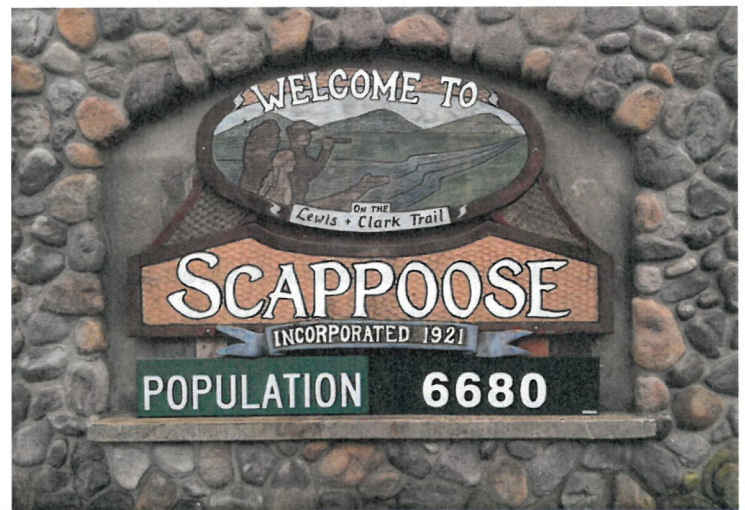
Under the direction and supervision of the City Manager, the Chief of Police is a key member of the City's management team and serves as the liaison for and head of the Police Department. The Chief of Police is responsible for direct management and oversight of all activities and operations of the Police Department. These responsibilities include providing law enforcement, emergency communications, investigations, patrol, traffic, training, crime preven-

tion, property control, community services, records, and coordination with partner agencies. Within the Department, the Chief of Police hires and directs all personnel, as well as develops, implements, and manages the Department's budget, goals, procedures, and policies. The Scappoose Police Department is comprised of the Chief of Police, a Lieutenant, two Sergeants, 8 Patrol Officers (union positions), a Police Department Office Administrator, as well as Volunteer Police Chaplains.

## THE IDEAL CANDIDATE

The ideal candidate possesses and has demonstrated the following attributes:

- **Strong leadership and management abilities** to carry out the full range of responsibilities associated with the position including making effective hiring and management decisions that contribute to a regionally respected, high quality, efficient law enforcement organization. Aptitude to proactively address policy and other police related issues in concert with City Management and providing clear direction for The Department and personnel. Demonstrate excellent judgement and set an example for staff to foster a professional, ethical, high functioning, and responsive organizational environment. Value and practice a working leadership style that promotes positive department morale, emphasizes teamwork, transparency, and inclusivity with staff. Maintain a management and personal style that confers a high degree of personal integrity, maintains calm under pressure, is highly organized, personable, respectful of all viewpoints, while holding staff accountable.





- **Excellent communication skills** to effectively engage multiple audiences including the City management team, staff, City Council, businesses, community groups, and citizens. Demonstrating responsiveness, transparency, and empathy in communications with the community such as with neighborhood associations, special interest groups, businesses, and other individuals and/or groups. A respectful personal communication style that encourages collaboration and two-way dialogue is necessary. The candidate should possess verbal and written communication skills that are clear, substantive, and concise.
- **Experience with effective workforce development** to foster employee recruitment, professional growth, accountability, and retention. An ability to integrate Police Department workforce goals and objectives consistent with the City's. Skills to effectively manage employee life

cycle elements such as officer recruitment and hiring, training, evaluation and accountability practices, union relations and labor negotiations, and measures that promote staff retention are essential.

- **A commitment to collaborative interdepartmental coordination** as an integral and participatory member of the City management team. Demonstrate an ability to see the organization-wide view and seek team-oriented solutions, while effectively representing the Police Department. Coordinate Police Department activities with other departments to maximize the City's overall effectiveness. Share the overall interests of the organization with department staff to foster greater interdepartmental understanding and collaboration.
- **Ability to maintain, enhance, and strengthen inter-agency relations** through effective representation, communication, coordination, and collaboration. The Chief of Police should foster on-going professional relationships with other area law enforcement agencies that promote effective service delivery, mutual respect and trust, cost efficiencies, and regional cooperation. As such, the Chief of Police is expected to have a visible presence in peer agency discussions, meetings, and events.
- **Professional and modern police training skills** based in direct experience as command as well as frontline staff with an understanding of current challenges and best practices for law enforcement in small towns/departments. A commitment to staying up to date by participating regularly in a variety of local, county, state, and other meetings or trainings as much as practicable. Experience or training related to cultural competency, responding to mental health crises, de-escalation methods, as well as traffic and code enforcement are attractive.
- **Strong department budget development and management skills** that can allocate resources appropriately to provide high quality law enforcement services and conserve organizational assets when possible. An ability to cooperatively develop a comprehensive long term budget planning approach aligned with City priorities, maintains fleet and equipment investments, offers competitive personnel pay and benefits, and other

constructive measures while remaining fiscally prudent is essential.

- **Commitment to continuing and enhancing a community focused policing model** that provides responsive services and facilitates regular communication of relevant public safety information with community. Being respectful of all perspectives, open-minded, culturally competent, and approachable is essential. The Chief of Police should proactively inform citizens of Police Department activities that may impact them and be able to communicate a long-term vision for public safety provision in the community. Maintaining an even-handed and equitable approach to differing views and interests is essential.
- **Appreciation of the Scappoose community attributes that embrace its motto, "Small Town, Big Community."** Understanding of the values of small town living where people care for one another, engage in their community, and gather at local events. The Chief of Police should be a visible leader and have an appreciation for the impact of their work for the community.

## POLICY PRIORITIES

The Chief of Police will be expected to support, facilitate, and/or implement the following priorities for the Department and City organization:

- **Workforce development**  
The Scappoose Police Department has experienced high turnover in recent years causing budget impacts and reducing the quantity of experienced officers on the force which the next Chief of Police will be expected to address. To that end, the next Chief of Police will be responsible for hiring several positions such as multiple Patrol Officers including a code enforcement officer, while seeking ongoing training and development opportunities and establishing accountability standards within the Department. The Chief of Police will be tasked with rigorously vetting new officer candidates' skills and dispositions to establish a cohesive and effective organizational culture that promotes retention in an attractive 21st century work environment.
- **Department policy and procedure modernization**  
In the context of a growing community and staff turnover,



the next Chief of Police will have the opportunity to shape the Department's future with a comprehensive review and update department policies and procedures. The review should include analysis to effectively plan for the community's current and future population growth and establish an actionable, long-term vision for providing high quality and cost effective public safety services. This review includes but is not limited to analyzing and making recommendations to improve of the competitiveness of the Department's compensation, benefits, and other incentives with peer institutions as well as conducting a thorough review and update of the Department's current hiring, training, operating, and other management policies and procedures.

- **Community engagement**  
The Scappoose Police force enjoys broad support from the community and holds a number of meaningful annual community engagements and events to continue and strengthen community relations. While some of these events have been postponed due to COVID-19 restrictions, the next Chief of Police will be expected to reinstate and expand meaningful efforts to be visible in the community and keep the public informed about important public safety information. Investment of staff time and resources in these and other community engagement efforts will need to be appropriately balanced with day-to-day departmental responsibilities and needs. This also includes exploring opportunities to enhance partnerships with the Scappoose School District such as through outreach activities or offering a School Resource Officer (SRO) program.



## EDUCATION, CERTIFICATIONS, & EXPERIENCE

A Bachelor's degree in Public Administration, Law Enforcement, Criminal Justice, Political Science, or related field, as well as at least ten years of experience in police work, including a minimum of five years in a position equivalent to the rank of a Police Sergeant or higher, is required. Satisfactory and equivalent combination of education and experience that demonstrates knowledge, skills, and ability to perform the described duties of the position will be considered.

Additionally, the candidate must be eligible for the Department of Public Safety Standards and Training (DPSST) Management Law Enforcement Certificate within one year of accepting the position, meet all DPSST standards, be a U.S. Citizen at time of hire, possess and maintain a valid Oregon license to operate a motor vehicle with an acceptable driving record, and able to pass a thorough background check as well as medical and psychological evaluation. Other knowledge and physical requirements of the position can be found in official job description attached.



**SCAPPOOSE**  
*Oregon*

JENSEN STRATEGIES

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

## RECRUITMENT PROCESS

### Applications Due

Monday, December 6, 2021

### Preliminary Online Video Interviews

Weeks of December 13 and 18, 2021

### Finalist Interviews and Selection

Weeks of January 10 and 17, 2022

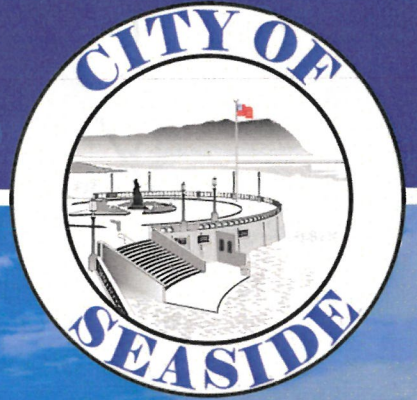
**For additional details, application materials,  
and instructions on how to apply, please visit**

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

Questions may be directed to:

Erik Jensen, Jensen Strategies, LLC

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



**CITY MANAGER**  
**CITY OF SEASIDE, OREGON**



# CITY MANAGER

## CITY OF SEASIDE, OREGON

*\$126,000 to \$156,000 plus excellent benefits*

### POPULATION

7,115

### BUDGET

\$33.4 MILLION

### FTE POSITIONS

81

### CITY DEPARTMENTS

[Business Office](#)

[Building](#)

[Finance](#)

[Fire & Rescue](#)

[Human Resources](#)

[Planning](#)

[Police](#)

[Public Library](#)

[Public Works](#)

[Cemetery](#)

[Engineering](#)

[Sewer](#)

[Streets & City Parks](#)

[Water](#)

[Seaside Municipal Airport](#)

[Seaside Civic &  
Convention Center](#)

### BENEFITS

Medical/Dental/Vision

Excellent Retirement Benefits

Life Insurance

### COMMUNITY

Historic District & Promenade

Beaches

Water Recreation

Trails & Hiking

Community Pride

International Events



## THE COMMUNITY

The City of Seaside (population 7,115), part of Clatsop County, sits at the mouth of the Necanicum River on Oregon's North Coast. Seaside is an iconic tourist destination, with Oregon's Coastal Highway 101 running through town, the community offers a stunning natural environment in addition to ample recreation, local attractions, and famous convention events and sport tournaments. From serving as the final destination of Hood to Coast, the largest running and walking relay in the world, to the attractions like the Seaside Aquarium and the shopping and restaurants of the Historic Gilbert District, Seaside has a variety of amenities and events to draw tourists locally and around the world. The City's scenic beauty, historic charm, and vibrant atmosphere is treasured by residents and tourists alike.

Incorporated in 1899, Seaside values its rich history of exploration, economic development, and tourism. The area has been home for Clatsop, Chinook, and other tribal communities and past archeological digs uncovered artifacts as old as two thousand years and comprise some of the artifacts on display in the Seaside Historical Society Museum. It is also located just 15 miles south of a Lewis and Clark Expedition base camp, leading to the "Salt Works" development, now the frequented Lewis and Clark Salt Cairn National Monument, which was established in the Seaside's Cove in 1806 to provide much needed salt for the expedition's food preservation. Today, Seaside's coastal charm and abundance of activities maintain its reputation as a thriving tourist destination.





## THE COMMUNITY (CONT.)

Walkable streets, miles of coast, parks, beaches, the Historic Seaside Promenade, Necanicum Estuary, and the Sunset Empire Parks and Recreation District (including an indoor pool) provide ample opportunities for residents and tourists to recreate and enjoy the area's beautiful surroundings. The beaches and water recreation provide excellent fishing, clam digging, kayaking, and surfing opportunities. The recently renovated Seaside Civic and Convention Center supports internationally renowned events in addition to other popular attractions that happen annually in the City such as the

largest beach volleyball tournament in the world, hosting the Pacific Basketball League, and many others. The Funland Arcade and Seaside Carousel Mall continue to provide generations of visitors with fun and shopping in the city. Seaside's welcoming small community offers a sense of big city adventure with unequivocal coastal beauty.

## THE ORGANIZATION

The City of Seaside employs a Council-Manager form of government with the legislative and policy-making body composed of a 6-member Council and the Mayor. Four Councilors are elected from each of the four Wards, one Councilor is elected at large from Wards One and Two, one Councilor is elected at large from Wards Three and Four, and the Mayor is elected from the City at large and has a vote on Council matters. The Council appoints the City Manager as well as City Attorney and Municipal Judge. The City Manager is the City government's administrative head and is responsible for all City business administration. City departments include Administration, Building, Finance, Fire & Rescue, Human Resources, Planning, Police, Public Library, Public Works, the Seaside Civic and Convention Center, and the Seaside Municipal Airport. The City employs 81 full-time equivalent employees, and its 2021-2022 budget is approximately \$33.4 million.

## THE POSITION

Under the direction and supervision of the City Council, the City Manager serves as the chief administrative officer of the City government and is responsible for implementing the policies enacted by the Council. The City Manager assumes full leadership and accountability for all City operations, hiring of key personnel, provides leadership and expert guidance, spearheads long-term planning efforts,

and serves as a critical link between the policy-making and operational functions of the City.

## THE IDEAL CANDIDATE

The ideal candidate possesses and has demonstrated the following attributes:

- **Strong leadership and management abilities** to provide clear direction, manage multiple departments, balance priority initiatives, and foster a professional and responsive organizational environment. Management experience to support staff development and organization policy updates for effective service is important. Value and practice collaboration, transparency, personal growth, and empathy. Supportive of staff as their primary representative with the City Council and community while promoting a culture of accountability, fairness, and high-quality work. Employ a management style that is highly organized, personable, communicative, inclusive, respectful, even-tempered, professional, and approachable is desired. Experience to manage human resources and union relations is essential.
- **Strong public finance skills** to continue the City's responsible fiscal management by anticipating, planning, and adequately funding services and financial needs as well as provide continuity of financial duties through staff transitions. Ability to utilize a broad spectrum of revenue approaches to strategically integrate financial

planning with the City's long-term goals. Experience in a tourism-based economy as well as skills to facilitate City accounting system upgrades and Oregon budget law requirements is important.

- **Strong communication skills** to effectively engage multiple City audiences including City Council, staff, local government officials, businesses, community groups, nonprofit organizations, residents, visitors, and tourists. Demonstrates a commitment to accessibility, transparency, and timely communication. A communication style that actively encourages and respects two-way dialogues and is responsive to community concerns. Skills to effectively communicate complex policy issues with all audiences and to help build consensus on civic issues. An ability to communicate orally and in writing with clarity, substance, and conciseness.
- **Ability to foster effective intergovernmental relations** to build and maintain collaborative working relationships and actively represent Seaside in the region. Ability to manage ongoing projects and build new or expanded relationships with peer local governments, the County, the State, and other agencies through cost effective agreements, collaboration, proactive communication, and accountability.
- **Relevant emergency planning experience** to support ongoing disaster, emergency, and public safety needs working in coordination with multiple agencies. Proactively addresses infrastructure improvements,

interagency planning, community training, and public notification system needs. Skills to effectively communicate information to the community and other audiences regarding tsunami, earthquake, and other emergency preparedness plans and resources is important.

- **A knowledge and experience with public infrastructure management, planning, maintenance, and funding** for bridges, streets, wastewater, and other improvement projects. Experience developing traffic management approaches in areas impacted by tourism and with elevated emergency risks is beneficial. Ability to engage community and intergovernmental interests to build project approaches, planning, and implementation will be important.
- **Ability to foster effective Council relations** through responsiveness, accessibility, and inclusivity. Proactively stays aware of City operations and informs the Council on issues important to them to facilitate informed, strategic decision-making processes. Ability to maintain and enhance an environment that promotes Council's ability to collaborate, set goals, and navigate challenging civic and other issues is beneficial.
- **Demonstrated experience in housing policy** approaches to support supply and affordability in a tourism-based economy. Expertise to appropriately manage housing developments, assess buildable land, and ability to engage the community in building shared visions of growth is helpful. Knowledge of Oregon land use law in







addition to rules related to wetlands, watersheds, and state managed forest lands, as well as experience to address issues related to houseless communities important.

- Proactively inform and engage the community in**

City activities and decisions that may impact them. Willingness to be accessible, open-minded, a listener, while committing to follow through on citizen inquiries and employing an even-handed approach to different views and interests. Maintain, strengthen, and expand the City's community involvement approaches to uphold the principles of transparency, inclusion, and public participation. Serve as a visible leader in the community and region.

- Appreciation of the unique Seaside community**

**attributes** that make it a friendly town with a strong sense of community. Embraces Seaside's distinctive environment and willing to integrate themselves into the City and community.

- Thorough understanding of city government roles**

including the Council-Manager form of government and the proper roles of bodies and individuals within such governments. Ability to help the City Council, staff, and advisory bodies operate effectively with each other and within their legally defined roles.

## POLICY PRIORITIES

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

- Emergency Preparedness & Public Safety**

Given its coastal location and proximity to the Cascadia Subduction Zone, Seaside is committed to enhancing emergency planning efforts. In addition, as a tourist destination, the impacts on the community increase public safety challenges and concerns and the City has undertaken significant efforts to address these needs. Preparation for natural disasters will require ongoing and long-term work to prioritize, plan, and finance needs. These needs include repair of four of seven critical bridges, street improvement to accommodate traffic flow if emergency exodus is needed to safe sites such as the recently constructed disaster prepared school building, establishment of safe pathways to evacuate, emergency shelter options, and others. Furthermore, the City's regular influx of up to 60,000 visitors/tourists contributes to local and regional public safety strains that the City Manager will need to help address. These include supplementing public safety funding, supporting negotiations for plans to consolidate regional 911 dispatch operations cost effectively while providing adequate coverage, and pursuing strategies to maintain appropriate levels of paid and volunteer firefighters.

- Tourism Management**

Seaside, one of the oldest tourist destinations in the state, is host to a number of locally, nationally, and internationally renowned events that dramatically increase the City's population. The Seaside community regularly accommodates a substantial tourism influx, peaking during



the summer months, that generates additional public resource strains related to traffic, litter, and other public safety concerns such as illegal fireworks. As such, the City seeks a manager to effectively lead and leverage tourism related policies, financial revenue and cost implications, additional community public safety and emergency planning demands, while pursuing long term quality of life goals for the community. The City Manager will also be responsible for effective coordination and support of the Convention Center and Seaside Municipal Airport.

#### • **Housing Supply**

Like many cities, Seaside has experienced a rise in housing supply issues including lack of affordable workforce housing and impacts from people without shelter that are generating community concern. As a destination community, there are a large number of second homes, remote workers, and vacation properties that the City Manager will need to help address through effective policy and other approaches to accommodate housing for residents including the local workforce. Additionally, there have been ongoing and increasing social service and public safety challenges related to unsheltered people living in the city. The City Manager

will need to engage with the community and work with appropriate agencies and partners to identify potential solutions. Approaches may include providing effective oversight for the recently approved 200 housing and apartment units and other ongoing developments, assessments of buildable land, options to expand the City's Urban Growth Boundary respectful of borders challenging geographic constraints and federal lands, and effective allocation of Urban Renewal District funds.

#### • **City Staffing**

The City of Seaside has a number of important projects underway and has benefited from long tenured employees but is now facing several current and future Department Head and key staff retirements in addition to increased service demands and the need to optimally organize staff responsibility assignments. Additional analysis will be required to assess appropriate staffing levels to manage impacts from hiring freezes as a result of COVID-19, tourism, and city growth. Ability to effectively manage succession planning, union relations, and labor contract negotiation are also important. The City Manager will need to help preserve institutional memory, provide continuity of operations, and recruit for

## RECRUITMENT PROCESS

**Applications Due**  
April 18, 2022

**Preliminary Online  
Video Interviews**  
Week of April 25, 2022

**Finalist Interviews &  
Selection**  
May 17-20, 2022

### To apply:

For additional details, application materials, and instructions on how to apply, visit [jensenstrategies.com/recruitment/seaside-citymanager](https://jensenstrategies.com/recruitment/seaside-citymanager)

### Questions may be directed to:

Emily Rehder  
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*The City of Seaside is an Equal Opportunity Employer.*



these upper management positions. Skills to effectively staff the city workforce while maintaining a collaborative working environment will be important.

### Public Infrastructure Improvements

Seaside has begun major efforts to update and improve the City's wastewater treatment and sewer system including addressing leaks and investing in a \$3-4 million dollar sewage dryer and other needed updates. These projects are intended to ensure adequate local capacity as well as provide opportunities to offer wastewater treatment services for nearby communities as well as generate revenue from associated energy production. The City Manager will be expected to oversee implementation of this infrastructure improvement and expansion including facilitating financing through bonds, American Rescue Plan Act (ARPA), and other measures as well as negotiation of mutually beneficial arrangements for services with peer communities.

The City is also actively engaged with the Oregon Department of Transportation's work on a \$7 million dollar project to improve the safety and efficiency of Highway 101, which runs through town, by adding a turn lane. Ongoing coordination with the agency and mitigation of construction impacts on businesses, residents, and visitors/tourists will be important. Traffic and road improvements are also needed to provide adequate infrastructure and communication to establish safe access to the new disaster prepared school building.

## EDUCATION/EXPERIENCE

A bachelor's degree in public administration, planning, political science, or related field, and at least three years of upper-level government management experience are required. An advanced degree in Public Administration or related field, and/or five years of increasingly responsible public sector experience is preferable. Experience and/or training in public finance, human resources, union relations, and emergency planning is highly desired.



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