
Hood River City Council
211 Second St.
Hood River, OR 97031
(541) 386-1488
www.cityofhoodriver.gov

April 26, 2021

SPECIAL MEETING

12:00 p.m.

Councilors:	Mark Zanmiller (President)	Kate McBride, Mayor	Megan Saunders	Tim Counihan
	Jessica Metta	Erick Haynie	Gladys Rivera	

All public meeting locations are accessible. Please let the City Recorder know if you will need any special accommodations to attend any meeting. Call (541) 387-5212 for more information. Oregon Relay Service 1-800-735-2900

The City of Hood River is taking steps to limit exposure and spread of COVID-19 (novel coronavirus). In support of state and federal guidelines for social distancing, the City of Hood River will hold this meeting by using Zoom Conferencing.

Please use the following phone number or video link:

<https://us02web.zoom.us/j/82230875765>

(253) 215 8782

Meeting ID: 822 3087 5765

Members of City Council and City staff will participate by Zoom, they will not be on site at City Hall during the meeting. The audio recording of the meeting will be posted shortly after the meeting on the City's website. Please check the City's website for the most current status of planned public meetings.

<https://cityofhoodriver.gov/administration/meetings/>

I CALL TO ORDER

II PRESENTATION

1. City Manager Recruitment Firm Interviews

Pages 2-44

III ADJOURN

CITY COUNCIL AGENDA ITEM COVER SHEET

DATE: April 26, 2021
TO: Honorable Mayor and City Council
FROM: Rachael Fuller, City Manager
RE: City Manager Recruitment Firm Interviews

Purpose: The purpose of this special meeting is to interview the two final firms selected to provide executive recruitment services for Hood River City Manager search.

Background: A Request for Proposals was advertised for executive recruitment services and eight submittals were received. A subcommittee of City Councilors along with City Manager Rachael Fuller reviewed the proposals. Jensen Strategies and Novak Consulting Group were selected to interview.

Discussion: N/A

Staff Recommendation: Staff recommends that Council interview both firms with questions provided at the meeting. Not all Councilors may be in attendance and Council may want time to consider the selection. Should this be the case, staff recommends that Council make a formal decision at the regular City Council meeting tonight. City Council may choose to deliberate and decide at the special meeting.

Suggested Motion: Should Council deliberate and decide at the special meeting, a suggestion motion is: Direct the City Manager to execute a contract with _____ to provide executive recruitment services for the position of City Manager.

Alternatives: N/A

Fiscal Impact: Costs are outlined in each proposal and range between \$25,000 - \$28,000, plus expenses.

Environmental Impact: Both of the selected firms have recruitment specialists in the Portland region, which would reduce the environmental cost of air travel.

Attachments:

Proposal submitted by Jensen Strategies

Proposal submitted by Novak Consulting Group



City Manager Recruitment Proposal

Prepared for:

City of Hood River

April 2021

By:



April 9, 2021

City of Hood River
ATTN: Rachael Fuller and Jennifer Gray
211 2nd Ave.
Hood River, OR 97031

Dear Ms. Fuller and Ms. Gray:

Thank you for the opportunity to submit our proposal for the recruitment of the City of Hood River's next City Manager. As former municipal administrators in Oregon, we understand the skills and talents necessary to successfully manage at the local government level. We draw upon our extensive experience and relationships within the city management community to attract and select not only the most qualified candidates, but those best positioned to succeed in the unique governmental environment of our state.

Our firm, established in 2012, is the only Oregon-based private recruiter specializing in public manager searches. We are able to draw upon our extensive contacts to help find and evaluate qualified candidates. We are also very familiar with Oregon fair hiring procedures. We are pleased to include Isaac Dixon of Vista HR as part of our team for this recruitment.

Jensen Strategies will work closely with you and the City Council to understand the needs of your city before launching the recruitment, and keep you regularly informed throughout the process. Our clients receive custom approaches, not just "a process."

Our proposal assumes measures will need to be taken to mitigate potential Coronavirus exposure as long as that is required or necessary. These measures include virtual meetings and socially distanced in-person events.

We appreciate the opportunity to submit our proposal to assist the City of Hood River with this recruitment and it will be our pleasure to partner with the City in this important endeavor. As Principal of Jensen Strategies I, Erik Jensen, will represent Jensen Strategies in negotiations, I am authorized to sign any contracts, and I have read and will sign the Personal Services Agreement without any changes. We certify our firm is able to perform all work as outlined in this scope of work. Please do not hesitate to contact me with any questions or requests for additional information.

Sincerely,

Erik Jensen
Principal
Jensen Strategies, LLC
1750 S. Harbor Way, Suite 350
Portland, OR 97201
(503) 477-8312
erik@jensen-strategies.com

PROFESSIONAL LIABILITY INSURANCE

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

COMPUTER EQUIPMENT

Jensen Strategies' electronic deliverables are produced in the Microsoft environment and will be submitted to the City in .PDF, .XLSX, .DOCX, and related formats.

FIRM QUALIFICATIONS

Established in 2012, Jensen Strategies has led the recruitment process for a number of cities in the Pacific Northwest. Because of this history, we have extensive resources through which we can find and evaluate qualified municipal administrators. We are Oregon-based and, therefore, very familiar with Oregon fair hiring procedures. We also take great care to treat each recruitment individually; we take the time to fully understand each client's needs before developing the candidate profile, and work collaboratively throughout the recruitment process to ensure you remain informed and engaged.

Current and Previous Recruitments

City of Sheridan - 120 SW Mill St., Sheridan, OR 97378

Frank Sheridan, City Manager - 503-843-2347 - fsheridan@cityofsheridanor.com

City Manager – Jensen Strategies is presently conducting a national recruitment process for the next City Manager of Sheridan (OR). The recruitment has involved an extensive profile development process including City Council and executive management interviews, a staff survey, and a community input session via Zoom. A City Council adopted candidate profile will guide the criteria applied at every stage. The evaluation and selection process will include preliminary Zoom interviews with semi-finalist candidates and a robust finalist process that will include input from community members and staff, as well as panel interviews with community leaders, local public administrators, and the City Council.

City of Carlton - 191 E Main St., Carlton, OR 97111

Christy Martinez, Assistant City Manager - 503-852-7575 - cmartinez@ci.carlton.or.us

City Manager – Jensen Strategies recently conducted a national recruitment for the next City Manager of Carlton (OR). The recruitment involved an extensive profile development process including City Council and department manager interviews, a staff survey, and a community input session. The position attracted candidates from across the country and in Oregon. The evaluation and selection process included preliminary Zoom interviews with semi-finalist candidates and a robust finalist process

with input from community members and staff, as well as panel interviews with department managers, community leaders, local public administrators, and the City Council.

City of North Bend - 835 California Ave., North Bend, OR 97459

Mayor Jessica Engelke - 541-756-8500 - jengelke@northbendcity.org

City Administrator– Jensen Strategies conducted a national recruitment for the next City Administrator of North Bend (OR). The recruitment involved an extensive profile development process including City Council and community leader interviews, a staff survey, and a community input session. The position attracted a broad range of candidates from across the country and in Oregon. The evaluation and selection process included preliminary Zoom interviews with candidates and a robust finalist process with input from community members and staff, as well as panel interviews with community leaders, local public administrators, and the City Council.

City of Cannon Beach- 163 E Gower Ave., Cannon Beach, OR 97110

Bruce St. Denis, City Manager - 503-436-8050 - stdenis@ci.cannon-beach.or.us

City Manager – Jensen Strategies managed the City of Cannon Beach’s City Manager recruitment in 2018. The recruitment involved an extensive profile development process including a well-attended community input session, staff engagement, and City Council interviews. The position attracted a broad range of candidates from across the country and in Oregon. The selection process was robust with opportunities during the finalist phase for engagement with community members, staff, public administrators, and the City Council. Ultimately, the City Council choose a successful candidate among a very competitive pool of candidates.

Community Development Director – Jensen Strategies managed the recruitment process, until the finalist phase, for the Cannon Beach Development Director position in 2018. The process included development of the position profile, brochure drafting and design, advertising, and initial screening of candidates through application review and preliminary phone interviews. After finalists were recommended and selected, background checks were conducted prior to finalist interviews by the City.

Emergency Manager – Jensen Strategies assisted the City of Cannon Beach in 2018 to develop and design a recruitment brochure for their Community Development Director position.

City of Sisters- 163 E Gower Ave., Cannon Beach, OR 97110

Mayor Chuck Ryan - 503-549-6022 - cryan@ci.sisters.or.us

City Manager - Jensen Strategies led the national search for the City of Sisters’ City Manager in 2017. The recruitment involved extensive profile development, including input from numerous staff members, community leaders, and City officials. The position advertisement attracted dozens of qualified applicants, both locally and across the United States, and the selection process was thorough and inclusive, incorporating multiple interview panels and interaction opportunities.

Washington County - 155 N First Ave., Hillsboro, OR 97124

Eva LaBonte, Asst. Director of Support Services - 503-618-2346 - Eva_LaBonte@co.washington.or.us

Chief Human Resource Officer - Jensen Strategies managed the recruitment process, up to the finalist phase, for the Washington County Chief Human Resource Officer position in 2020. The process included development of the position profile, brochure drafting and design, advertising strategy and implementation, professional network outreach, initial screening of candidates through application review and preliminary phone interviews, and facilitation of semi-finalist interviews. The County was responsible for the finalist review and evaluation.

Benefits and Leave Manager - Jensen Strategies managed the recruitment process, up to the semi-finalist phase, for the Washington County Benefits and Leave Manager position in 2020. The process included development of the position profile, brochure drafting and design, advertising strategy and implementation, professional network outreach, initial screening of candidates through application review and preliminary phone interviews, and recommendation of semi-finalists for further consideration. The County was responsible for the semi-finalist/finalist review and evaluation.

Employee and Labor Relations Manager - Jensen Strategies is presently assisting Washington County in the recruitment of its first Employee and Labor Relations Manager. The process includes development of a customized advertising strategy, preparation of a recruitment brochure, proactive outreach to solicit qualified candidates, preliminary online video interviews with semi-finalists, and participation in finalist interviews.

KEY PERSONNEL QUALIFICATIONS

Erik Jensen - For more than five years, Erik Jensen has successfully managed the Jensen Strategies recruitment processes for cities including Cannon Beach, Carlton, Sisters, and North Bend. He brings key recruitment expertise built over 20 years as a public administrator at the City of Hillsboro. He understands the unique hiring requirements in Oregon, such as Veterans' Preference (ORS 408.225 to 408.237) and always takes care with every applicant to ensure clients receive maximum value for their public dollars. He has a Bachelor of Arts degree in Political Science from Lewis and Clark College, holds a Master of Public Administration degree from the University of Washington, and is member of the International City/County Management Association (ICMA) and the Oregon City/County Management Association (OCCMA).

Ellen Conley - Ellen Conley provides specialized support for Jensen Strategies' executive management recruitments. As a former Assistant City Manager for the City of Hillsboro and Deputy County Administrator for Washington County, she brings invaluable experience to each client. She has expertise in both Finance and Human Resources, due to roles in various local government bodies. Ellen has a Bachelor of Business Administration from Oregon State University and Master of Public Administration from Lewis and Clark College.

Amelia Wallace - Amelia Wallace has been assisting recruitments for Jensen Strategies since the Fall of 2020. She has helped cities such as North Bend and Carlton find City Managers during her tenure. She is currently a

Master of Public Administration Candidate at the University of Washington Evans School of Public Policy & Governance in Seattle while also working with the Seattle Office of Civil Rights to support the City's Race and Social Justice Initiative. Amelia currently serves as leader for the local University of Washington International City/County Management Association (ICMA).

Sandy Ervin - As Office Manager, Sandy Ervin coordinates the recruitment processes at Jensen Strategies. She brings expertise from previous administrative positions in libraries, school districts, as well as the private sector. Sandy holds a Bachelor of Arts in History from the University of Florida.

Isaac Dixon - Jensen Strategies is pleased to also include the talents and knowledge of Isaac Dixon to our recruitments. Isaac, President of Vista HR Consulting, holds decades of experience in Human Resources from previous roles at Portland State University, Lewis and Clark College, Providence Health, and NIKE. Isaac has teamed with us on other recruitments and is especially skilled in curating pools of candidates with an emphasis on diversity, equity, and inclusion. Isaac received his doctorate at Capella University in Organization and Management with an emphasis in Human Resources.

QUALITY OF CLIENT SERVICE AND WORK

Jensen Strategies works to establish and maintain effective, functional, and productive relationships with our clients. We establish mutual expectations from the first meeting and maintain regular and informative updates with our client representatives. Unanticipated developments, if any, are addressed in timely manner through communications and tangible measures, if necessary. We are accessible to our clients by email, phone, mobile phone, and text. Our internal policies and expectations are designed for consistent quality control and cost control.

We are proud of our long-term client relationships. Jensen Strategies has many repeat clients that we have served over the years including the Cities of Gresham, Dallas (OR), McMinnville, Carlton, Lebanon, Cannon Beach, Tigard, St. Helens, and Hood River as well as Washington County, League of Oregon Cities, and Oregon Solutions.

Our objective is to help the City find and select the candidate that is the best fit to serve as the City of Hood River's next City Manager. Our recruitments are structured to attract a wide range of qualified applicants, who we vet using our administrative experience and our knowledge of your city's needs to present you with the best possible candidates for the position. We commit to working in close partnership with the City of Hood River (City), following a process designed to make the best use of your time and resources.

We will also demonstrate respect and equity for all candidates by keeping them informed about the status of their application and delineating next steps.

Recruitment Start-Up Meeting

We will begin the recruitment by meeting by 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.

Candidate Profile Development

Our team will conduct Zoom interviews with the Mayor, City Council, City executive management, City Attorney, 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 more qualitative information that can help us find the best candidates for your City's needs. 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.

We will facilitate one external stakeholder Zoom meeting open to the public. 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 Hood River would like to see in its next City Manager. City staff will be responsible for promoting the Zoom meeting(s) and/or staff survey.

Drawing upon the input gathered from our interviews and the stakeholder meeting(s) and/or survey, 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.

We will discuss our draft profile with the current city manager 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. We will attend a work session with the City Council to present the draft profile and engage in discussion of any changes/alterations.

Following the work session, we will make any profile changes desired by the Council, and will submit the final profile for formal Council approval

Position Marketing

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.

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, and in other forums as appropriate. We will also directly contact qualified managers within our extensive professional network to inform them of the opening.

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. Candidates will provide a resume, a cover letter, an application form, and a minimum of four professional references. We will review applications against the City Manager Profile, remove all non-responsive applications, and identify semi-finalist candidates best fit the City's needs. 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).

Finalist Process

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 also provide information on other candidates who we interviewed but did not recommend as finalists. During the session we will answer Council questions and assist in facilitating a discussion to help them reach consensus on the finalists they want to be interviewed. Subsequently, the Council will announce the finalists in a regular business meeting after we notify those candidates and receive permission for public disclosure of their candidacy.

Prior to the finalist interviews, we will conduct comprehensive background and reference checks. We will work with our partner, Legal Locator Service, to conduct finalist background checks including criminal, credit,

civil, as well as employment and education verification. We also conduct reference checks, with contacts provided by the candidates, as well as other contacts we have through our network.

Prior to the final interviews, two receptions (Zoom or in-person depending on the status of the pandemic) 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, while the second reception will be open to members of the public. At both receptions, attendees will be provided an opportunity to provide online feedback concerning their impressions of the finalists, which will help inform the Council's final selection process. The City will be responsible for promoting both receptions.

Finalists will be interviewed in-person by three panels in a socially distanced environment, if required, consisting of (1) the City Council, (2) a panel of local government administrators from other jurisdictions, and (3) a panel of key community members. Interviewers 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 of the other two panels and, if relevant, feedback from the two finalist receptions.

The Council will convene an executive session and utilize this input as it conducts its final deliberations and selects a preferred candidate. 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. As requested by the City, we will assist in the contracts negotiations with the selected candidate.

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 Hood River.

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 \$1,200)
- Background checks for finalists (typically less than \$1,000)
- 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)

Estimated expenses for this recruitment are up to \$5,000 plus any out of state candidate travel expenses.

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

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.

APPENDIX I: SUPPORTING INFORMATION

Contents:

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Sandy Ervin resume	4
Isaac Dixon resume	5
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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 for the same department, he led external and internal policy initiatives such as development and implementation of the international award-winning Hillsboro 2020 Vision. He led the process to develop the City's first operational strategic plan. Prior to the City of Hillsboro, Erik was a public affairs consultant with another firm where he facilitated public engagement processes for large, high-profile projects such as Portland CSO Program, and Oregon Arena Project. He has also held staff positions at the Oregon Legislature and political campaigns.

Erik has a Bachelor of Arts degree in Political Science from Lewis and Clark College and a Master of Public Administration degree from the University of Washington. He is a member of the International City/County Management Association (ICMA) and the Oregon City/County Management Association (OCCMA). Erik currently serves on the Alumni 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.



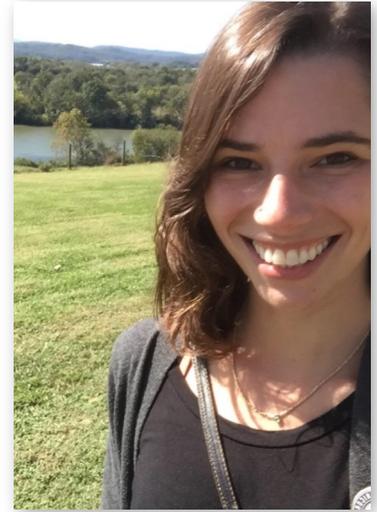
Ellen is the former Assistant City Manager for the City of Hillsboro where she oversaw multiple departments including Finance, Human Resources, Information Services, Parks & Recreation, and Library. Prior to Hillsboro, she was a Deputy County Administrator for Washington County with administrative responsibilities 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, Project Associate

Amelia Wallace has been a Project Associate with Jensen Strategies since the Fall of 2020 providing recruitment support, facilitation, policy analysis, and product development for clients. She is currently a Master of Public Administration (MPA) Candidate at the University of Washington Evans School of Public Policy & Governance in Seattle.

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 she is 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. Since coming to Seattle, Amelia has been serving as the graduate intern for the City of Seattle Department of Transportation Curbside Management team.



Building upon these previous experiences, at the Evans school, Amelia has concentrated on public financial management, local government service, and policy analysis. In her final consulting project for her degree, she is working with the Seattle Office of Civil Rights developing qualitative analysis on equity indicators to support the City's Race and Social Justice Initiative. Outside of class, she also leads the local University of Washington International City/County Management Association (ICMA) student chapter which offers discussion spaces and professional development opportunities such as running the Local Government Fellowship program that connects small Washington cities with Evans students for internship opportunities.

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.

Sandy Ervin, Executive Assistant/Office Manager

Sandy Ervin is the Executive Assistant/Office Manager with Jensen Strategies, joining the team in 2020. 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.

Sandy has many years of experience as an Administrative Assistant, Library Aide, Crafting Expert, and small business owner. Her creativity, innovation, and design skills expand the capabilities of the Jensen Strategies' team. Sandy holds a Bachelor of Arts in History from the University of Florida, where her favorite subject was the History of Science.



Originally a Florida native, she also lived in Houston for 15 years while working in the fields of public education and library science. Sandy has a passion for American Sign Language and attends Deaf Cultural events several times per year. She loves exploring world cultures through food, traveling to new and exciting places, and is discovering a new love for hiking now that she calls the Pacific Northwest 'home'. Recognized for her commitment to diversity and equity, Sandy is an indispensable force on the Jensen Strategies team.



Isaac E. Dixon, PhD. SPHR

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 (two 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.

REFERENCES

Jensen Strategies has the honor of being recommended by:

Christy Martinez, Assistant City Manager

City of Carlton
191 E. Main Street
Carlton, OR 97111
503-852-7575
cmartinez@ci.carlton.or.us

Mayor Jessica Engelke

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

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

Eva LaBonte, Assistant Director of Support Services

Washington County
155 N. First Avenue
Hillsboro, OR 97214
503-618-2346
Eva_LaBonte@co.washington.or.us

Mayor Chuck Ryan

City of Sisters
520 E. Cascade Avenue
Sisters, OR 97759
503-549-6022
cryan@ci.sisters.or.us

Sample Recruitment Brochure



CITY MANAGER
CITY OF CARLTON, OREGON

CITY MANAGER

CITY OF CARLTON, OREGON

\$96,330 - \$121,872 plus excellent benefits



POPULATION
2,270

BUDGET
\$20.1 MILLION

FTE POSITIONS
14

CITY DEPARTMENTS

Administration/Finance

- Municipal Court
- Communications
- Utility Billing
- Planning/Development

Public Works

- Water
- Street
- Stormwater/Sewer
- Parks
- Pool

Police

- Patrol
- Code Enforcement

PLUS

- Beautiful Natural Environment
- Outdoor Recreation
- Wine Region
- Active Tourism
- Small Town Environment
- Community Pride
- Civic Involvement



THE COMMUNITY

The City of Carlton (population 2,270) serves as the gateway to the Yamhill-Carlton Viticulture District, one of the most beautiful areas of Oregon's Mid-Willamette Valley. It is situated on Highway 47, a leading tourism route from the Portland metropolitan area into the region's wine country. The geographic position allows residents to easily access Oregon's coast, mountains, and the amenities of the larger urban areas of Portland and Salem. Nearby, Carlton is surrounded by nature with hiking trails and many other outdoor recreation opportunities.

An agricultural town by heritage, in recent years, Carlton has become a small but significant epicenter of Oregon's wine industry, boasting the highest number of tasting rooms per capita in the United States. The dozens of surrounding wineries attract year-round tourists and have created a new economic base for Carlton.

Carlton is a charming and friendly community with a small-town feel where residents take great pride in their city. Three public parks with play structures and a community pool serve as gathering places for children and families to enjoy. An active, walkable, and family-friendly downtown offers residents and visitors a diversity of restaurants, cafes, taverns, coffee shops, and retail establishments to eat, shop, and gather. Annually, community members and tourists enjoy participating in events around town, such as the Carlton Crush Harvest Festival.





THE ORGANIZATION

The City of Carlton employs a council-manager form of government with the City Manager appointed by the seven-member City Council. The Mayor is elected at-large for a two-year term, and six Councilors elected by the city at-large for four-year terms. The City Manager is the city government's administrative head and is responsible for all city business administration. The City of Carlton departments include Administration/Finance, Police, and Public Works (including Municipal Water, Street, Stormwater, Parks, Sanitary Sewer, and Municipal Pool). The City employs 14 full-time employees, and its 2020-21 budget is approximately \$20.1 million.

THE POSITION

Under the direction and supervision of the Mayor and City Council, the City Manager serves as the chief administrative officer of the city government and is responsible for implementing the policies enacted by the Council. The City Manager assumes full leadership and accountability for all city operations, 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, effectively manage multiple departments and initiatives, develop and inspire staff,

and foster a professional, high functioning, and responsive organizational environment. An ability to help the organization envision, plan, and address long-term challenges is essential. Should value and practice teamwork, collaboration, transparency, inclusivity, and accountability with staff. Commitment to be supportive and protective of staff as their primary representative with the City Council and community. A personal style that is approachable, forthcoming, respectful, even-tempered, and with a good sense of humor.

- **Excellent communication skills** to effectively engage multiple audiences, including the City Council, staff, local government officials, businesses, community groups, and citizens. Commitment to accessibility, transparency, openness, and timeliness when communicating with all individuals or groups. Personal communication style that involves active listening and encourages two-way dialogue. Ability to communicate, verbally and written, with clarity, substance, and conciseness.
- **Ability to lead long-term planning and community development initiatives.** Experience with long-term planning for growth, community visioning, Oregon comprehensive planning, smart growth, and sustainability. An understanding and/or experience in Oregon land use law/processes will be needed to address city growth issues effectively. Demonstrated abilities and skills to develop and implement long-term community plans with transparency and inclusivity.
- **Strong public finance skills and experience** particularly with Oregon budget laws and requirements. Ability to take a comprehensive financial approach that looks to

address the City's long-term needs, and an ability to strategically integrate financial planning to the City's vision, goals, and policy direction.

- **Experience in infrastructure planning, maintenance, and funding** to lead City infrastructure projects currently underway or in planning, related to water and stormwater/ sewer, and streets. Ability to plan long-term infrastructure needs and funding and future facilities such as a new City Hall.
- **Commitment to community engagement as an individual and in conducting City business.** Be engaged, visible, and active in the community on an individual level. Be respectful of all perspectives, open-minded, a listener, and approachable by all citizens. Employ an even-handed approach to differing views and interests. Commitment to strengthen and expand the City's communication and engagement in city decision-making, and uphold the principles of transparency, inclusion, and public participation.
- **Ability to be transparent, accessible, inclusive, and work collaboratively with City Council on addressing policy issues.** Keep the Council fully informed of current and future issues facing the City. Maintain consistent, collaborative relationships with all Council members and engage in regular and open communication. Be actively aware of the City's operations and keep the Council updated in a timely manner on issues pertinent to their role as the governing body.
- **A genuine appreciation for the unique qualities that make Carlton a friendly, community-based town** including as a hub of Oregon's growing wine industry, an ongoing connection to the area's agricultural heritage, and a place where residents like to relax and gather at events. A desire and willingness to live in, or in very close proximity, to the city.
- **Ability to foster and maintain collaborative intergovernmental relationships** with state/local governments and other public service providers.



- **Thorough understanding of city government roles,** including an understanding of the Council-manager form of government and the proper roles of bodies and individuals within such governments. Ability to help ensure the City Council, staff, and advisory bodies are all operating effectively with each other and within their legally defined roles.

POLICY PRIORITIES

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

- **Long Term Planning for Growth**

In the context of a changing economic landscape and increasing City population, the next City Manager will need to address long-term planning to define how Carlton will manage future growth. As the City has grown, major land-use decisions have highlighted the need to provide greater definition and direction on how the City will manage future growth. The City Manager will help

facilitate this broader policy discussion, including a vision that incorporates the concepts of smart growth and sustainability. In addition, the City Manager will be expected to address related long-term planning initiatives such as Comprehensive Plan updates, rewriting the City's stormwater management plan, transportation plan, and development code.

- **Highway 47**

The next City Manager will be involved in ongoing discussions regarding the rerouting of Oregon State Highway 47 that currently runs through Carlton. The Oregon Department of Transportation (ODOT), which leads the project, has offered various rerouting options to the City to help mitigate truck traffic through downtown. Discussions on this issue have been delayed due to the pandemic and issues raised by community members. The next City Manager will be an essential participant as the City's staff representative working with the community, ODOT, City Council, and other stakeholders to help determine the best option for the City.

- **Infrastructure/Facility Projects**

Carlton is currently implementing a \$9 million water system improvement project to address long-standing transmission and reservoir issues. The next City Manager will be engaged in not only ensuring this project is completed, but to also facilitate future discussions on water supply. As the City grows, concerns about water supply will need to be addressed, including working with the neighboring jurisdictions on supply options and funding. The City Manager will be an integral participant in these issues and will be expected to take a leadership role for the City.

Since 2003, Carlton has been reviewing options to address a much needed multi-million-dollar reconstruction of City Hall. The project has involved numerous design iterations and funding has been a continual obstacle to moving forward. The City Manager will take this project on and help plan a path forward to address this facility need. The next steps in the process will need to build on past work and engage the community through transparency and involvement during the decision-making process.



RECRUITMENT PROCESS

Applications Due

Nov 23, 2020

Online Video Interviews

Week of Dec 7, 2020

Finalist Interviews

Week of Jan 11, 2021

The City of Carlton is an Equal Opportunity Employer.

To apply:

For additional details, application materials, and instructions on how to apply, visit www.jensen-strategies.com/recruitment/carlton-citymanager

Questions may be directed to:

Erik Jensen
Jensen Strategies, LLC
503-477-8312
erik@jensen-strategies.com



Photos courtesy of Vinbound Marketing

Community Engagement

The City of Carlton recognizes the need to strengthen and expand its community engagement to increase transparency in decision-making. The City Manager will be expected to lead this initiative to increase the awareness and involvement of the citizens in the function of City government. It is expected the next City Manager will take a comprehensive approach to expanding community information sharing and engagement using available communication tools and venues.

EDUCATION/EXPERIENCE

A bachelor's degree in Public Administration, Planning, Political Science, or related field, and at least five years of upper-level local government management experience. Ten years' experience in upper-level government management may substitute for the bachelor's degree requirement. An advanced degree in Public Administration or related field and at least ten years of increasingly responsible experience, experience and/or training in Oregon land use and public finance is desired. In addition, a candidate with at least five years' experience serving in a city manager/administrator role is preferable.





JENSEN STRATEGIES

(503) 477-5615

1750 S Harbor Way,
Suite 350
Portland, OR
97201

www.jensen-strategies.com





A PART OF



**Executive Recruitment Services for
Hood River City Manager Search**

PROPOSAL / APRIL 9, 2021

City of Hood River





Diversity and inclusion are an integral part of Raftelis/TNCG's core values.

We are committed to doing our part to fight prejudice, racism, and discrimination by becoming more informed, disengaging with business partners that do not share this commitment, and encouraging our employees to use their skills to work toward a more just society that has no barriers to opportunity.

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A PART OF



April 9, 2021

Ms. Rachel Fuller
City Manager
City of Hood River
211 2nd Avenue
Hood River, OR 97031

Subject: Proposal for Executive Recruitment Services for Hood River City Manager Search

Dear Ms. Fuller:

On behalf of The Novak Consulting Group (TNCG), now a part of Raftelis, we are pleased to submit this proposal for executive recruitment services for the City of Hood River (City). Our focus is to help local government and utility clients solve their financial, organizational, and technology challenges. We are dedicated to providing management consulting services, including executive search, to local governments and the utilities industry.

TNCG and Raftelis have always shared a focus on delivering lasting solutions for public-sector agencies. In January 2020, TNCG joined Raftelis. Today, we provide our clients with wide-ranging capabilities and resources in financial, management, technology, and communications consulting for all areas of local government. Our clients now have the expertise of over 120 of the country's leading public-sector consultants. We know that our combined capabilities and resources will provide added value to our clients.

Our project team for the City comprises skilled professionals seasoned in local government management with search experience across the country. Our team has completed over 190 searches, and we have had significant success in identifying and retaining ideal candidates who meet each organization's unique set of needs and expectations. In addition, Heather Gantz, the lead recruiter for this project, has direct experience with the community through a previous recruitment. She is also based in the Portland metro area and has an extensive network in the Pacific Northwest.

We are confident our approach will result in a successful leader for the organization. Our mission is to strengthen communities, and we do this by helping them find the best leaders to help move their organizations forward. We look forward to the opportunity to serve the City of Hood River. As Executive Vice President, I am authorized to bind the firm. We have read and will sign the Personal Services Agreement without changes. If you have any questions, please contact Catherine Tuck Parrish, our executive search practice leader, using the following contact information:

Catherine Tuck Parrish, Vice President - Executive Search
Phone: 240.832.1778 / Email: ctuckparrish@thenovakconsultinggroup.com

Sincerely,

Julia Novak
Executive Vice President

Insurance Coverage

Raftelis/TNCG has the required coverage and can provide a certificate listing the City as an additional insured if awarded the project.

Computer Equipment

Raftelis/TNCG uses Microsoft Office 365 and Adobe products so our documents will be compatible with the City's.

Consultant Firm Qualifications

RAFTELIS AND THE NOVAK CONSULTING GROUP, STRENGTHENING ORGANIZATIONS FOR THE COMMUNITIES THEY SERVE AND THE PEOPLE WHO WORK IN THEM

Raftelis/The Novak Consulting Group (TNCG) provides public-sector organizations with insights and expertise to help them operate as high-performing, sustainable entities providing essential services to their citizens. We help our clients solve their financial, organizational, technology, and communication challenges, achieve their objectives, and, ultimately, make their communities better places to live, work, and play.

+ Visit [Raftelis.com](https://www.raftelis.com) or [TheNovakConsultingGroup.com](https://www.thenovakconsultinggroup.com) to learn more



TNCG is Now Part of Raftelis

TNCG and Raftelis have always shared a focus on delivering lasting solutions for public-sector agencies. In January 2020, TNCG joined Raftelis. Today, we provide our clients with wide-ranging capabilities and resources in financial, management, technology, and communications consulting for all areas of local government. Our clients now have the expertise of more than 120 of the country's leading public-sector consultants, who have decades of local government experience. We know that our combined capabilities and resources will provide added value to our clients, and we're excited about what we can accomplish together.

SIMILAR PROJECT EXPERIENCE

Raftelis/TNCG is uniquely positioned to perform this recruitment because of our knowledge of local government and extensive network across the nation. Our clients tell us we are more than just consultants – we are trusted advisors. The following table lists a few comparable recruitments we have conducted and references for each of them.

CLIENT	REFERENCE
<p>City of Newberg, Oregon (Population 24,045)</p> <ul style="list-style-type: none"> • Assistant City Manager (2020) • Public Works Director (2020) • City Manager (2020) 	<p>David Clyne, Interim City Manager for the City of Gresham, OR (Former Interim City Manager for the City of Newberg) 1333 NW Eastman Parkway, Gresham, OR 97030 P: 541.905.3260</p>
<p>City of Camas, Washington (Population 23,000)</p> <ul style="list-style-type: none"> • City Administrator (2020) 	<p>Mayor Barry McDonnell E: bmcdonnell@cityofcamas.us / P: 360.409.9750</p> <p>Jennifer Gorsuch, Administrative Services Director E: jgorsuch@cityofcamas.us / P: 360.817.7013</p> <p>616 NW 4th Avenue Camas, WA 98604</p>

EXECUTIVE SEARCH STRATEGY

When organizations need to fill key positions, they turn to Raftelis/TNCG and benefit from this guiding principle: meaningful hiring involves finding the right employee and preparing them for ongoing success. Our approach to executive search services comprises three key phases.

Inquiring, Understanding, and Defining

Each of our clients has a unique culture and set of objectives. Because selecting the right individual is critical to success, we begin our relationship by conducting a needs assessment to identify the specific benchmarks the

search must accomplish. We will identify qualifications and requirements, as well as map out the new hire’s first-year goals, so both our client and the employee remain on the same track for success. We will build an accurate position profile, thus ensuring we attract the right people for the position.

Candidate Search and Evaluation

To reach the right candidates, Raftelis/TNCG customizes each search process to fit the client’s needs. Often, the professionals who best fit an open position are already employed and not searching for a traditional job posting. So, we leverage

our extensive, diverse professional network to attract the best talent nationwide. We have been successful in identifying a candidate pool that is racially, ethnically, and gender diverse. We are committed to helping local government leadership positions reflect the communities they serve. We work closely

with several organizations that support this goal, and we advertise in national publications that target people of color and women, including the National Forum of Black Public Administrators (NFBPA), Local Government Hispanic Network, and the League of Women in Government. We intentionally seek

38% of our recruitments resulted in the hiring of females.

21% of our recruitments resulted in the hiring of people of color.

well-qualified women and people of color, so our clients have excellent choices. Once the right candidates are found, we help manage the hiring process from interviews to background checks. Our in-depth service empowers clients to achieve their goals at every step.

Supporting Success

We support the top candidate's long-term success by creating a goals-driven work plan actionable from day one. Many firms focus solely on finding qualified applicants, leaving the client on their own once the position is filled. Our team, however,

uses the objectives gathered during the inquiry stage to prepare new hires for their first year.

We take a tailored, goals-based approach to each recruitment. By looking beyond the hiring process, our holistic view ensures

that each candidate will fit the role, as well as the organization. In the end, we are not just looking for a successful professional; we are finding the right employee to be successful in their new position long after they are hired.

WORK PLAN

THE FOLLOWING PROVIDES A DETAILED DESCRIPTION OF OUR WORK PLAN FOR THE CITY MANAGER RECRUITMENT.

Activity 1 – Develop Candidate Profile

We will begin this engagement by developing a clear picture of the ideal candidate for the City Manager. We will speak with each member of the City Council and facilitate meetings to gather input from department directors and other key staff. In addition, we will facilitate two community focus groups or an online survey to gather input. We will discuss not just the technical skills needed for the position but what makes for the right organizational fit in terms of traits and experiences.

We generally conduct our initial work, candidate review meeting, and interviews in person and are well-situated to do that. However, we can facilitate this work via video calls, online mechanisms, or small group meetings to adhere to any public health

protocols. We have done this successfully for all phases of recruitments based on our clients' needs. If protocols allow for in-person meetings, Heather is within easy driving distance.

Based on the information learned from our meetings, we will develop a recruitment plan that includes Oregon and the nation. We will prepare a position profile that is unique to the City. The profile will identify the organization's needs, the strategic challenges of the position, and the personal and professional characteristics of the ideal candidate. This document drives the recruitment. It focuses our efforts on the most capable candidates, and it helps us to persuade candidates to pursue the position.

We will also develop first-year organizational goals for the successful candidate. These goals will ensure that

the applicants know what will be expected of them should they be hired, the City has thought about what it wants the person to accomplish in the first year, and the successful candidate can hit the ground running with a work plan. Once drafted, we will review the recruitment plan, position profile, and first-year goals with the City Council. Modifications will be made as necessary before recruitment begins.

DELIVERABLES:

- Detailed recruitment process documents, including recruitment plan, position profile, and first-year goals.

Activity 2 – Conduct Active Recruitment and Screening

As part of the recruitment plan, we will identify key states and metro areas to focus our targeted recruitment. We will prepare and

place advertisements in state and national publications and online sites to attract candidates from throughout the United States. While this will be a national search, we will target our efforts to those key areas identified in the recruitment plan.

We will place job postings with national, state, and regional professional organizations such as International City/County Management Association (ICMA), Local Government Hispanic Network, League of Women in Government, Engaging Local Government Leaders (ELGL), National Forum for Black Public Administrators (NFBPA), League of Oregon Cities, and other places as identified in the recruitment plan.

As soon as the advertisements are completed, we will begin actively and aggressively marketing the position and identifying



qualified candidates for assessment. We will pinpoint individuals and jurisdictions to reach out to directly through phone and email. We will also utilize social media (LinkedIn, Twitter, and Facebook) to broaden our reach. We have found that this combination of outreach is an effective way to reach top applicants, especially those who are not currently in the job market but may be willing to consider a move to an excellent organization like the City of Hood River.

We will reach out to the applicants in our extensive database, as well as the prospective candidates we have targeted in previous recruitments for similar jurisdictions. We will also develop a list of additional candidates to pursue based on the City’s unique needs. Our outreach includes seeking well-qualified women and people of color and encouraging them to apply.

As applications are received, we will acknowledge each one and keep applicants aware of the status of the process. We will screen each applicant against the position profile and first-year goals. We will conduct interviews via phone or videoconference with those who most closely meet the profile to learn more about their interest, qualifications, and experience for this position. A summary of these candidates will be prepared and shared with the City. We will then meet with the City Council to review the entire list (if desired), as well as the most qualified candidates who have the requisite skills, experiences, and traits needed for success in the position. Based on the City Council’s direction, we will finalize a list of candidates to invite for interviews.

DELIVERABLES:

- Placement of ads and job postings
- Targeted outreach to passive candidates

- Candidate review materials including screening results and internet search

Activity 3 – Support Interviews and Selection

Each person you wish to interview will then be contacted again by our recruitment team. We will plan and facilitate a multi-step interview process specific to the City Manager position. The process could include writing exercises, presentations, panel interviews, tours, and a department director or key staff meet-and-greet. A book that contains customized interview questions and information about each of the candidates invited to interview will be provided to those involved in the interview process. We will also facilitate pre- and post-interview briefings.

We will coordinate the logistics of the process and provide the candidates with

the details along with any travel policy requirements or other information. We will also work with a City contact to ensure a suitable venue is arranged for the interviews. Expenses for the candidates will be borne and reimbursed directly by the City.

The City will select the top candidate. We can help make a well-informed choice by framing what we have learned about the candidates in the context of the position and its requirements. We will speak with candidates’ references to confirm the strength of their credentials. We will also review published information found in search engines, online publications, and social media. Reference and background checks will be performed on the top candidates, including but not limited to education, credentials, employment history, criminal background check, civil litigation check, and credit history.

We also can assist in negotiating the employment offer. We will provide information about best practices in salary and total compensation, and we will have obtained information on the candidate’s salary. We will keep candidates apprised of their status and release them at the appropriate time.

DELIVERABLES:

- Interview book materials including references and background checks

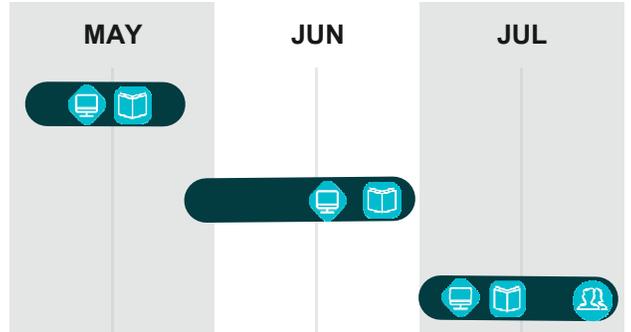
RECRUITMENT TIMELINE

Included below is a draft timeline. We expect to review this with the City Council during Activity 1 and adjust it as necessary as we develop the recruitment plan.

Activity 1 - Develop Candidate Profile

Activity 2 - Conduct Active Recruitment and Screening

Activity 3 - Support Interviews and Selection



In-Person Meetings / Workshops

Web Meetings

Deliverables

Key Personnel Qualifications

Heather Gantz, the lead recruiter for this project, is based in the Portland metro area and has conducted recruitments for the City. She has an extensive network in the Pacific Northwest and will be supported by a team members who have collaborated on many projects. Please see the Supporting Information section for more information about our team members' qualifications.

Quality of Client Service and Work

We manage our workload so that each client receives excellent customer service, which includes prompt responses to texts, phone calls, and emails, usually the same day but no later than the next business day. We offer the same level of responsiveness to applicants. This high level of commitment allows us to quickly answer questions and respond to changes or problems.

Supporting Information

We have included resumes for each of our team members followed by a list of our recent executive search experience in an Appendix to our proposal.

Cost Proposal

The total fixed fee to complete the City Manager recruitment, as outlined in this proposal, is \$28,000. This includes all professional fees and expenses for Raftelis/TNCG. We estimate the following additional costs to the City, which would be billed at cost.

Advertising	Approximately \$2,000-\$2,500
Background Checks	Estimated at \$175-\$500/finalist
Finalists' Interview Travel	Borne and reimbursed directly to the finalists by the City

Advertising and background checks are invoiced as completed. The fixed fee will be invoiced as follows:

Activity 1 - \$11,387	After delivery of the recruitment documents <ul style="list-style-type: none"> • Recruitment plan • Recruitment brochure • First-year goals
Activity 2 - \$10,697	After the candidate review
Activity 3 - \$5,916	After the interviews are completed

Appendix



Catherine Tuck Parrish

PROJECT DIRECTOR/LEAD RECRUITER

Vice President



PROFILE

Catherine has 30 years of management experience working for local governments of all sizes, nonprofit organizations, and associations. She leads the firm's executive search practice and has conducted over 160 searches for manager/administrator; police chief; fire chief; directors of public works, planning, economic development, finance, human resources, and human services; and many other key positions in local governments across the country. In addition to executive recruitment, she has facilitated numerous governing body workshops, staff retreats, and strategic planning sessions. Her work as a consultant includes project management and contributions to several local government projects such as process improvement studies, departmental assessments, planning and permitting process reviews, and policy development.

Catherine's most recent local government experience was as deputy city manager in Rockville, Maryland, where she oversaw parks and recreation, human resources, information technology, finance, neighborhood resources (citizen engagement), communications, customer service, and intergovernmental functions. She also served as acting city manager in Rockville for nearly a year. Before joining the City of Rockville, Catherine served as assistant to the county executive in Fairfax County, Virginia, working on change management issues, including a new pay system, employee surveys, implementation plans, and internal communication improvements. Catherine also served as an ethics advisor at the International City/County Management Association (ICMA), counseling elected officials and citizen groups regarding employment agreements, form of government issues, and recruitment. Additionally, she worked for the City of Denton, Texas. She chaired the ICMA's Acting Manager Task Force, which produced a handbook for interim managers. She also led the Maryland City/County Management Association (MCCMA) as president and vice president. She served as president, vice president, and secretary of the Metropolitan Association of Local Government Assistants in the Washington, D.C. metro area. Catherine has spoken at national and state conferences on a variety of topics, including recruitment trends, civility, effective councils, ethics, forms of government, human resources, long-term financial planning, budget strategies, developing high performing organizations, and leadership. She has also spoken at the National League of Cities' Leadership Training Institute on recruiting and evaluating the CEO. She is a certified instructor of the Myers-Briggs Type Indicator instrument.

Specialties

- Executive search
- Strategic planning
- Facilitation
- Strategy development and implementation
- Community engagement
- Employee engagement

Professional History

- Raftelis/The Novak Consulting Group: Vice President - Executive Search Practice Leader (2021-present); Senior Manager – Executive Search Practice Leader (2010-2020)
- Management Partners: Senior Manager (2009-2010)
- City of Rockville, Maryland: Deputy City Manager/Acting City Manager/Assistant City Manager (2001-2009)
- Fairfax County, Virginia: Assistant to the County Executive (1998 -2001)
- ICMA: Ethics Advisor/ Senior Local Government Programs Manager (1994-1998)
- City of Denton, Texas: Administrative Assistant to the City Manager (1990-1994)

Education

- Master of Public Administration - University of Kansas (1990)
- Bachelor of Arts in Communication Studies/Personnel Administration - University of Kansas (1988)

Professional Memberships

- International City/County Management Association (ICMA)
- Engaging Local Government Leaders (ELGL)
- Maryland City/County Management Association (MCCMA)

Heather Gantz

LEAD RECRUITER

Manager

PROFILE

Heather has over 20 years of leadership experience in recruiting, talent acquisition, and executive search, with the last 13 years focused on local government. She leads executive searches for the firm, where she is known for her thoroughness as well as engendering trusting relationships with both the client and candidate while providing exceptional customer service throughout the process.

Heather has conducted over 65 searches in the public sector. She has delivered positive search outcomes for dozens of high profile public organizations and is an expert at guiding strategy and tailoring outreach to find even the most niche candidates. Heather has successfully recruited for city and county managers and administrators, deputy and assistant managers, human resources, finance, community and economic development, public safety, parks and recreation, public works, and many more local government professionals. In addition, she has led numerous executive-level searches in the social/nonprofit sector and recruited leadership positions for technology, creative, accounting, and finance professionals in the private sector.

In addition to executive recruitment, Heather has experience supporting organizational effectiveness. She is known for providing effective leadership development and contributing to employee growth and development initiatives. Heather has advised individuals and small groups on career transition and job search strategies. Topics include knowledge and skill assessment, resume development, LinkedIn, networking, interview preparation, and salary and offer negotiation. Heather has also completed several leadership evaluations and performance reviews for local government leaders.

Heather has a passion for supporting diversity and innovation in the public sector. She served as an early Advisory Board Member for ELGL and remains an active and involved member in support of their mission of engaging the brightest minds in local government. In addition, Heather has served as a recurring speaker and presenter at the Northwest Women's Leadership Academy (NWWLA) in support of advancing women into leadership roles from a variety of backgrounds in local government.



Specialties

- Executive Search
- Leadership Development
- Employee Growth and Development
- Innovation
- Facilitation
- Project Management
- Community Engagement
- Diversity of Thought

Professional History

- Raftelis/The Novak Consulting Group: Manager (2020 – present)
- Waldron: Director (2007-2020)
- Private Sector Recruiter (1996-2007)

Education

- Bachelor of Arts in Business Management - University of Phoenix (2000)

Professional Memberships

- Engaging Local Government Leaders (ELGL)

Mikkell Jackson Roeland

LEAD RECRUITER

Manager

PROFILE

Mikkell has over two decades in consulting, executive search, and client engagement in private industry, quasi-governmental organizations, and the nonprofit sector. She leads executive searches for the firm and has been known throughout her career as a thoughtful, engaged business partner who delivers both results and a positive experience for all involved.

Though relatively new to the public sector, Mikkell has successfully led dozens of retained executive searches. She has partnered with organizations that have included scrappy start-ups, industry-leading Fortune 500 companies, private foundations, nonprofits, and prominent quasi-governmental agencies. Mikkell has successfully recruited for CEOs, executive directors, director-level staff, and many more professionals in very niche positions. Her recruiting experience also includes private sector success in finance, accounting, audit, human resources, pharmaceutical, biotechnology, and technology.

Mikkell approaches all her work with a diversity and inclusion lens, understanding that a variety of perspectives and experiences enable leaders and organizations to be more creative, solve problems faster, and better understand and meet the needs of their constituencies.

In 2018, she was appointed by the Mayor of Tukwila to serve on the City's Equity and Social Justice Commission, where she served as Chair for 2019.



Specialties

- Executive search
- Employee development and coaching
- Innovation
- Facilitation
- Project management
- Brand strategy
- Diversity recruiting strategy
- Workforce planning strategy

Professional History

- Raftelis: Manager (2021-present)
- Dogwood Health Trust: Consultant (2020-2021)
- Waldron: Director (2016-2020)
- Private Sector Recruiter (2010-2016)

Education

- Bachelor of Arts in French Language and Literature – Cornell University (1991)

Volunteer Experience

- Equity Commission Chair, City of Tukwila (2018-2020)
- Northwest African American Museum, Human Resources Committee (2019-2020)

Megan Meyer

RECRUITMENT SPECIALIST

Associate Consultant



PROFILE

Before joining Raftelis in 2020, Megan served as the Associate Director of the University of Cincinnati (UC) Real Estate Center after serving as the Special Assistant to the Director of the City of Cincinnati Department of Community and Economic Development.

At the UC Real Estate Center, Megan managed program promotion and development, served as the point of contact for real estate industry leaders for their student and alumni talent pipeline needs, supported two advisory boards, functioned as the staff advisor to the student organization, and taught the undergraduate Real Estate Principles course. At the City of Cincinnati, Megan supported the Community and Economic Development Department Director and provided oversight to 75+ staff across the Department (economic development, housing, fiscal and operations, monitoring and compliance, policy and communications, and parking facilities). Megan managed a large hiring push for the Department for all levels of seniority (analysts to division managers) and provided direct assistance to commercial developers, business owners, real estate brokers, and site selectors to navigate administrative and legislative processes.

Megan has a Master of Community Planning Degree with an Economic Development Specialization from the University of Cincinnati (OH), and a Bachelor of Science Degree in Psychology with minors in Spanish and Historic Preservation and Planning from the College of Charleston (SC).

Recent searches Megan has worked on include: Albemarle County (VA), the City of Ann Arbor (MI), the City of Batavia (NY), the City of Beaverton (OR), the City of Cedar Rapids (IA), the City of Gaithersburg (MD), the City of Gresham (OR), the City of Hillsboro (OR), Oakland County (MI), Prince William County (VA), the Spokane Regional Health District (WA), and the City of Westerville (OH).

Specialties

- Executive search
- Recruiting
- Data analysis

Professional History

- Raftelis: Associate Consultant (2020-present)
- The University of Cincinnati Real Estate Center, Associate Director (2018-2020)
- The City of Cincinnati Department of Community and Economic Development, Special Assistant to the Director (2015-2018)
- The University of Cincinnati Economics Center, Research Associate (2013-2015)
- The Catalytic Development Funding Corporation of Northern Kentucky, Intern (2012-2013)
- The Port of Greater Cincinnati Redevelopment Authority, Intern (2012)

Education

- Master of Community Planning with Economic Development Specialization – University of Cincinnati, OH (2013)
- Bachelor of Science in Psychology – College of Charleston, SC (2011)

Professional Memberships

- Engaging Local Government Leaders (ELGL) 41

Carly Trimboli

RECRUITMENT SPECIALIST

Associate Consultant

PROFILE

Before joining Raftelis in 2021, Carly served as the Associate Director of the University of Cincinnati Carl H. Lindner College of Business Career Services Center.

As an Associate Director for Career Services, Carly supervised several staff members and managed a caseload of over 600 undergraduate and graduate marketing students, providing career development and coaching services related to job search strategies. She partnered with local, regional, and national employers to identify and hire top talent. Carly also led curriculum design and content for all career-related courses required for business students through continuous improvement, data-driven decision making, and best practices for instructional pedagogy. *Creating and Improving a Career Success Strategies Course* was recently published in the National Association of Colleges and Employers Journal in late 2020. This publication analyzed confidence outcomes for undergraduate business students over a three-year period utilizing pre- and post-assessment data.

Prior to working in Career Services, Carly was an academic advisor for business students and a career counselor for UC's regional campus in Blue Ash, Ohio.

Carly has a Bachelor of Science in communication from Ohio University and a master's in counselor education (school counseling) from The Ohio State University.



Specialties

- Executive search
- Recruiting
- Data analysis

Professional History

- Raftelis: Associate Consultant (2021-present)
- University of Cincinnati Carl H. Lindner College of Business Career Services Center, Associate & Assistant Director (2015-2021)
- University of Cincinnati Carl H. Lindner College of Business Undergraduate Programs Office, Assistant Director (2013-2015)
- University of Cincinnati Blue Ash College, Career Counselor (2008-2013)

Education

- Master of Arts, School Counseling – The Ohio State University, Columbus, OH (2008)
- Bachelor of Science in Communication – Ohio University, Athens, OH (2006)

RECENT EXECUTIVE SEARCH EXPERIENCE

Client	Position
AZ Clarkdale	Town Manager
AZ Cottonwood	City Manager
AZ Oro Valley	Chief Financial Officer
AZ Oro Valley	Police Chief
AZ Payson	Town Manager
AZ Peoria	Human Resources Director
AZ Scottsdale	Economic Development Director
AZ Yuma	City Administrator
CO Aspen	Community Development Director
CO Boulder	Human Resources Director
CO Boulder	Independent Police Monitor
CO Boulder	Planning and Development Services Director
CO Fort Collins	Deputy City Manager
CO Lafayette	City Administrator
CO Louisville	City Manager
CO Louisville	Director of Parks and Recreation
CO Louisville	Director of Planning and Building Safety
CO Loveland	Budget Manager*
CO Loveland	Chief Financial Officer*
CO Loveland	Economic Development Director*
CO Northglenn	Human Resources Director
CT Greenwich	Town Administrator
CT Mansfield	Town Manager
CT Meriden	City Manager
CT Windsor	Police Chief
DE Kent County	County Engineer/Public Works Director
DE Lewes	Municipal Planning and Development Officer
DE Milford	City Manager
DE Milton	Town Manager
DE Rehoboth Beach	City Manager
IA Cedar Rapids	Utilities Director
IL Peoria County	Director, Animal Protection Services
IN Bloomington	Traffic and Transportation Engineer
KS Baldwin City	City Administrative Officer
KS Edgerton	Building Inspector
KS Edgerton	Community Development Director
KS Johnson County	Human Resources Director
KS Merriam	Finance Director
KS Tonganoxie	City Manager
LA Orleans Parish School Board	Chief Operations Officer
MD Aberdeen	Director of APG Privatization

Client	Position
MD Aberdeen	Police Chief
MD Aberdeen	Public Works Director
MD Berwyn Heights	Code Supervisor
MD Berwyn Heights	Town Administrator
MD Cambridge	City Manager
MD Charles County	Director of Community Services*
MD Charles County	Engineer IV*
MD Gaithersburg	City Manager
MD Gaithersburg	Director of Finance and Administration
MD Gaithersburg	Engineering Services Division Chief
MD Gaithersburg	Finance Director
MD Gaithersburg	Public Works Director
MD Garrett Park	Town Manager
MD La Plata	Planning Director
MD La Plata	Police Chief
MD La Plata	Town Manager
MD La Plata	Town Treasurer
MD Mount Rainier	City Manager
MD New Carrollton	City Administrative Officer
MD Ocean Pines Association	General Manager
MD Riverdale Park	Town Manager
MD Rockville	City Manager
MD Rockville	Community Planning and Development Services Director
MD Sykesville	Town Manager
MD Takoma Park	Deputy City Manager*
MD Westminster	Finance Director
MD Westminster	Human Resources Director
MI Ann Arbor	Human Resources Director
MI Novi	Assistant City Manager
MI Novi	Finance Director
MI Oakland County	Human Resources Director
MI Rochester Hills	Chief Financial Officer
MO Chesterfield	City Administrator
MO Clayton	City Manager
MO Lee's Summit	Human Resources Director
MT Helena	City Manager
NH Keene	City Manager
NM Las Cruces	City Manager
NY Batavia	City Manager
NY Oneonta	City Manager
OH Centerville	City Manager
OH Cleveland Heights	City Manager

Client	Position
OH Cleveland Heights	Finance Director
OH Dayton	Financial Officer
OH Dublin	City Manager
OH Dublin	Director of Public Service
OH Granville	Village Manager
OH Hilliard	City Manager
OH Hudson	City Manager
OH Jackson Township	Township Administrator
OH Miami Township	Township Administrator
OH Moraine	City Manager
OH Oberlin	Fire Chief
OH Oberlin	Police Chief
OH Portsmouth	City Manager
OH Prairie Township	Township Administrator
OH Sandusky	City Manager
OH Solid Waste Authority of Central Ohio (SWACO)	Director of Administration
OH The Port - an Ohio Port Authority	Industrial Development Manager
OH The Port - an Ohio Port Authority	Vice President of Communications and Marketing
OH The Port - an Ohio Port Authority	Vice President of Economic Equity
OH Union County	County Administrator
OH Upper Arlington	Assistant City Manager*
OH Upper Arlington	Police Chief
OH Washington Township	Township Administrator
OH West Chester Township	Township Administrator
OH Westerville	City Manager
OH Westerville	Deputy Director of Planning and Development
OH Westerville	Finance Director
OH Worthington	Assistant Fire Chief
OR Beaverton	Interim City Manager
OR Hood River	Public Works Director
OR Lane County	Public Works Director
OR Newberg	Assistant City Manager
OR Newberg	Public Works Director
OR Washington County	County Administrator
OR Washington County	Interim County Administrator
PA Breakneck Creek Regional Authority	Manager
PA Carlisle Borough	Police Chief
PA Farrell	City Manager
TX Abilene	City Engineer
TX Abilene	Library Director
TX Lancaster	Assistant City Manager
TX Lancaster	Finance Director

Client	Position
TX University Park	Human Resources Director
VA Albemarle County	Chief Financial Officer
VA Alexandria	Controller
VA Arlington County	Central Library Services Division Chief*
VA Arlington County	Housing Director*
VA Ashland	Town Manager
VA Bedford County	County Administrator
VA Bedford County	Deputy Fire Chief*
VA Bedford County	Finance Director
VA Fairfax	City Manager
VA Fairfax	Police Chief
VA Fairfax County	County Executive
VA Fairfax County	Deputy County Executive
VA Harrisonburg	City Manager
VA Harrisonburg	Human Resources Director
VA Harrisonburg	Police Chief
VA Leesburg	Town Attorney
VA Loudoun County	Animal Services Director
VA Loudoun County	Assistant County Administrator
VA Loudoun County	Assistant Director of Human Resources
VA Loudoun County	Chief Financial Officer
VA Loudoun County	County Attorney
VA Loudoun County	Economic Development Director
VA Loudoun County	Family Services Director
VA Loudoun County	Finance Director
VA Loudoun County	Mapping and Geographic Information Director
VA Loudoun County	Mental Health, Substance Abuse, and Developmental Services Director
VA Loudoun County	Parks, Recreation, and Community Services Director
VA Loudoun County	Planning and Zoning Director
VA Loudoun County	Systemwide Fire Chief
VA Virginia Retirement System	Human Resources Director
VA Warrenton	Town Manager
WA Camas	City Administrator
WA Sammamish	Public Works Director
WA Shoreline	Administrative Services Director
WA Shoreline	City Manager
WA Shoreline	Human Resources and Organizational Development Director
WI Central Brown County Water Authority	Manager
WI Mequon	City Administrator
WV Morgantown	City Manager