



CITY COUNCIL WORK SESSION AGENDA

Monday, January 08, 2024 - 12:00 PM

Council Chambers- 169 SW Coast Highway Newport, Oregon 97365

All public meetings of the City of Newport will be held in the City Council Chambers of the Newport City Hall, 169 SW Coast Highway, Newport. The meeting location is accessible to persons with disabilities. A request for an interpreter, or for other accommodations, should be made at least 48 hours in advance of the meeting to Erik Glover, City Recorder at 541.574.0613, or e.glover@newportoregon.gov.

All meetings are live-streamed at <https://newportoregon.gov>, and broadcast on Charter Channel 190. Anyone wishing to provide written public comment should send the comment to publiccomment@newportoregon.gov. Public comment must be received four hours prior to a scheduled meeting. For example, if a meeting is to be held at 3:00 P.M., the deadline to submit written comment is 11:00 A.M. If a meeting is scheduled to occur before noon, the written comment must be submitted by 5:00 P.M. the previous day. To provide virtual public comment during a city meeting, a request must be made to the meeting staff at least 24 hours prior to the start of the meeting. This provision applies only to public comment and presenters outside the area and/or unable to physically attend an in person meeting.

The agenda may be amended during the meeting to add or delete items, change the order of agenda items, or discuss any other business deemed necessary at the time of the meeting.

1. CALL TO ORDER AND ROLL CALL

2. DISCUSSION ITEMS

2.A Discussion and Review of Draft Candidate Profiles and Recruitment Hiring

Procedures

[1.4.24 Memo to Council about Special City Council Work Session re New CM Recruitment.pdf](#)
[Newport Candidate Profile Combined.pdf](#)

3. ADJOURNMENT



Spencer R. Nebel
City Manager
CITY OF NEWPORT
169 S.W. Coast Hwy.
Newport, OR 97365
s.nebel@newportoregon.gov

DATE: January 4, 2024

TO: City Council

FROM: Spencer Nebel

RE: Special City Council Work Session to Discuss the Newport City Manager Recruitment

Background

Jensen Strategies has provided draft City Manager recruitment materials for review and discussion by the City Council at a work session that will be held at noon on Monday, January 8, 2024 in the City Council Chambers. Jensen Strategies will be participating via Zoom for this meeting. The materials supplied will provide the context for the recruitment brochure which will be developed following City Council approval of this information. It is intended that these documents will be reviewed, then modified following the discussion with City Council and prepared for final approval by the City Council for the January 16th City Council meeting. The position profile is the result of input gathered through one-on-one interviews with the Mayor, City Councilors, Department Heads and others, staff and community surveys and at a public input session to develop a draft position profile and hiring procedure for your review.

Appendix A, Newport City Manager Recruitment, City Manager Profile

This attachment provides the required minimum and preferred education, experience and desired skills and attributes desired for Newport's next City Manager. In addition, through this process, Jensen Strategies has identified four key policy directives that the new City Manager will be expected to address during their initial tenure with the City. The profile is very helpful in having candidates evaluate their fit as they consider applying for this position and for the City Council to determine which candidates to interview and which candidate will best to fill the position of City Manager going forward.

Appendix B *Newport City Manager Recruitment Hiring Procedures*

In order for the City Council to hold executive sessions for the purpose of considering the employment of a new City Manager, the Council needs to approve procedures, in addition to the position profile, under Oregon law. The hiring procedure outlined in Appendix B follows the proposal that Jensen Strategies submitted to the City Council to conduct this search. Appendix B also includes specific dates for various steps in the recruitment process through the interviews which will occur during the week of April 15th.

This information will be incorporated in the recruitment brochure in preparation for the advertisement period which is scheduled for February 6th through March 11th.

Jensen Strategies will make any necessary changes to the attached documents for final consideration and approval by the Council at the January 16th regular City Council meeting.

Respectfully submitted,



Spencer R. Nebel, City Manager

DRAFT 1-3-24
FOR CITY COUNCIL REVIEW

NEWPORT CITY MANAGER RECRUITMENT 2024

Adoption of Official Position Documents

Official adoption of certain documents is required under Oregon law for a City Council to hold an executive session for the purpose of considering the employment of a new City Manager (per ORS 192.660(2)(a) and ORS 192.660(7)(d)). These documents include:

- Position Profile (containing Hiring Standards, Criteria, and Policy Directives)
- Hiring Procedures

The City of Newport recruitment consultant, Jensen Strategies, LLC, gathered input through one-on-one interviews, online staff and community surveys, and an offered public input session, which was used to prepare a draft position profile and hiring procedures for the City's 2024 City Manager Recruitment. These documents are attached hereto as Appendices A and B, respectively. The documents will be reviewed, considered, and if deemed appropriate, approved at a meeting of the Newport City Council that affords an opportunity for public comment.

DRAFT 1-3-24
FOR CITY COUNCIL REVIEW

APPENDIX A
NEWPORT CITY MANAGER RECRUITMENT
CITY MANAGER PROFILE

Required Minimum Education / Experience

The City Manager position requires 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. Equivalent combination of education and experience may be considered.

Preferred Education / Experience

The City prefers a candidate with an advanced degree in public administration or related field (e.g., Master of Public Administration), an active ICMA Credentialed Manager (ICMA-CM), five or more years' experience serving as a City Manager, and 10 or more years of increasingly responsible public sector experience. Expertise and/or training in public infrastructure work and public finance is highly desired. Oregon local government experience is helpful.

Desired Skills / Attributes

Leadership and Management

The City Manager should be an experienced, approachable, well-rounded, impartial leader and manager who can cultivate an effective and efficient organizational approach with vision and creativity. These qualities include the ability to provide clear direction, effectively support and oversee multi-disciplinary departments, balance priority initiatives, and foster a shared organizational vision and culture. The City Manager must demonstrate management experience working with limited staff capacity to ensure operational effectiveness through collaboration, workload delegation, accountability, and common purpose. A leadership style that values and practices consistent and clear communication, teamwork, humility, professionalism, and integrity is essential. The City Manager is expected to uphold a commitment to continuous learning and professional development opportunities as practicable. Ability to implement effective and expeditious recruitments to fill key staff vacancies while ensuring continuity of operations departments is necessary. A personal demeanor which is personable, calm, even tempered, inclusive, respectful, and empathetic is desired.

DRAFT 1-3-24
FOR CITY COUNCIL REVIEW

Council Relations

The City Manager is expected to proactively facilitate a professional, responsive, equitable, and inclusive relationship with the City Council to support their work as the policy making body. It is expected this support include assisting the Council with challenging policy decisions by providing impartial background information as well as facilitating the development and adoption of long-term goals and strategies. An ability to effectuate Council policy decisions by directing City staff and ensuring adequate resources are available for implementation is important. Maintaining a continual awareness of the City's operations and legal obligations to ensure regulatory compliance and informed decision-making is expected. Demonstrated experience conducting effective and well-organized public meetings to foster meaningful dialogue, inclusivity, transparency, and time management is helpful. A commitment to maintain a robust Council member onboarding process and support is desired.

Communication

The City Manager must be an articulate and consistent communicator to facilitate effective internal and external organizational coordination and understanding. An ability to engage and/or collaborate with diverse City audiences including City Council, staff, other local government officials, community members, nonprofits, businesses, and other stakeholders is essential. The City Manager should demonstrate emotional and cultural competency, transparency, humility, inclusion, ethics, and accessibility when communicating with all individuals or groups. In addition, experience and proficiency to facilitate two-way dialogues on complex policy issues with neutrality, equity, and respect is imperative. Verbal and written communication should be offered with clarity, substance, and conciseness.

Public Infrastructure and Facilities

The City Manager should understand the components and processes for implementing large, complex capital projects for municipal infrastructure such as water, wastewater, and stormwater, as well as facilities. Excellent management and communication skills to effectively manage, guide, prioritize, and lead City efforts and multi-disciplinary technical teams to achieve tangible project outcomes are critical. An aptitude to identify and pursue creative and strategic financing resources to fund infrastructure and facilities projects with sensitivity to impacts on taxpayers is important. An ability to effectively communicate the need and impact of infrastructure and facilities improvements as well as keep partners, stakeholders, and community members informed of progress is necessary. Familiarity with sustainable energy approaches and other measures to reduce contributions to climate change is beneficial.

DRAFT 1-3-24
FOR CITY COUNCIL REVIEW

Public Finance

The City Manager should possess excellent public finance experience and proficiency to maintain the City's solid financial position and high-quality services, fund major infrastructure and facilities projects, maintain high quality City services, and ensure long-term sustainable resources. This experience should include municipal finance aptitude to support responsible and strategic fiscal management integrated with City Council goals and a community vision. The City Manager will manage and pursue diverse revenue sources to support City operations, large capital projects, and other priorities. An ability to manage taxpayer dollars in a fiscally prudent and transparent manner while balancing the varied interests of residents and businesses. Effective communication and engagement related to fiscal decisions such as utility rates, potential taxes, bond measures, and levies is imperative. Prior knowledge or the ability to quickly learn Oregon budget law and requirements including rules related to Urban Renewal Districts.

Human Resources

The City Manager should possess excellent human resource planning and management experience to maintain, attract, retain, and enhance an effective City workforce within fiscally responsible parameters. A commitment to developing, continuing, revising, and implementing personnel policies and initiatives to promote a supportive, team-oriented, and efficient workplace environment is essential. In addition, the City Manager should have the ability to plan for current and future workforce needs by attracting and developing talented professionals through recruitments and proactive succession planning. Union relations experience including labor negotiations is beneficial.

Community Engagement

The City Manager is expected to be an effective communicator and liaison to the community. As such, an ability to develop and implement effective approaches, including social media and online resources, to inform and meaningfully engage the community in City activities and decisions are important. Community outreach should be inclusive of diverse populations, cultures, and perspectives. The City Manager is expected to practice accessibility, professionalism, respect, and employ a respectful even-handed approach to differing views and interests. Experience and capability to facilitate transparent, inclusive, and consensus building community dialogue around important and complex civic matters is essential. The City Manager is expected to be a visible leader that promotes and facilitates regular engagement between the City and community.

DRAFT 1-3-24
FOR CITY COUNCIL REVIEW

Streets and Transit

The City Manager must have knowledge to effectively manage planning, maintenance, and construction of streets as well as enhance connectivity of the City's transit network. Beneficial experience includes street asset maintenance and enhancement, traffic and parking management, coordination of intergovernmental projects, and efforts to enhance multi-modal transportation systems. In addition, a familiarity with supporting local transit options and partnerships to promote safe, income accessible transportation options City-wide is desired.

Community and Economic Development

The City Manager should have knowledge and experience to plan and implement community and economic development initiatives that support City goals and economic resilience. An ability to balance diverse interests and needs while planning for long-term community economic health is important. Experience and skills to facilitate meaningful community dialogues about development goals, placemaking initiatives, and implementing the community's vision is desirable. Knowledge to foster the development of local industries that support career-oriented workforces. Familiarity or capacity to effectively operate within Oregon's land use laws, including coastal goals, and urban renewal management is important. A commitment to sustainable economic growth through focusing development on underdeveloped assets connected or accessible to City infrastructure is important.

Diversity, Equity, and Inclusion (DEI)

The Newport City Council places a high importance on incorporation of diversity, equity, and inclusion (DEI) principles as an integral part of the City's public processes, policies, and operations. The City Manager should have a personal and professional commitment to cultural competency and a working understanding of the principles and issues related to racial and social equity. Experience or knowledge to cultivate greater racial and social equity awareness and practices within the City organization and in community engagement is highly desirable. Experience building trusting relationships with underrepresented communities, increasing language and/or physical accessibility, and other inclusionary efforts for all Newport community members is important. Specific knowledge or experience working with Latiné, Ukrainian, other eastern European, indigenous Native American, and South American populations is beneficial.

Housing Policy & Houselessness

The City Manager should have knowledge of current policies and approaches to support affordable housing including options for a tourism and regional industrial economy workforce. An ability to facilitate housing development opportunities that meet City goals and can be supported by the City's infrastructure capacity is important. In addition, an ability to support the City's existing camping and parking policies, County-led shelter efforts, as well as other opportunities to provide resources to address public health and safety concerns is important.

DRAFT 1-3-24
FOR CITY COUNCIL REVIEW

Intergovernmental Relations

The City Manager must be able to work collaboratively with other local or regional jurisdictions to identify and pursue mutually beneficial projects and policy development opportunities while effectively advocating for City interests. An ability to enhance and expand strong working relationships with the County, State, Federal, and other local governments including those with a local presence such as National Oceanic and Atmospheric Administration (NOAA) or the Coast Guard will be necessary.

Emergency Planning

The City Manager should have relevant knowledge or experience to coordinate with partners to plan for emergencies and ensure the City is prepared to protect and aid its citizens in the event of a disaster. Familiarity with coastal emergency management planning and implementation is beneficial. An ability to proactively support emergency preparedness planning through infrastructure improvements, regional collaboration, and planning is important.

Technology

The City Manager should have the capacity to support the City's technology systems including seeking and evaluating fiscally prudent opportunities for new technologies. An ability to coordinate potential implementation of new software, tools, and process updates smoothly with appropriate engagement and transparency is important. This work will be particularly important until a new IT Director is recruited for the City.

Appreciation for Newport

The City Manager role is a high-profile local leader who serves as a liaison for the City with the community and should appreciate and invest in Newport's unique culture. It is expected the City Manager will embrace and promote Newport's wellbeing, diversity, rich natural beauty, passion for public arts, and help bring the Newport 2040 Vision to fruition.

Understanding of City Government Roles

The City Manager should have a thorough understanding of the Council-Manager form of government and the proper roles of bodies and individuals within such governments. The City Manager will be expected to help ensure the City Council, staff, and advisory bodies are all operating effectively with each other and within their legally defined roles.

DRAFT 1-3-24
FOR CITY COUNCIL REVIEW

Policy Directives

Big Creek Dam Replacement Project

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

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

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

Wastewater Treatment Plant Replacement

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

DRAFT 1-3-24
FOR CITY COUNCIL REVIEW

Workforce Development & Workplace Culture

In recent years, the City of Newport has experienced staffing challenges related to retirements, departures to pursue new opportunities, competition with other employers, or inability of employees to find affordable housing options. These factors have resulted in a substantial number of key position vacancies which are typically difficult to fill quickly as well as a potential loss of institutional knowledge. These positions currently include the City Engineer, Information Technology Director, Public Communications Director, and anticipated retirements of executive managers including the Fire and Police Chiefs. In response, the City has been working to develop and implement recruitment processes, succession planning, and workplace culture initiatives to promote retention of staff and sharing of institutional knowledge.

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

City Center Revitalization Project

With Highways 101 and 20 entering the City core, Newport has limited options in downtown to reduce traffic impacts, conduct beautification initiatives, enhance walkability (sidewalks and a crosswalk), and promote economic and residential development. In 2015, the City established the Northside Urban Renewal District which has funding to finance area improvement projects. A Transportation Growth Management grant has been obtained to develop a City Center Revitalization Plan. Key concepts in the plan will include consideration of two options to upgrade Highway 101, incentivize façade improvements, establishment of a permanent farmers market location, a 20-year downtown revitalization plan, and developing additional sidewalk and active transportation amenities. This planning effort will guide a decision for City Council and ODOT on selecting one of two proposed options for Highway 101, allowing the City to collect public input and make a final decision. The planning process will occur over an 18 month period.

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

DRAFT 1-3-24
FOR CITY COUNCIL REVIEW

APPENDIX B
NEWPORT CITY MANAGER RECRUITMENT
HIRING PROCEDURES

Phase 1: Position Advertisement

- 1.1 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 department functions/services, staff size, budgetary information, and current challenges and policy priorities. Community information will be added, including a description of the community with quality-of-life details. 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.
- 1.2 Position Advertisement:** The consultant will execute a comprehensive position advertisement process designed to attract a diverse pool of qualified and well-suited candidates. The 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. The consultant will also leverage an extensive professional network to directly contact qualified managers and inform them of the opening.

Phase 2: Screening of Candidates

- 2.1 Initial Application Screening:** Candidates will provide a resume, a cover letter, and a Jensen Strategies recruitment questionnaire. The consultant will review the application (resume, cover letter, and supplemental question submission) against the City Manager Profile, remove all non-responsive applications, and determine which candidates best fit the City's needs.

DRAFT 1-3-24
FOR CITY COUNCIL REVIEW

- 2.2 Preliminary Interviews:** The consultant will conduct preliminary interviews via Zoom with the candidates who best fit the candidate profile, as well as with any veterans who meet the position's minimum qualifications (as required by Oregon law).
- 2.3 Recommendation of Finalists:** The consultant, in a City Council executive session, will present the results of the initial review process and provide recommendations for up to four finalists. For transparency purposes, the consultant will provide information on other candidates interviewed but not recommended as finalists. The consultant will facilitate a discussion to assist the Council in reaching consensus on the finalists they want to be interviewed. Subsequently, the consultant will provide a press release for the City to distribute announcing the finalists after they receive permission from those candidates for public disclosure of their candidacy.
- 2.4 Background Checks on Finalists:** The consultant will engage a background check firm to perform comprehensive background checks on all finalists. Background checks will include:
- 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
- 2.5 Reference Checks on Finalists:** Upon selection as a finalist, candidates are asked to provide a minimum of four professional references. The consultant will take the necessary time to thoroughly discuss the candidates with references they provide, as well as other knowledgeable contacts, asking incisive questions to gain a comprehensive understanding of their abilities as managers and potential fit for the city.

DRAFT 1-3-24
FOR CITY COUNCIL REVIEW

- 2.6 Finalist Receptions:** Prior to the final interviews, two receptions will be held to provide opportunities to interact with the finalists, ask them questions, and form general impressions of the candidates. The first reception will be open to the City staff, and the second reception will be open to members of the public. At both receptions, attendees will have an opportunity to provide online feedback concerning their impressions of the finalists to help inform the final selection process.
- 2.7 Finalist Interviews:** Finalists will be interviewed in-person by four panels consisting of (1) the City Council, (2) local government managers from other jurisdictions, (3) a panel of community members, and (4) a panel of department heads. Interviewers will receive an informational packet containing interview questions and comprehensive information on each finalist. After panel interviews have been completed, the Council, in an executive session, will be presented with feedback from the other three panels, the staff and community receptions, and the results of background and reference checks. The consultant will facilitate the Council in reaching consensus on its preferred candidate.
- 2.8 Formal Council Designation of Preferred Candidate:** In accordance with Oregon public meetings law, the City Council will formally designate its preferred candidate at a regular business meeting open to the public.

DRAFT 1-3-24
FOR CITY COUNCIL REVIEW

NEWPORT CITY MANAGER RECRUITMENT SCHEDULE

Week of	Actions
Week of January 15 th	Council official adoption – January 16 th
Weeks of January 22 nd and January 29 th	Recruitment brochure finalization
Week of February 5 th to March 4 th	Position advertisement- Position open (2/6 – 3/11)
Week of March 11 th	Initial application screening
Weeks of March 18 th and March 25 th	Preliminary Zoom interviews
Week of April 1 st	Recommendation and selection of finalists Executive Session- Monday, April 1 st
Week of April 8 th	Background/reference checks on finalists
Week of April 15 th	Tuesday- April 16 th - Staff and Community Receptions Wednesday, April 17 th - Panel Interviews Thursday, April 18 th - Executive Session: Council Interviews Friday, April 19 th - Executive Session: Deliberation Regular Session: Announcement of Selection